

Generic Benchmark Role Profile

Managerial, Professional and Specialist Staff - Grade 5

COMMUNICATION

(a) Oral Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey information to others.

(b) Written Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey the information to others.

TEAM WORK AND MOTIVATION

Main Focus: *The role holder is required to:*

- clarify the requirements
- agree clear task objectives
- organise and delegate work fairly according to individual abilities
- help the team focus their efforts on the task in hand and motivate individual team members.

Important Requirements: *The role holder is also required to:*

- form and communicate a clear vision of what is to be achieved overall by a team
- encourage individuals to contribute to this common goal to the best of their ability
- create a sense of unity and common purpose.

LIAISON AND NETWORKING

The role holder is required to carry out standard day to day liaison using existing procedures in order to:

- ensure dissemination of information in the right format to the right people at the right time
- build relationships and contacts to facilitate future exchange of information.

The role holder is also required to participate in networks within the institution or externally in order to:

- influence events or decisions
- undertake active collaboration to pursue a shared interest.

In addition, the role holder is also required to initiate, build or lead internal networks in order to:

- maintain relationships over time
- establish communication channels for self or others to use in order to pass on information promptly
- keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

Main Focus: *The role holder is required to:*

- deal with internal or external contacts where the service is usually initiated by the role holder, working within the institution's overall procedures or policies
- understand and explore customer's needs
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

Important Requirements: *The role holder is also required to:*

- pre-empt changes in customers needs and anticipate future requirements
- ensure others have the support they need to provide quality service and fulfil their role.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a moderate impact
- be party to some collaborative decisions which have a significant impact, working with others to reach an optimal conclusion
- provide advice or input to contribute to the decision making of others which have a moderate impact.

PLANNING AND ORGANISING RESOURCES

Main Focus: *The role holder is required to:*

- plan, prioritise and organise the work or resources of self and others within own area on a daily, weekly or monthly basis
- plan and manage small projects, ensuring the effective use of resources
- receive information from and provide information to others to complete their planning
- monitor progress against the plan.

Important Requirements: *The role holder is also required to:*

- take responsibility for the operational planning and organisation of larger projects or an area of work
- provide input to longer term planning.

INITIATIVE AND PROBLEM SOLVING

Main Focus: *The role holder is required to:*

- use initiative and creativity to resolve problems where the optimal solution may not be immediately apparent but has to be assessed by a process of reasoning, weighing up the pros and cons of different approaches
- identify and assess practical options
- break the problem down into component parts.

Important Requirements: The role holder is also required to resolve problems where there is a mass of information or diverse, partial and conflicting data, with a range of potential options available.

ANALYSIS AND RESEARCH

The role holder is required to:

- identify an appropriate existing method of analysis or investigation according to the data and objectives
- recognise and interpret trends or patterns in data
- identify or source additional information which could potentially help the investigation as the analysis progresses.

SENSORY AND PHYSICAL DEMANDS

The role holder is required to carry out tasks at a level which would require either learning certain methods or routines or involve moderate physical effort.

WORK ENVIRONMENT

The role holder is required to work in an environment which is relatively stable and has little impact on the role holder or the way in which work is completed.

PASTORAL CARE AND WELFARE

The role holder is required on occasion to:

- show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress
- initiate appropriate action by involving relevant people.

In addition, the role holder is also required on occasion to:

- give advice on commonly occurring welfare issues or queries
- follow standard welfare procedures for the institution
- respect confidentiality.

TEAM DEVELOPMENT

The role holder is frequently required to advise or guide new starters working in the same role or unit on standard information or procedures.

The role holder is occasionally required to:

- train or guide others on specific tasks, issues or activities
- give advice, guidance and feedback on the basis of their own knowledge or experience.

In addition, the role holder is occasionally required to:

- define performance standards required
- identify appropriate developmental activity
- give feedback and guidance on overall performance.

TEACHING AND LEARNING SUPPORT

The role holder is required to provide standard information or deliver teaching or training to introduce students or others who are new to the area to standard information or procedures.

The role holder is also required to:

- provide standard information or deliver teaching or training to teach or train students or others on specific tasks, issues or activities
- assess performance and provide feedback during the event.

KNOWLEDGE AND EXPERIENCE

The role holder is required to:

- apply a breadth or depth of experience showing full working knowledge and proficiency of their own area of expertise
- act as a point of reference to others
- demonstrate continuous specialist development, acquiring and refining skills and expertise in new or related areas through undertaking and encouraging internal or external development activity.

Generic Benchmark Role Profile

Managerial, Professional and Specialist Staff – Grade 6

COMMUNICATION

(a) Oral Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey information to others.

Also, the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

(b) Written Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey the information to others.

Also, the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK AND MOTIVATION

The role holder is required to:

- form and communicate a clear vision of what is to be achieved overall by a team
- encourage individuals to contribute to this common goal to the best of their ability
- create a sense of unity and common purpose.

LIAISON AND NETWORKING

The role holder is required to carry out standard day to day liaison using existing procedures in order to:

- ensure dissemination of information in the right format to the right people at the right time
- build relationships and contacts to facilitate future exchange of information.

The role holder is also required to participate in networks within the institution or externally in order to:

- influence events or decisions
- undertake active collaboration to pursue a shared interest.

In addition, the role holder is also required to initiate, build or lead internal networks in order to:

- maintain relationships over time
- establish communication channels for self or others to use in order to influence events or decisions
- undertake active collaboration to pursue a shared interest.

SERVICE DELIVERY

Main Focus: *The role holder is required to:*

- deal with internal or external contacts where the service is usually initiated by the role holder, working within the institution's overall procedures or policies
- understand and explore customer's needs
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

Important Requirements: *The role holder is also required to:*

- monitor service levels
- pre-empt changes in customers needs and anticipate future requirements
- ensure others have the support they need to provide quality service and fulfil their role.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a significant impact
- be party to some collaborative decisions which have a significant impact, working with others to reach an optimal conclusion
- provide advice or input to contribute to the decision making of others which have a significant impact.

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- take responsibility for the operational planning and organisation of larger projects or an area of work
- co-ordinate a number of teams or projects on a monthly, quarterly or annual basis
- set performance standards and establish monitoring procedures to keep track of progress across these different aspects of work
- provide input to longer term planning.

INITIATIVE AND PROBLEM SOLVING

Main Focus: *The role holder is required to:*

- resolve problems where there is a mass of information or diverse, partial and conflicting data, with a range of potential options available
- apply creativity to devise varied solutions, approaching the problem from different perspectives.

Important Requirements: *The role holder is also required to:*

- resolve problems where there is a lack of precedent which calls for innovation and creative thought to develop appropriate options
- anticipate problems and make projections
- initiate solutions which take into account strategic implications for the institution and which do not limit future choices.

ANALYSIS AND RESEARCH

The role holder is required to:

- identify an appropriate existing method of analysis or investigation according to the data and objectives
- recognise and interpret trends or patterns in data
- identify or source additional information which could potentially help the investigation as the analysis progresses.

SENSORY AND PHYSICAL DEMANDS

The role holder is required to carry out tasks at a level which would require either learning certain methods or routines or involve moderate physical effort.

WORK ENVIRONMENT

The role holder is required to work in an environment which is relatively stable and has little impact on the role holder or the way in which work is completed.

PASTORAL CARE AND WELFARE

The role holder is frequently required to:

- show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress
- initiate appropriate action by involving relevant people.

The role holder is also required on occasion to:

- give advice on commonly occurring welfare issues or queries
- follow standard welfare procedures for the institution
- respect confidentiality.

In addition, the role holder is also required on occasion to:

- maintain confidentiality and build trust
- be fully aware of support networks for both themselves and the individual.

TEAM DEVELOPMENT

The role holder is frequently required to advise or guide new starters working in the same role or unit on standard information or procedures.

The role holder is occasionally required to:

- train or guide others on specific tasks, issues or activities
- give advice, guidance and feedback on the basis of their own knowledge or experience.

In addition, the role holder is occasionally required to:

- identify current capabilities and future needs
- define performance standards required
- identify appropriate developmental activity
- give feedback and guidance on overall performance.

TEACHING AND LEARNING SUPPORT

The role holder is required to provide standard information or deliver teaching or training to introduce students or others who are new to the area to standard information or procedures.

The role holder is also required to:

- provide standard information or deliver teaching or training to teach or train students or others on specific tasks, issues or activities
- assess performance and provide feedback during the event.

KNOWLEDGE AND EXPERIENCE

The role holder is required to:

- apply a breadth or depth of experience showing full working knowledge and proficiency of their own area of expertise
- act as a point of reference to others
- demonstrate continuous specialist development, acquiring and refining skills and expertise in new or related areas through undertaking and encouraging internal or external development activity.

Generic Benchmark Role Profile

Managerial, Professional and Specialist Staff – Grade 7

COMMUNICATION

(a) Oral Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey information to others.

Also, the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed technical or specialist.

(b) Written Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey the information to others.

Also, the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK AND MOTIVATION

The role holder is required to:

- form and communicate a clear vision of what is to be achieved overall by a team
- encourage individuals to contribute to this common goal to the best of their ability
- create a sense of unity and common purpose.

LIAISON AND NETWORKING

The role holder is required to carry out standard day to day liaison using existing procedures in order to:

- ensure dissemination of information in the right format to the right people at the right time
- build relationships and contacts to facilitate future exchange of information.

The role holder is also required to participate in networks within the institution or externally in order to:

- influence events or decisions
- undertake active collaboration to pursue a shared interest.

In addition, the role holder is also required to initiate, build or lead internal networks in order to:

- maintain relationships over time
- establish communication channels for self or others to use in order to influence events or decisions
- undertake active collaboration to pursue a shared interest.

SERVICE DELIVERY

The role holder is required to:

- set the overall standards for service across a function or area of the institution
- monitor service levels
- pre-empt changes in customers needs and anticipate future requirements
- maintain overall quality balancing different demands
- ensure others have the support they need to provide quality service and fulfil their role.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a significant impact
- be party to some collaborative decisions which have a significant impact, working with others to reach an optimal conclusion
- provide advice or input to contribute to the decision making of others which have a significant impact.

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- take responsibility for the operational planning and organisation of larger projects or an area of work
- co-ordinate a number of teams or projects on a monthly, quarterly or annual basis
- set performance standards and establish monitoring procedures to keep track of progress across these different aspects of work
- provide input to longer term planning.

INITIATIVE AND PROBLEM SOLVING

Main Focus: *The role holder is required to:*

- resolve problems where there is a mass of information or diverse, partial and conflicting data, with a range of potential options available
- apply creativity to devise varied solutions, approaching the problem from different perspectives.

Important Requirements: *The role holder is also required to:*

- resolve problems where there is a lack of precedent which calls for innovation and creative thought to develop appropriate options
- anticipate problems and make projections.

ANALYSIS AND RESEARCH

The role holder is required to:

- identify an appropriate existing method of analysis or investigation according to the data and objectives
- recognise and interpret trends or patterns in data
- identify or source additional information which could potentially help the investigation as the analysis progresses.

SENSORY AND PHYSICAL DEMANDS

The role holder is required to carry out tasks at a level which would require either learning certain methods or routines or involve moderate physical effort.

WORK ENVIRONMENT

The role holder is required to work in an environment which is relatively stable and has little impact on the role holder or the way in which work is completed.

PASTORAL CARE AND WELFARE

The role holder is frequently required to:

- give support, guidance or pastoral care where standard procedures do not always exist
- maintain confidentiality and build trust judge when to listen, when to give advice or guidance and when to refer the individual for professional help
- be fully aware of support networks for both themselves and the individual.

The role holder is also required on occasion to:

- show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress
- initiate appropriate action by involving relevant people.

In addition, the role holder is also required on occasion to:

- give advice on commonly occurring welfare issues or queries
- follow standard welfare procedures for the institution
- respect confidentiality.

TEAM DEVELOPMENT

The role holder is frequently required to:

- train or guide others on specific tasks, issues or activities
- give advice, guidance and feedback on the basis of their own knowledge or experience
- deliver training.

In addition, the role holder is frequently required to:

- carry out training or development activity according to the needs of the individual or group
- identify current capabilities and future needs
- define the performance standards required
- identify appropriate developmental activity
- assess the application of learning
- give feedback and guidance on overall performance.

The role holder is occasionally required to advise or guide new starters working in the same role or unit on standard information or procedures.

TEACHING AND LEARNING SUPPORT

The role holder is required to:

- provide standard information or deliver teaching or training to introduce students or others who are new to the area to standard information or procedures
- provide standard information or deliver teaching or training to teach or train students or others on specific tasks, issues or activities; assess performance and provide feedback during the event.

KNOWLEDGE AND EXPERIENCE

The role holder is required to:

- be recognised as an authority in their field or specialism within the institution or amongst external peers, based on demonstrated expertise
- shape and influence developments within the institution through their own contribution to their area of expertise.

Generic Benchmark Role Profile

Managerial, Professional and Specialist Staff – Grade 8

COMMUNICATION

(a) Oral Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey information to others.

Also, the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

(b) Written Communication

The role holder receives, understands and conveys straightforward information in a clear and accurate manner.

In addition, the role holder receives, understands and conveys information which needs careful explanation or interpretation to help others understand, taking into account what to communicate and how best to convey the information to others.

Also, the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK AND MOTIVATION

Main Focus: *The role holder is required to:*

- form and communicate a clear vision of what is to be achieved overall by a team
- encourage individuals to contribute to this common goal to the best of their ability
- create a sense of unity and common purpose.

Important Requirements: *The role holder is also required to:*

- help to break down barriers between teams
- build beneficial working relationships across the teams.

LIAISON AND NETWORKING

The role holder is required to carry out standard day to day liaison using existing procedures in order to:

- influence events or decisions
- undertake active collaboration to pursue a shared interest.

The role holder is also required to participate in networks within the institution or externally in order to:

- influence events or decisions
- undertake active collaboration to pursue a shared interest.

The role holder is required to initiate, build or lead internal networks, in order to:

- maintain relationships over time
- establish communication channels for self or others to use in order to influence events or decisions
- undertake active collaboration to pursue a shared interest.

The role holder is also required to initiate, develop or lead networks which are external to the institution in order to:

- ensure dissemination of information in the right format to the right people at the right time
- build relationships and contacts to facilitate future exchange of information.

SERVICE DELIVERY

The role holder is required to:

- set the overall standards for service across a function or area of the institution
- monitor service levels
- pre-empt changes in customers needs and anticipate future requirements
- maintain overall quality balancing different demands
- ensure others have the support they need to provide quality service and fulfil their role.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a significant impact
- be party to some collaborative decisions which have a significant impact, working with others to reach an optimal conclusion
- provide advice or input to contribute to the decision making of others which have a significant impact.

PLANNING AND ORGANISING RESOURCES

Main Focus: *The role holder is required to:*

- take responsibility for the operational planning and organisation of larger projects or an area of work
- co-ordinate a number of teams or projects on a monthly, quarterly or annual basis
- set performance standards and establish monitoring procedures to keep track of progress across these different aspects of work
- provide input to longer term planning.

Important Requirements: The role holder is also required to carry out planning on a long-term or strategic basis that will affect large parts of the institution and possibly national or international activities. (Planning and organisation at this level would typically cover a period of at least three to five years.)

INITIATIVE AND PROBLEM SOLVING

Main Focus: *The role holder is required to:*

- resolve problems where there is a lack of precedent which calls for innovation and creative thought to develop appropriate options
- anticipate problems and make projections
- initiate solutions which take into account strategic implications for the institution and which do not limit future choices.

ANALYSIS AND RESEARCH

Main Focus: *The role holder is required to:*

- identify an appropriate existing method of analysis or investigation according to the data and objectives
- recognise and interpret trends or patterns in data
- identify or source additional information which could potentially help the investigation as the analysis progresses.

Important Requirements: *The role holder is also required to:*

- analyse or research complex ideas, concepts or extensive data from different perspectives
- work out how best to apply existing methodologies according to the overall context, objectives and expectations

SENSORY AND PHYSICAL DEMANDS

The role holder is required to carry out tasks at a level which would require either learning certain methods or routines or involve moderate physical effort.

WORK ENVIRONMENT

The role holder is required to work in an environment which is relatively stable and has little impact on the role holder or the way in which work is completed.

PASTORAL CARE AND WELFARE

The role holder is required on occasion to:

- show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress
- initiate appropriate action by involving relevant people.

The role holder is frequently required to:

- give advice on commonly occurring welfare issues or queries
- follow standard welfare procedures for the institution
- recognise when an individual should be referred elsewhere for professional help
- respect confidentiality.

In addition, the role holder is also frequently required to:

- give support, guidance or pastoral care where standard procedures do not always exist
- maintain confidentiality and build trust
- judge when to listen, when to give advice or guidance and when to refer the individual for professional help
- be fully aware of support networks for both themselves and the individual.

TEAM DEVELOPMENT

The role holder is frequently required to:

- train or guide others on specific tasks, issues or activities
- give advice, guidance and feedback on the basis of their own knowledge or experience
- deliver training.

In addition, the role holder is frequently required to:

- carry out training or development activity according to the needs of the individual or group
- identify current capabilities and future needs
- define the performance standards required
- identify appropriate developmental activity
- assess the application of learning
- give feedback and guidance on overall performance.

The role holder is occasionally required to advise or guide new starters working in the same role or unit on standard information or procedures.

TEACHING AND LEARNING SUPPORT

The role holder is required to:

- design content or learning materials within existing frameworks
- make appropriate modifications to existing materials on the basis of the knowledge or experience of the learner(s) to introduce students or others who are new to the area to standard information or procedures.

The role holder is also required to:

- design content or learning materials within existing frameworks

- make appropriate modifications to existing materials on the basis of the knowledge or experience of the learner(s) to teach or train students or others on specific tasks, issues or activities
- assess performance and provide feedback during the event.

KNOWLEDGE AND EXPERIENCE

The role holder is required to:

- be recognised as an authority in their field or specialism within the institution or amongst external peers, based on demonstrated expertise
- shape and influence developments within the institution through their own contribution to their area of expertise.