

Benchmark Code: OU32 Executive Assistant Grade 7

Role Description

COMMUNICATION

(a) Oral Communication

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

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.

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 & MOTIVATION

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.

LIAISON & 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;
- participate in networks within the institution or externally 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:

- deal with internal or external contacts who ask for service or require information;
- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is 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.

In addition the role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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

In addition 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, and deliver training.
- 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies and competencies.

Benchmark Code: OU33 Senior Supervisor Grade 7

Role Description

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 & MOTIVATION

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.

LIAISON & 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;
- participate in networks within the institution or externally 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:

- deal with internal or external contacts who ask for service or require information;
- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [minor impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [minor impact](#);
- provide advice or input to contribute to the decision making of others which have a [minor impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to establish the basic facts in situations which require further investigation and inform others if necessary.

In addition the role holder is [occasionally](#) required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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:

- understand how the work environment could impact on their own work or that of colleagues;
- take standard actions, within health and safety guidelines where applicable, to adapt to the environment.

In addition the role holder is [occasionally](#) required to:

- understand variability in their working environment and its potential negative impact on the work process or health and safety of the individual or colleagues;
- determine the level of risk and appropriate response.

PASTORAL CARE & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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.

TEAM DEVELOPMENT

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

In addition 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, deliver training;
- 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.

TEACHING AND LEARNING SUPPORT

This is not a requirement for the role.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU34 Senior Co-ordinator (1) Grade 7

Role Description

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 & MOTIVATION

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.

LIAISON & 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;
- participate in networks within the institution or externally in order to [pass on information](#) promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

The role holder is required to:

- deal with internal or external contacts who ask for service or require information;
- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [minor impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [minor impact](#);
- provide advice or input to contribute to the decision making of others which have a [minor impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

It is also [important](#) that the role holder:

- identifies an appropriate existing method of analysis or investigation according to the data and objectives;
- recognises and interprets trends or patterns in data;
- identifies or sources 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 & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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.

TEAM DEVELOPMENT

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

In addition the role holder is 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU35 Executive Secretary Grade 7

Role Description

COMMUNICATION

(a) Oral Communication

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

The role holder also [occasionally](#) 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.

(b) Written Communication

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

The role holder also [occasionally](#) 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 & MOTIVATION

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.

LIAISON & 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;
- participate in networks within the institution or externally 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:

- deal with internal or external contacts who ask for service or require information;
- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [minor impact](#);
- provide advice or input to contribute to the decision making of others which have a [minor impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to establish the basic facts in situations which require further investigation and inform others if necessary.

It is also [important](#) that the role holder:

- analyses routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is 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.

TEAM DEVELOPMENT

The role holder is 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;
- deliver training.

The role holder is [occasionally](#) 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.

TEACHING AND LEARNING SUPPORT

This is not a requirement for the role.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU37 Administrator Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition the role holder is [occasionally](#) 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.

LIAISON & 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;
- participate in networks within the institution or externally in order to [ensure dissemination](#) of information in the right format to the right people at the right time;
- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use in order to [ensure dissemination](#) of information in the right format to the right people at the right time;

SERVICE DELIVERY

The role holder is required to:

- deal with internal or external contacts who ask for service or require information;
- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

In addition, it is [important](#) for the role holder 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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

In addition, it is [important](#) that the role holder:

- plans, prioritises and organises the work or resources of self and others within own area daily, weekly or monthly;
- plans and manages small projects, ensuring the effective use of resources;
- receives information from and provides information to others to complete their planning;
- monitor progress against the plan.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

It is also [important](#) for the role holder 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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU38 Unit Officer (1) Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition, it is [important](#) for the role holder 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.

LIAISON & 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.
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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 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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [minor impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

In addition the role holder is [occasionally](#) required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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

The role holder is 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU39 Unit Officer (2) Grade 7

Role Description

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.

The role holder is also [occasionally](#) required to receive, understand and convey 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.

TEAM WORK & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition the role holder is [occasionally](#) 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.

LIAISON & 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;
- participate in networks within the institution or externally 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;

- initiate, build or lead internal networks; 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.
- initiate, develop or lead networks which are external to the institution in order to [pass on information](#) promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

The role holder is required to:

- deal with internal or external contacts who ask for service or require information;
- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

In addition, it is [important](#) that the role holder deals with internal or external contacts where the service is usually initiated by the role holder, working within the institution's overall procedures or policies;

AND/OR

- understands and explores customer's needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

[Occasionally](#) the role holder will be involved in:

- 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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [minor impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

In addition, it is [important](#) that the role holder:

- plans, prioritises and organises the work or resources of self and others within own area daily, weekly or monthly;
- plans and manages small projects, ensuring the effective use of resources;

- receives information from and provide information to others to complete their planning;
- monitor progress against the plan.

INITIATIVE AND PROBLEM SOLVING

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.

Occasionally the role holder may be 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

Occasionally the role holder may be 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 complete basic tasks which would require a minimum of instruction or light, if any, 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 & WELFARE

The role holder is occasionally 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.

TEAM DEVELOPMENT

The role holder is occasionally 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;
- deliver training.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

:

Benchmark Code: OU40 Project Officer Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition, it is [important](#) for the role holder 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.

LIAISON & 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;
- participate in networks within the institution or externally 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;
- initiate, build or lead internal networks; 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;

- initiate, develop or lead networks which are external to the institution in order to [pass on information](#) promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

In addition, it is [important](#) for the role holder 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.

INITIATIVE AND PROBLEM SOLVING

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.

In addition the role holder may [occasionally](#) be 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

In addition the role holder may [occasionally](#) be 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 complete basic tasks which would require either a minimum of instruction or [light](#), if any, 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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

This is not a requirement for the role.

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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU41 Senior Co-ordinator (2) Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition, it is [important](#) for the role holder 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.

LIAISON & 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;
- participate in networks within the institution or externally 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 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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [minor impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU42 Unit Manager (1) Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition, it is also [important](#) for the role holder 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.

[Occasionally](#) the role holder may 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 & 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;
- participate in networks within the institution or externally 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;
- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use 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;

- initiate, develop or lead networks which are external to the institution in order to [pass on information](#) promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

The role holder is required to:

- deal with internal or external contacts who ask for service or require information;
- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

In addition, it is [important](#) for the role holder 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;

AND OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#).
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#).
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

[Occasionally](#) the role holder may:

- 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

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.

Occasionally the role holder may:

- 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:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

Occasionally the role holder may:

- 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 & WELFARE

The role holder is occasionally 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.

TEAM DEVELOPMENT

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;
- deliver training.

The role holder is [occasionally](#) 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU43 Professional (1) Grade 7

Role Description

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 & MOTIVATION

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.

LIAISON & 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;
- participate in networks within the institution or externally 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 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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is 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.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

In addition the role holder is [occasionally](#) 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.

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 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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU44 Professional (2) Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

LIAISON & 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;
- participate in networks within the institution or externally in order to [pass on information](#) promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);

- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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

The role holder is 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU45 Professional (3) Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

LIAISON & 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.
- participate in networks within the institution or externally 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 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;

AND OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#).
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#).
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

INITIATIVE AND PROBLEM SOLVING

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.

[Occasionally](#) 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

It is also [important](#) for the role holder 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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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 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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU46 HR Professional Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

LIAISON & 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;

- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [minor impact](#);
- provide advice or input to contribute to the decision making of others which has a [minor impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

In addition, the role holder [occasionally](#) 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.

INITIATIVE AND PROBLEM SOLVING

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.

[Occasionally](#) 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is 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 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 occasionally 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;
- deliver training

The role holder is also occasionally 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.

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 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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU47 Professional (5) Grade 7

Role Description

COMMUNICATION

(a) Oral Communication

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

In addition the role holder [occasionally](#) 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.

(b) Written Communication

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

In addition the role holder [occasionally](#) 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 & MOTIVATION

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.

LIAISON & 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;
- participate in networks within the institution or externally 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.
- initiate, build or lead internal networks, maintain relationships over time, and establish communication channels for self or others to use in order to [pass on information](#) promptly and keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [minor impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area on daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

SENSORY AND PHYSICAL DEMANDS

The role holder is required to complete basic tasks which would require either a minimum of instruction or [light](#), if any, 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 & WELFARE

The role holder is 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.

In addition the role holder may [occasionally](#):

- 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.

TEAM DEVELOPMENT

The role holder is occasionally 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;
- deliver training.

The role holder is occasionally 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU48 Professional (2) Grade 7

Role Description

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.

Occasionally the role holder may receive, understand and convey complex conceptual ideas or complex information which may be highly detailed technical or specialist.

TEAM WORK & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a team;
- help to build co-operation by setting an example and showing a flexible approach to delivering team results;
- contribute to building team morale as an active participant in the team.

In addition it is important for the role holder 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.

LIAISON & 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;
- participate in networks within the institution or externally in order to influence events or decisions; undertake active collaboration to pursue a shared interest.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

In addition, it is [important](#) for the role holder to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

[Occasionally](#) the role holder may:

- 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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

In addition the role holder is 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.

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 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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU49 Assistant Manager Grade 7

Role Description

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.

Occasionally 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.

TEAM WORK & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a team;
- help to build co-operation by setting an example and showing a flexible approach to delivering team results;
- contribute to building team morale as an active participant in the team.

LIAISON & 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;
- participate in networks within the institution or externally 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 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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

The role holder is occasionally 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;
- deliver training.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU50 Senior Co-ordinator (3) Grade 7

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

LIAISON & 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;
- participate in networks within the institution or externally 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;
- initiate, build or lead internal networks, maintain relationships over time, and establish communication channels for self or others to use in order to [pass on information](#) promptly and keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

The role holder is required to:

- deal with internal or external contacts who ask for service or require information;

- create a positive image of the institution by being responsive and prompt in responding to requests and referring the user to the right person if necessary.

Contact is usually initiated by the customer and typically involves routine tasks with set standards or procedures.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [minor impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

INITIATIVE AND PROBLEM SOLVING

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

[Occasionally](#) 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 & WELFARE

The role holder is 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.

TEAM DEVELOPMENT

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

The role holder is 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.

TEACHING AND LEARNING SUPPORT

The role holder is occasionally 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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU51 Unit Manager (2) Grade 7

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition, it is [important](#) for the role holder 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.

LIAISON & 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;
- participate in networks within the institution or externally 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;
- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use 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 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;

AND OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#)
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

[Occasionally](#) 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

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

The role holder is [occasionally](#) 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 & WELFARE

The role holder is 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.

In addition, the role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

The role holder is [occasionally](#) 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU52 Adviser Grade 7

Role Description

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 [occasionally](#) 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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition the role holder is [occasionally](#) 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.

LIAISON & 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;
- participate in networks within the institution or externally 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 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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

[Occasionally](#) the role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area 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.

INITIATIVE AND PROBLEM SOLVING

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.

In addition the role holder is [occasionally](#) 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is 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 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 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 them self and the individual.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU53 Senior Unit Manager (1) Grade 8

Role Description

COMMUNICATION

(a) Oral Communication

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

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.

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 & MOTIVATION

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.

In addition, it is [important](#) for the role holder 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 & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to [influence events](#) or decision; undertake active collaboration to pursue a shared interest.
- participate in networks within the institution or externally 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.
- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use 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.

- 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 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;

AND OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#).
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#).
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

In addition, it is [important](#) for the role holder 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

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.

In addition the role holder is [occasionally](#) 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

It is also [important](#) for the role holder 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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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

The role holder is 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.

TEACHING AND LEARNING SUPPORT

The role holder is 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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU54 Senior Unit Manager (2) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

In addition, it is [important](#) for the role holder 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.

LIAISON & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;

- initiate, build or lead internal networks, maintain relationships over time and establish communication channels for self or others to use in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

INITIATIVE AND PROBLEM SOLVING

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.

It is [important](#) for the role holder 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.

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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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.

The role holder is 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 & 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.

Benchmark Code: OU55 Senior Professional (1) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

LIAISON & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to [influence events](#) or decision and undertake active collaboration to pursue a shared interest;
- participate in networks within the institution or externally in order to [influence events](#) or decision and undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks, maintain relationships over time and establish communication channels for self or others to use in order to [ensure dissemination](#) of information in the right format to the right people at the right time and build relationships and contacts to facilitate future exchange of information.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to plan, prioritise and organise their own work or resources to achieve agreed objectives.

[Occasionally](#) the role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

INITIATIVE AND PROBLEM SOLVING

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.

It is [important](#) for the role holder 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

It is [important](#) for the role holder 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 complete basic tasks which would require either a minimum of instruction or [light](#), if any, 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.

[Occasionally](#) the role holder has to:

- understand how the work environment could impact on their own work or that of colleagues;
- take standard actions, within health and safety guidelines where applicable, to adapt to the environment.

PASTORAL CARE & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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 [occasionally](#) 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 them self and the individual.

TEAM DEVELOPMENT

The role holder is occasionally 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;
- deliver training.

The role holder is occasionally 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.

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 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 & 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.

Benchmark Code: OU56 Senior Professional (2) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

LIAISON & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- participate in networks within the institution or externally in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks, maintain relationships over time, establish communication channels for self or others to use in order to [ensure dissemination](#) of information in the right format to the right people at the right time and build relationships and contacts to facilitate future exchange of information.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

INITIATIVE AND PROBLEM SOLVING

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.

[Occasionally](#) the role holder is required to:

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

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 & WELFARE

The role holder is 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.

In addition the role holder is [occasionally](#) required to:

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

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

The role holder is [occasionally](#) 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.

TEACHING AND LEARNING SUPPORT

The role holder is 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 & 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.

Benchmark Code: OU57 Senior Professional (3) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

In addition, it is [important](#) for the role holder 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 & 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 and build relationships and contacts to facilitate future exchange of information;
- participate in networks within the institution or externally in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks, maintain relationships over time and establish communication channels for self or others to use in order to [ensure dissemination](#) of information in the right format to

the right people at the right time and build relationships and contacts to facilitate future exchange of information.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [significant impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate 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 monthly, quarterly or annually;
- 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

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.

It is [important](#) for the role holder 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;

- work accurately to complete the task precisely as specified.

Occasionally 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 & WELFARE

The role holder is occasionally 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 occasionally 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.

TEAM DEVELOPMENT

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

Occasionally the role holder is 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;
- delivers training.

The role holder is 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.

TEACHING AND LEARNING SUPPORT

This is not a requirement for the role.

KNOWLEDGE & 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.

Benchmark Code: OU58 Senior Professional (4) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

LIAISON & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- participate in networks within the institution or externally in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks, maintain relationships over time and establish communication channels for self or others to use in order to [ensure dissemination](#) of information in the right format to the right people at the right time and build relationships and contacts to facilitate future exchange of information.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

INITIATIVE AND PROBLEM SOLVING

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.

It is [important](#) for the role holder 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.

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 & WELFARE

The role holder is 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.

[Occasionally](#) the role holder is 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.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

The role holder is [occasionally](#) 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.

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 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 & 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.

Benchmark Code: OU59 Senior Professional (5) Grade 8

Role Description

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 & MOTIVATION

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.

In addition, 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 & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- participate in networks within the institution or externally in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest.
- initiate, build or lead internal networks, maintain relationships over time; and establish communication channels for self or others to use in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest.

SERVICE DELIVERY

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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

In addition, 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 monthly, quarterly or annually;
- 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

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

SENSORY AND PHYSICAL DEMANDS

The role holder is required to complete basic tasks which would require either a minimum of instruction or [light](#), if any, 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 & WELFARE

The role holder is 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.

In addition the role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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

The role holder is 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.

[Occasionally](#) the role holder is 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.

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 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 & 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.

Benchmark Code: OU60 Project Manager (1) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understand and convey complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

In addition, 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 & 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 and build relationships and contacts to facilitate future exchange of information;
- participate in networks within the institution or externally in order to [ensure dissemination](#) of information in the right format to the right people at the right time and build relationships and contacts to facilitate future exchange of information;

- initiate, build or lead internal networks, maintain relationships over time and establish communication channels for self or others to use in order to [ensure dissemination](#) of information in the right format to the right people at the right time and build relationships and contacts to facilitate future exchange of information.

SERVICE DELIVERY

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.

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which has a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

The role holder is required to:

- plan, prioritise and organise the work or resources of self and others within own area daily, weekly or monthly;
- 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.

[Occasionally](#) 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 monthly, quarterly or annually;
- 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

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified;

The role holder is also 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 & WELFARE

The role holder is [occasionally](#) 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.

TEAM DEVELOPMENT

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

The role holder is 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.

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.

KNOWLEDGE & 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.

Benchmark Code: OU61 Manager (1) Grade 8

Role Description

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.

[Occasionally](#) the role holder receives, understand and convey 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

In addition, 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 & 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;
- participate in networks within the institution or externally 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.

- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use 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 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;

AND OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

In addition, 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

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

Occasionally 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 & WELFARE

The role holder is occasionally 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 occasionally 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.

TEAM DEVELOPMENT

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

The role holder is 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.

The role holder is 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.

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 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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU62 Manager (2) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & 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 & 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;
- participate in networks within the institution or externally 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;
- initiate, build or lead internal networks; maintain relationships over time and 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

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;

AND OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- 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:

- 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.

[Occasionally](#) 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

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.

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 & WELFARE

The role holder is 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.

TEAM DEVELOPMENT

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

The role holder is 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.

[Occasionally](#) the role holder is 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.

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.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU63 Manager (3) Grade 8

Role Description

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 & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a [team](#);
- help to build co-operation by setting an example and showing a flexible approach to delivering [team](#) results;
- contribute to building [team](#) morale as an active participant in the [team](#).

[Occasionally](#) 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.

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 & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;

- initiate, build or lead internal networks, maintain relationships over time, establish communication channels for self or others to use in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest;
- 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 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;

AND/OR

- 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).

[Occasionally](#) the role holder contributes 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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

In addition, 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

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.

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;
- apply creativity to devise varied solutions, approaching the problem from different perspectives.

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.

[Occasionally](#) the role holder is 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;
- identify the relationship between complex, interdependent factors.

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.

Occasionally the role holder is required to:

- understand how the work environment could impact on their own work or that of colleagues;
- take standard actions, within health and safety guidelines where applicable, to adapt to the environment.

PASTORAL CARE & WELFARE

The role holder is 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.

Occasionally the role holder is 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.

TEAM DEVELOPMENT

The role holder is occasionally 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;
- deliver training.

TEACHING AND LEARNING SUPPORT

This is not a requirement for the role.

KNOWLEDGE & 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.

Benchmark Code: OU64 Senior Professional (6) Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

In addition, 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks, maintain relationships over time and 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 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;

AND/OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [significant impact](#);
- 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:

- 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.

In addition, 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

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.

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;

- apply creativity to devise varied solutions, approaching the problem from different perspectives.

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 complete basic tasks which would require either a minimum of instruction or [light](#), if any, 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 & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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 [occasionally](#) 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 them self and the individual.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

The role holder is [occasionally](#) 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.

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.

KNOWLEDGE & 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.

Benchmark Code: OU65 Project Manager Grade 8

Role Description

COMMUNICATION

(a) Oral Communication

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

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.

[Occasionally](#) 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.

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 & MOTIVATION

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.

In addition, 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.

[Occasionally](#) the role holder is required to:

- understand and manage the inter-relationship between different [teams](#) and their impact on the overall aims of the institution;
- help to break down barriers between [teams](#);
- build beneficial working relationships across the [teams](#).

LIAISON & 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;
- participate in networks within the institution or externally 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;
- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use 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 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;

AND/OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- 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:

- 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.

In addition, 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

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.

Occasionally the role holder is required to:

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

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 & WELFARE

The role holder is occasionally 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.

TEAM DEVELOPMENT

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;
- deliver training.

The role holder is occasionally 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.

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 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 & 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.

Benchmark Code: OU66 Senior Student Services Manager Grade 8

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

[Occasionally](#) 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 & 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 and build relationships and contacts to facilitate future exchange of information;
- participate in networks within the institution or externally in order to [ensure dissemination](#) of information in the right format to the right people at the right time and build relationships and contacts to facilitate future exchange of information;

- initiate, build or lead internal networks, maintain relationships over time, establish communication channels for self or others to use 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 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;

AND/OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

[Occasionally](#) 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

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.

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 & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

The role holder is [occasionally](#) 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.

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.

KNOWLEDGE & 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.

Benchmark Code: OU67 Senior Administrator Grade 9

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

In addition, 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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 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;

AND/OR

- 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).

In addition, 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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate 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

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.

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 & WELFARE

The role holder is 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 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 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 them self and the individual.

TEAM DEVELOPMENT

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

The role holder is 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.

The role holder is 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.

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.

KNOWLEDGE & 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.

Benchmark Code: OU68 Head Unit Manager Grade 9

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & 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.

[Occasionally](#) the role holder is required to:

- understand and manage the inter-relationship between different [teams](#) and their impact on the overall aims of the institution;
- help to break down barriers between [teams](#);
- build beneficial working relationships across the [teams](#).

LIAISON & 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 and build relationships and contacts to facilitate future exchange of information;
- participate in networks within the institution or externally in order to [influence events](#) or decisions and undertake active collaboration to pursue a shared interest.
- initiate, build or lead internal networks; 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 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;

AND/OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate 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

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

[Occasionally](#) 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.

[Occasionally](#) the role holder is required to:

- understand how the work environment could impact on their own work or that of colleagues;
- take standard actions, within health and safety guidelines where applicable, to adapt to the environment.

PASTORAL CARE & WELFARE

In addition, the role holder is 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 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.

TEAM DEVELOPMENT

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

The role holder is 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.

The role holder is 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.

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 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 & 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.

Benchmark Code: OU69 Professional Head (1) Grade 9

Role Description

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.

[Occasionally](#) the role holder receives, understand and convey 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.

[Occasionally](#) the role holder receives, understand and convey complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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;
- 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.

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [significant impact](#);
- provide advice or input to contribute to the decision making of others which have a [significant impact](#);

SERVICE DELIVERY

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;

AND/OR

- 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).

In addition, the role holder is required to:

- set the overall standards for service across a function or area of the institution;
- 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.

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

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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.

[Occasionally](#) the role holder is required to:

- understand how the work environment could impact on their own work or that of colleagues;
- take standard actions, within health and safety guidelines where applicable, to adapt to the environment.

PASTORAL CARE & WELFARE

The role holder is 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.

[Occasionally](#) the role holder is 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.

TEAM DEVELOPMENT

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

The role holder is 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.

[Occasionally](#) the role holder is 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.

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 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 & 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.

Benchmark Code: OU70 Professional Head (2) Grade 9

Role Description

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.

[Occasionally](#) the role holder receive, understand and convey 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.

[Occasionally](#) the role holder receive, understand and convey complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

In addition, 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.

[Occasionally](#) the role holder is required to:

- understand and manage the inter-relationship between different [teams](#) and their impact on the overall aims of the institution;
- help to break down barriers between [teams](#);
- build beneficial working relationships across the [teams](#).

LIAISON & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to build a reputation; market the institution; advance the profession or subject; [influence external developments](#); generate benefits for the institution as a whole.
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest.
- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use 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.
- 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 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;

AND/OR

- 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).

[Occasionally](#) the role holder is required to:

- set the overall standard 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 [moderate impact](#).
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [major impact](#);
- provide advice or input to contribute to the decision making of others which have a [major 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

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.

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 & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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.

TEAM DEVELOPMENT

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

The role holder is 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.

Occasionally the role holder is 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.

TEACHING AND LEARNING SUPPORT

The role holder is required to design content or learning materials within existing framework; 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 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 & 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.

Benchmark Code: OU71 Senior Manager (1) Grade 9

Role Description

COMMUNICATION

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 & MOTIVATION

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.

In addition, 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;

- initiate, build or lead internal networks; 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;
- initiate, develop or lead networks which are external to the institution in order to [pass on information](#) promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.

SERVICE DELIVERY

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;

AND/OR

- 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).

[Occasionally](#), 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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [significant impact](#);
- 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

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.

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.

Occasionally, the role holder is 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 & WELFARE

The role holder is occasionally 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 occasionally 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.

TEAM DEVELOPMENT

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

The role holder is 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.

The role holder is 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.

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.

KNOWLEDGE & 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.

Benchmark Code: OU72 Senior Manager (2) Grade 9

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & 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 & 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.
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest.
- initiate, build or lead internal networks; 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 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;

AND/OR

- understand and explore customers' needs;
- adapt the service accordingly to ensure the usefulness or appropriateness and quality of service (content, time, accuracy, level of information, cost).

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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [significant impact](#);
- 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.

[Occasionally](#), the role holder is required to:

- carry out planning on a long-term or strategic basis that will affect large parts of the institution.

INITIATIVE AND PROBLEM SOLVING

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.

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 & WELFARE

The role holder is [occasionally](#) 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 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.

[Occasionally](#), the role holder:

- gives 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 [occasionally](#) required to advise or guide new starters working in the same role or unit on standard information and procedures.

The role holder is 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.

The role holder is 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.

TEACHING AND LEARNING SUPPORT

The role holder is 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 & 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.

Benchmark Code: OU73 Senior Manager (3) Grade 9

Role Description

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.

[Occasionally](#) 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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & 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 & 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;
- participate in networks within the institution or externally in order to build a reputation; market the institution; advance the profession or subject; [influence external developments](#); generate benefits for the institution as a whole;
- initiate, build or lead internal networks; maintain relationships over time; establish communication channels for self or others to use 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 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;

AND/OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#); be party to some collaborative decisions;
- work with others to reach an optimal conclusion which have a [moderate impact](#);
- 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:

- 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.

[Occasionally](#) 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

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.

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 complete basic tasks which would require either a minimum of instruction or [light](#), if any, 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.

Occasionally the role holder is required to:

- understand how the work environment could impact on their own work or that of colleagues;
- take standard actions, within health and safety guidelines where applicable, to adapt to the environment.

PASTORAL CARE & WELFARE

The role holder is occasionally required to show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress.

The role holder is required to:

- initiate appropriate action by involving relevant people;
- 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 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 them self and the individual.

TEAM DEVELOPMENT

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

The role holder is 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.

The role holder is 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.

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 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.

The role holder is required to provide standard information or deliver teaching or training to teach, train or facilitate development activities for individuals or groups on certain aspects or subjects within a particular academic discipline or specialism; monitor performance giving feedback and guidance; act as a catalyst for further development or learning.

KNOWLEDGE & 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.

Benchmark Code: OU74 Senior Manager (4) Grade 9
Description

Role

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 & MOTIVATION

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.

In addition, 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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;
- 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 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;

AND/OR

- 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).

Occasionally 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 moderate impact;
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a moderate impact;
- provide advice or input to contribute to the decision making of others which have a moderate 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

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.

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 complete basic tasks which would require either a minimum of instruction or [light](#), if any, 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 & WELFARE

The role holder is 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.

[Occasionally](#) the role holder is 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.

[Occasionally](#) the role holder is 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 required to advise or guide new starters working in the same role or unit on standard information or procedures.

The role holder is 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.

The role holder is 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.

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 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.

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 teach, train or facilitate development activities for individuals or groups on certain aspects or subjects within a particular academic discipline or specialism; monitor performance giving feedback and guidance; act as a catalyst for further development or learning.

KNOWLEDGE & 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.

Benchmark Code: OU75 Senior Manager (5) Grade 9

Role Description

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.

[Occasionally](#) the role holder receives, understand and convey 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.

[Occasionally](#) the role holder receives, understand and convey complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & MOTIVATION

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.

In addition, 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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;

- 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 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;

AND/OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which have a [moderate impact](#);
- provide advice or input to contribute to the decision making of others which have a [moderate impact](#).

PLANNING AND ORGANISING RESOURCES

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.

In addition, 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

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;
- 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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

Occasionally 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 & WELFARE

The role holder is 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 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.

TEAM DEVELOPMENT

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

The role holder is 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.

The role holder is 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.

TEACHING AND LEARNING SUPPORT

The role holder is 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 & 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.

Benchmark Code: OU76 Senior Manager (6) Grade 9

Role Description

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 & 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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;
- initiate, develop or lead networks which are external to the institution in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest.

SERVICE DELIVERY

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;

AND/OR

- 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).

DECISION MAKING PROCESSES

The role holder is required to:

- take independent decisions which have a [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- 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.

The role holder is 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

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.

[Occasionally](#) 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

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is 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.

[Occasionally](#) the role holder is 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.

TEAM DEVELOPMENT

The role holder is 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.

The role holder is 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.

TEACHING AND LEARNING SUPPORT

This is not a requirement for the role.

KNOWLEDGE & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.

Benchmark Code: OU77 Senior Manager (7) Grade 9

Role Description

COMMUNICATION

(a) Oral Communication

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

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.

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.

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.

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

TEAM WORK & 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.

[Occasionally](#) the role holder is required to:

- understand and manage the inter-relationship between different [teams](#) and their impact on the overall aims of the institution;
- help to break down barriers between [teams](#);
- build beneficial working relationships across the [teams](#).

LIAISON & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest;
- initiate, build or lead internal networks; 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

- initiate, develop or lead networks which are external to the institution in order to [pass on information](#) promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.

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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [moderate impact](#);
- 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 monthly, quarterly or annually;
- 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

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.

[Occasionally](#) 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

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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.

TEAM DEVELOPMENT

The role holder is [occasionally](#) 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;
- deliver training.

The role holder is 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.

TEACHING AND LEARNING SUPPORT

The role holder is 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 & 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.

Benchmark Code: OU78 Professional Head (3) Grade 9

Role Description

COMMUNICATION

(a) Oral Communication

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

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.

Occasionally 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.

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.

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

TEAM WORK & MOTIVATION

The role holder is required to:

- be supportive and encouraging of others in a team;
- help to build co-operation by setting an example and showing a flexible approach to delivering team results;
- contribute to building team morale as an active participant in the team.

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.

Occasionally the role holder is required to:

- understand and manage the inter-relationship between different teams and their impact on the overall aims of the institution;
- help to break down barriers between teams;
- build beneficial working relationships across the teams.

LIAISON & NETWORKING

The role holder is required to:

- carry out standard day to day liaison using existing procedures in order to build a reputation; market the institution; advance the profession or subject; [influence external developments](#); generate benefits for the institution as a whole;
- participate in networks within the institution or externally in order to build a reputation; market the institution; advance the profession or subject; [influence external developments](#); generate benefits for the institution as a whole;
- initiate, build or lead internal networks; 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;
- 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 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;

AND/OR

- 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).

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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [major impact](#);
- provide advice or input to contribute to the decision making of others which have a [major impact](#).

PLANNING AND ORGANISING RESOURCES

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.

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

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.

ANALYSIS AND RESEARCH

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified.

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 & WELFARE

The role holder is [occasionally](#) 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 [occasionally](#) 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.

TEAM DEVELOPMENT

The role holder is occasionally 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;
- deliver training.

The role holder is occasionally 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.

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 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 & 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.

Benchmark Code: OU79 Assistant Director Grade 9

Role Description

COMMUNICATION

(a) Oral Communication

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

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.

[Occasionally](#) 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.

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.

[Occasionally](#) the role holder receives, understands and conveys complex conceptual ideas or complex information which may be highly detailed, technical or specialist.

TEAM WORK & 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 & 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;
- participate in networks within the institution or externally in order to [influence events](#) or decisions; undertake active collaboration to pursue a shared interest
- initiate, build or lead internal networks; 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 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;

AND/OR

- 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).

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 [moderate impact](#);
- be party to some collaborative decisions; work with others to reach an optimal conclusion which has a [significant impact](#);
- 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

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.

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.

[Occasionally](#) 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

The role holder is required to:

- analyse routine data or information using predetermined procedures and gathering the information from standard sources;
- work accurately to complete the task precisely as specified;

The role holder is also 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:

- understand how the work environment could impact on their own work or that of colleagues;
- take standard actions, within health and safety guidelines where applicable, to adapt to the environment.

PASTORAL CARE & WELFARE

The role holder is 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 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.

TEAM DEVELOPMENT

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

The role holder is 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.

The role holder is 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.

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 & EXPERIENCE

The role holder is required to apply working knowledge of theory and practice, sharing this knowledge with others as appropriate; demonstrate continuous specialist development by acquiring relevant skills and competencies.