

UNIVERSITY OF STRATHCLYDE

ADMINISTRATIVE AND PROFESSIONAL SERVICES

JOB FAMILY DESCRIPTOR 1 (New Grade 3)

JOB SUMMARY

Roles engaged in support work which is normally carried out to established routines and procedures but which is broad and varied in scope. Possessing a good general education, normally including Higher Grades or equivalent, post holders require knowledge and skills gained through some formal training, for example in relation to Microsoft Office packages or equivalent, plus previous relevant work experience gained over a period of up to a year. On commencement in a role, post holders require to become quickly conversant with the varied in-house systems and relevant procedures which are needed to effectively perform in that role. The work of post holders at this level is normally task orientated, rather than being planned for weeks and months ahead. However, post holders have to prioritise their tasks to ensure that duties are completed on time and that a courteous and effective service is provided to others. Post holders have the ability to communicate with fellow team members and individuals within and outside of the organisation, exercising tact and diplomacy and an awareness of other peoples' feelings/needs and ensuring that factual information is clearly understood and transmitted by/to the other party. Post holders respond to queries/issues, referring any unusual situations to other, more senior, team members. Roles at this level are covered by established work routines and, although supervision is available in the event of a difficulty, this is not always stringent.

REPRESENTATIVE WORK ACTIVITIES

- Receive and respond to enquiries from staff/students/other stakeholders, internal or external to the University, passing on enquiries outwith the post holders own knowledge base to the appropriate individual/s.
- Carry out tasks such as: database entry; cash handling; processing of forms and notices (e.g. invoices, orders, application forms) following set procedures.
- Carry out tasks within a library environment such as: issuing and discharging of library material; handling reservations for library users; recording periodical issues and books on receipt; checking bibliographic details in the library catalogue.
- Reproduce or prepare documents/presentations created by others, normally following clear instructions or using standard formats or templates.
- Undertake organisational support within a team including, for example, photocopying of course materials, booking rooms, distribution of mail, filing.
- Following specified ordering procedures, ensure adequate routine supplies are available to support office requirements.
- May regularly input a high volume of data entry or apply physical effort e.g. through organising a small stationery area or handling large numbers of library materials in varying physical conditions.

KNOWLEDGE, SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:

- A good general education, normally including Higher Grades or equivalent.
- Previous work experience in a similar or related environment, normally of up to one year. Knowledge may also be gained through attendance at short courses.
- Competence with office software, e-mail and internet.
- Well developed numeracy and literacy.
- Ability to work accurately, dependably and to follow instructions when required.
- Ability to exchange information courteously and effectively.

QUALITY INDICATORS

- Work is carried out on time and to standards agreed with Line Manager.
- Work is accurate and reliable.
- Knowledge of, and adherence to, the University's Health and Safety and Equal Opportunities policies.

UNIVERSITY OF STRATHCLYDE

ADMINISTRATIVE AND PROFESSIONAL SERVICES

JOB FAMILY DESCRIPTOR 2 (New Grade 4)

JOB SUMMARY

Roles requiring a well developed, working knowledge of a specialised system and/or the specialist use of equipment. Post holders require knowledge and skills gained through some previous work experience, perhaps up to 3 years. Alternatively, postholders may gain the skills and experience necessary to undertake roles at this level through a relevant formal qualification/s gained at secondary or further education level plus approximately 1-2 years relevant work experience. Although knowledge of University procedures and policies is required, these procedures are relatively straightforward to operate within, once understood. The nature of the tasks undertaken by post holders mean that work is primarily planned over a relatively short time-span (e.g. a day or two in advance). Occasionally, postholders are, however, required to plan weeks/months in advance. Post holders need to be aware of timescales and work within these to ensure that tasks are completed accurately and on time. Communication primarily involves the clear transmission of factual information to stakeholders (e.g. students/other staff members), with an appropriate awareness of their needs/feelings. Provision of information to stakeholders and/or collation of data/statistics for a line manager/s are often key elements of roles at this level. Post holders face a range of problems in their role, most of which have been experienced previously and for which solutions have been established; post holders directly apply their experience to these situations. When problems which have not been experienced before are encountered, these are normally referred to a Line Manager/Supervisor. Post holders have independence, within parameters dictated by set procedures, to make decisions about how tasks are sequenced and prioritised.

REPRESENTATIVE WORK ACTIVITIES

- Receive and respond to enquiries from stakeholders (e.g. students, members of staff), passing on information and judging when to re-direct more complex enquiries elsewhere, perhaps to a more senior member of staff.
- Update databases, beyond simple data entry, producing standard reports from the data when required.
- Apply an acquired knowledge of relevant systems and processes.
- Deal with correspondence, including the drafting of letters and/or e-mails.
- Provision of organisational support such as making standard travel arrangements, arranging meetings, including accommodation and catering.
- Preparation and distribution of documents including exam papers, attendance sheets, course information.
- Follow established ordering procedures to order stationery and consumables to ensure adequate resources are available to meet work requirements.
- Preparation of PowerPoint presentations, committee papers, reports which have been written by others.

- Carry out routine checking of reports, for example student lists or monthly financial statements, undertaking some limited error tracking as required.
- Process invoices to Finance Office.
- Attend group meetings to ensure appropriate, informal minutes are produced.
- Plan and prioritise own defined work activities within established routines or procedures.
- Diary co-ordination for other team members.
- Resolve straightforward software, network and hardware problems.
- May be responsible for allocating work to, and supporting the work output of, a small number of more junior staff.
- Work under minimum supervisory control, although support is available when required.
- There is an element of physical effort and/or strain within jobs at this level.

KNOWLEDGE SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:-

- Previous relevant work experience, for example of up to three years duration. Alternatively, knowledge and skills acquired through a relevant qualification/s gained at secondary or further education level plus approximately 1-2 years previous relevant experience required.
- Good IT skills including competence with software packages and processes as required.
- Postholders will have developed familiarity with University procedures and regulations (e.g. Registry, Finance Office, Purchasing/Procurement and Library procedures).
- Ability to communicate verbally and in writing with a range of internal and external stakeholders.

QUALITY INDICATORS

- Work is carried out on time and to standards agreed with Line Manager.
- Ability to prioritise own tasks within a framework set by the nature of the tasks in hand.
- Able to provide a high quality customer service, relaying accurately factual information and ensuring that, as far as is possible, an appropriate message is conveyed.
- Knowledge of, and adherence to, the University's Health and Safety and Equal Opportunities policies.

UNIVERSITY OF STRATHCLYDE

ADMINISTRATIVE AND PROFESSIONAL SERVICES

JOB FAMILY DESCRIPTOR 3 (New Grade 5)

JOB SUMMARY

Roles providing effective administrative and organisational support within a Department or Unit. Post holders require specialist knowledge and skills gained through previous relevant work experience of 3-5 years. Alternatively, an HNC level qualification or equivalent plus up to 4 years relevant work experience required. Post holders have detailed knowledge of a complex or specialist system e.g. Accounts/IT/Library and/or a broad knowledge of a wide range of procedures (e.g. Finance, IT, Personnel and Student Records). Post holders may supervise staff, ensuring that work is appropriately allocated. The planning and organising of a support team may be in response to a manager's general instructions.

Post holders at this level plan and organise their own work, co-ordinating the various strands of their responsibilities to ensure that end results are effectively achieved. This forward planning is normally for weeks or months ahead, for example organising complex conferences, training events or seminars. Post holders also contribute to the longer term development within their Unit/Department, for example by recommending improvements to office systems or contributing to wider departmental discussions.

Post holders require sufficient communication skills to deal with a range of external and internal stakeholders, occasionally interpreting/advising on University/departmental procedures and policies and occasionally dealing with individuals who are distressed and listening empathetically. Precedent often defines the approach to be taken when undertaking duties, however post holders can determine what actions they take within the parameters of existing procedures and policies. Supervision is normally available when required, for example in the event of unforeseen problems or issues. However, in general terms, supervision is not close.

REPRESENTATIVE WORK ACTIVITIES

- Deal with stakeholder enquiries, deciding what action is required and when to pass complex enquiries to others. This may involve the interpretation of University/departmental regulations and procedures in order that enquirers are appropriately informed and advised.
- Monitor spend and budgets, highlighting potential overspend to Senior Manager/s.
- Supervise other staff, ensuring that work is appropriately allocated and providing hands-on training as required.
- Within appropriate legislative parameters, check mail/e-mails received by Line Manager/s, dealing with straightforward issues in order to reduce the volume of work directed to Line Managers and ensuring that Line Manager/s is/are appropriately informed of actions taken. Maintain and prioritise Senior Manager/s diary/diaries.
- Produce management information from data and/or statistics in order that accurate and reliable information is available for unit/departmental decision making.

- Administer events requiring a high degree of personal initiative and responsibility such as conferences or seminars.
- Provide meeting support including issuing Agendas, production and distribution of formal minutes and progress chasing to ensure deadlines are met.
- Develop and maintains spreadsheets and simple databases.
- Provide IT support to staff and students, including installation, maintenance and basic configuration of PCs, adhering to standard procedures devised for this purpose

KNOWLEDGE SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:-

- 3-5 years relevant experience. Alternatively, knowledge and skills gained through a relevant HNC level qualification plus up to 4 years' general administrative experience, which may include providing organisational support to senior staff member/s, required.
- Strong IT skills including proficiency with office packages.
- Knowledge of PC software and systems, including the ability to set up and configure systems and trouble shoot problems to ensure first level support.
- Financial skills to enable monitoring of budgets.
- Supervisory skills and experience of delegating work appropriately to others.
- Good communication skills including, on occasions, providing empathetic support to stakeholders.
- Acquire knowledge of University policy and procedures (e.g. Personnel or Finance Office procedures, awareness of Freedom of Information, Data Protection). This may involve the ability to interpret such procedures in order to produce own work or to advise others on straightforward issues but will not include responsibility for carrying out major alterations to the procedures.

QUALITY INDICATORS

- Work is carried out on time and to standards agreed with Line Manager.
- Competence with systems, software packages and processes.
- Ability to plan and organise own (and often others') work activities/tasks.
- Ability to produce and assess straightforward data and information and to identify problems which will be highlighted to others.
- Provides a high quality of customer service.
- Communicates well, ensuring effective reporting of a range of information, which may involve the occasional provision of advice and the interpretation of procedures.
- Knowledge of, and adherence to, the University's Health and Safety and Equal Opportunities policies.

UNIVERSITY OF STRATHCLYDE

ADMINISTRATIVE AND PROFESSIONAL SERVICES

JOB FAMILY DESCRIPTOR 4 (New Grade 6)

JOB SUMMARY

Roles, often in charge of an office or specialist function and/or supervising other, normally, Administrative and Professional Services posts and dealing with resultant complex problems/issues. The knowledge and skills required for jobs at this level may be acquired through three different routes: from 5 or more years experience in a number of relevant, steadily larger jobs; from an HNC/HND qualification with a lesser amount of relevant work experience; from a relevant, specialist degree with no/little relevant work experience. Post holders require a broad and deep understanding of a range of methods or procedures without requiring the conceptual understanding of how to create them or change them in a fundamental way. A consistently high level of personal responsibility and initiative is required to respond independently to queries and use judgement to deal with daily, unforeseen problems and circumstances, with limited guidance from a superior. Role holders at this level are often specialists, planning and co-ordinating their own work, normally over weeks and months ahead with an awareness of the activities of other team members or departments, since the post holder's activities either influence or are influenced by these. Post holders require skills of persuasiveness and assertiveness and have to apply a substantial amount of personal influence within their interaction with others. Additionally, the provision of support for stakeholders, for example listening and emphasising with staff or students who are distressed, is sometimes required.

At this level, post holders' overall priorities are set by a line manager with this manager reviewing results achieved and, as required, monitoring progress on previously delegated tasks.

REPRESENTATIVE WORK ACTIVITIES

- Research, collate, organise and edit material for inclusion in reports/documents. This may involve identifying gaps or shortfalls in information and searching for sources of information to fill these.
- Assess data/statistics/financial reports, interpreting and reporting patterns and trends and highlighting and prioritising issues for further investigation to support informed decision making.
- Provide advice to peers and customers, responding to and independently resolving a range of standard and unforeseen issues within pre-determined operational limits.
- Manage, develop and recruit a team, delegating and allocating work as required.
- Identify training needs within a team, organising and, on occasion, delivering training to meet these needs.
- May deliver training, formally or informally, to users within the postholders' area of specialism.
- Participates, as part of a team, in the annual/strategic planning within department/unit.
- Decides how to improve manual and computerised systems, in line with unit/departmental objectives.
- Attends meetings, as requested by a manager, to support unit/departmental work and activities and to report back on main discussion points.
- Researches and recommends to a Line Manager, new software solutions to meet business requirements.

- Has direct responsibility for administering large and complex budgets.
- Develops corporate software solutions against pre-defined specifications.

KNOWLEDGE SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:-

- five or more years experience demonstrating general knowledge in a technical, financial or administrative field, developed through involvement in a series of progressively more demanding, relevant work roles. Alternatively, a relevant HNC/HND level qualification plus appropriate, relevant work experience required. Some postholders may acquire the necessary skills through a relevant, specialist degree with no/little relevant work experience.
- Experience of working with relevant specialised processes, equipment, software, hardware or procedures.
- Experience of working/responding independently and dealing with unforeseen problems and circumstances.
- Comprehensive, practical knowledge of the work practices, processes and procedures relevant to the role.
- Practical knowledge of services/systems/processes in own work area is required to provide first line advice and guidance, typically of a technical/specialist nature, to stakeholders and customers.
- Analysis and problem solving capabilities.
- Well developed written and verbal communication skills.
- Planning and organisational skills, particularly work flow management, to enable the organisation of own and, where relevant, others activities to meet objectives to agreed standards.
- Working knowledge of the activities of other areas of the University relevant to the work unit.
- Supervisory skills including scheduling, monitoring and reviewing work of others.
- Proven experience in a substantial technical specialism (e.g. programming)
- Able to take decisions within an appropriate level of authority with Line Manager/Supervisor involved in decision making only when necessary.

QUALITY INDICATORS

- Work is carried out on time and to standards agreed with Line Manager
- Quality, appropriateness and timeliness of advice in response to specialist enquiries from stakeholders/colleagues.
- Ability to organise own and, where relevant, others activities to meet objectives, contributing to improvement in service quality within post holders area of work. Workloads are delivered within deadlines to agreed standards.
- Knowledge of, and adherence to, the University's Health and Safety and Equal Opportunities policies.

UNIVERSITY OF STRATHCLYDE

ADMINISTRATIVE AND PROFESSIONAL SERVICES

JOB FAMILY DESCRIPTOR 5 (New Grade 7)

JOB SUMMARY

Roles providing advice and support to units/departments based on a combination of practical and theoretical knowledge in a technical, professional or specialised field normally involving the deployment of resources, including people, within a sub-section of a department. Knowledge and skills are normally gained through a degree and/or, for some roles, a professional qualification, with significant relevant work experience (e.g. up to 4 years) in a similar or related role/s. Alternatively, around 8 years experience in a range of steadily larger, relevant roles is required. Post holders work within established procedures and practices, analyse and use their judgement to identify the best solution to a range of different problems and issues, offering recommendations to more senior managers in more complex situations. Post holders are required to receive, understand and convey information which requires interpretation, analysis and careful explanation to others. Post holders are expected to contribute to the development of new and enhanced operational procedures and to make a contribution to wider departmental procedures and policies. There is a need for liaison with and the co-ordination of work activities across a number of sub-sections of a department and with external bodies as appropriate.

REPRESENTATIVE WORK ACTIVITIES

- Provide specialist/professional advice and recommendations within a procedural and policy framework or within professional guidelines to support informed decision making or teaching/research activities.
- Explain and develop an understanding and expertise of technical/regulatory information or other complex issues to stakeholders. This may involve provision of an explanation to stakeholders which has been passed on by subordinates who are unable to provide the required level of interpretation and analysis themselves.
- Design and/or deliver a variety of service support mechanisms (e.g. training/workshops, training/promotional materials, system modifications) to maximise service quality, efficiency and continuity.
- Contribute to Departmental or larger University wide projects as part of a project team, to improve service provision.
- Oversee resources and make recommendations about the allocation of resources within a defined unit of work.
- Contribute to long term strategic/planning activities by providing ideas on service development within unit/departmental teams.
- Identify and make recommendations for improvement (e.g. in policies and procedures) to contribute to the continuous operational development of the unit/departmental area.
- Monitor and maintain records/reports to meet both internal and external (e.g. legislative or national) requirements. Produce complex written documentation e.g. learning materials, marketing literature.
- Supply data and information to other department/units or to external agencies (e.g. funding councils) as required.
- Analyse and interpret management data and information and contribute to the production of management reports.
- Manage a team of colleagues operating within a sub-section of a department, recruiting, monitoring the work of and supporting team members to ensure that individual contributions are maximised.
- Manage staff welfare issues which are covered by documented procedures, recognising when the matter should be referred to a superior or when specialised advice would be required.

- Advise and gain the support of others (e.g. staff, contractors, external agents) in order to ensure the delivery of services/project objectives, where there is no line management responsibility.
- Develop and test a wide range of corporate applications with a range of complexities.

KNOWLEDGE SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:-

- a degree and, for some roles, a professional qualification in a relevant subject area plus significant, relevant experience (e.g. of up to 4 years duration) in a similar or related role/s. Alternatively, approximately 8 years experience in a range of steadily larger, directly relevant roles required.
- Experience of dealing with a range of problems, within general guidelines, using initiative and judgement without recourse to seniors except in exceptional circumstances.
- Thorough knowledge and understanding of practices, processes and procedures relevant to the role, which may include broader sector/professional awareness.
- Clear understanding of regulations and codes of practice set for the conduct and output of the role.
- Proven analytical and interpretational skills.
- Interpersonal skills, presentation skills and written communication skills, including the ability to effectively transfer skills and knowledge to others.
- Awareness of developments within Higher Education and within the external professional environment which impact on the role.
- People management, financial management and/or technical expertise (e.g. within an IT specialism/s).
- Subject expertise in library or information field.
- Continuous development of post holders own specialist/technical/professional capability and expertise through professional study and/or practical application and experience

QUALITY INDICATORS

- Work is carried out on time and to standards agreed with Line Manager
- Quality, completeness and timeliness of advice, leading to valuable outcomes.
- Performance of own and, where relevant, team's activities to agreed time and quality standards.
- Initiative and judgment when solutions are not immediately obvious.
- Knowledge of, and adherence to, the University's Health and Safety and Equal Opportunities policies.

UNIVERSITY OF STRATHCLYDE

ADMINISTRATIVE AND PROFESSIONAL SERVICES

JOB FAMILY DESCRIPTOR 6 (New Grade 8)

JOB SUMMARY

Roles requiring a degree and, where relevant, professional qualification plus, normally, approximately 8 - 10 years experience which includes extensive knowledge

of a single, highly specialised field or multiple, more general areas. Post holders contribute to projects with University wide significance or lead more operational, one-off projects with Departmental wide significance, including the allocation of work to a designated project team. Work involves utilising the principles and concepts of post holders' professional/specialist field to make decisions, influence others' thinking and, on occasions, to negotiate with others, internally or externally, to achieve an appropriate outcome. Post holders are typically required to solve problems where the optimal solution may not be immediately apparent and there is a range of information or where there is diverse, partial and sometimes conflicting data with a range of potential options available. Significant evaluation, analysis and interpretive thought are therefore required to resolve ambiguity and work within grey areas. Post holders are required to work within given resources and targets, with managerial control exerted only to review results on completion of work. Post holders determine their own priorities and exercise discretion as long as activities are broadly consistent with operational policies and precedents within their function. Post holders are expected to influence policy through advising on the impact of policy/legislative change and implementation in their specific area/s of work.

REPRESENTATIVE WORK ACTIVITIES

- Analyse and interpret data using a range of techniques; identifying trends, testing solutions, sourcing additional related information where appropriate and reporting on progress through briefings or formal reports.
- Develop and manage key operating systems and advise on complex IT issues which have University wide significance.
- Interpret policy, legislation, regulations within post holders' area/s of expertise, advising on the implications of non-compliance, responding to and applying any necessary changes within post holders' area of work.
- Identify additional service/system requirements or shortfalls and co-ordinate and/or design the delivery of innovative solutions to maximise service quality, efficiency and continuity.
- Ensure professional and quality service standards are maintained and applied within own area of activity.
- Design and deliver a series of training sessions/workshops to a sizable, mixed interest group/s with diverse levels of understanding of the subject matter.
- Plan and organise individual or team activity with an appreciation of longer term issues.
- Facilitate activities/projects to secure service/operational changes with typically a Departmental wide impact or contribute to projects with a University wide impact.
- Represent and promote the section/service and provide specialist input at both internal and external meetings and events, influencing differing opinions to ensure that Departmental/unit issues are appropriately represented.
- Contribute, as part of a Departmental team, to strategic policy and decision making.
- Consult and co-operate with other areas of the University to develop new/improved processes and supporting systems.
- Revise or develop procedure and policy for approval by others (senior manager or committees).
- Within a small unit, deputise for Head of Unit, carrying this out in combination with post holder's own specialist area/s of expertise.

- Set performance standards within a team, ensuring that these are agreed, understood and monitored and taking appropriate, corrective action to ensure standards are consistently met and enhanced.
- Give formal and particular attention to the wellbeing of others in terms of, for example, professional counselling.
- Manage and influence the setting of a large and complex budget/s, making recommendations to senior University management on expenditure and ensuring that services are delivered within budget.
- Analyse, design and develop complex corporate software solutions.

KNOWLEDGE SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:-

- a professional qualification/relevant degree plus approximately 8-10 years experience in a range of progressively more complex, related roles.
- Project management skills, including the ability to deliver on time and within budget.
- Experience of managing the activities of self and/or others.
- Applied and theoretical knowledge of practices and procedures relevant to the role.
- Detailed knowledge and understanding of systems/services in own area and their varied applications.
- Sound understanding of the relevant professional, legal and regulatory framework surrounding post holders own area of work.
- Proven analytical and problem solving capabilities.
- Experience of training and presenting to others, including the ability to effectively deliver training to others with a range of knowledge in the subject area.
- Proven communication, presentation and interpersonal skills, including the ability to influence others sometimes at a senior level within the University and to provide advice, analysis and the interpretation of complex information.
- Advanced technical expertise in area(s) of IT specialism.
- Advanced expertise in a subject specialism or a library technical area.
- Management skills including coaching and managing performance.
- Experience in managing and controlling large and complex budgets.
- Ability to generate significant new ideas and suggestions for change and to contribute to service delivery and policy development.

QUALITY INDICATORS

- Work is carried out on time and to standards agreed with Line Manager
- Effective transfer of key information to senior managers and others.
- Completion of agreed objectives within deadlines and to agreed standards.
- Budget control in line with University standards.
- Projects managed on time and within financial constraints.
- Knowledge of, and adherence to, the University's Health and Safety and Equal Opportunities policies.

UNIVERSITY OF STRATHCLYDE
ADMINISTRATIVE AND PROFESSIONAL SERVICES
JOB FAMILY DESCRIPTOR 7 (New Grade 9)

JOB SUMMARY

Roles requiring a degree and professional qualification and, normally, more than 10 years experience, enabling the acquisition of high level expertise in a specialised field/s in which the post holders are the University wide, recognised experts for highly complex subject/s. Post holders exercise a substantial degree of independent, professional responsibility and discretion, including the development and implementation of administrative/technical/professional policies and processes. Post holders typically lead and manage a functional area/section or are senior individual experts/practitioners, with responsibility for managing major projects and initiatives to ensure delivery/improvement of a service. Post holders are expected to resolve problems where, on occasion, there may be a lack of precedent, this requiring innovation and creative thought to develop appropriate options. This problem solving will often include resolving complex issues which have been passed to the post holders, as the recognised experts, by other experienced individuals within the same area of professional expertise. Post holders typically develop and implement operational plans, which are likely to have a time horizon of more than 1 year and may involve people from several teams. Post holders also contribute to the longer term plans for their work area in keeping with broader functional and University strategy. Post holders at this level include individual professional specialists responsible for developing and providing lead expert advice on a crucial activity with significant strategic and/or external impact. Post holders at this level also frequently advise senior University management on policy, functional or service priorities. Post holders frequently have to develop new procedures consistent with current policies or existing principles and control of their action is by review of activities, from a more senior manager, against agreed operational or service targets. Post holders are given direction and expected results only, post holders themselves determining how results will be achieved.

REPRESENTATIVE WORK ACTIVITIES

- Provide high level/expert advice on issues/problems; inaccurate interpretation or advice at this level is likely to have a significant and long term impact.
- Advise professional colleagues at a more junior level on how to solve issues outwith their capability. Specialist post holders at this level may be the last opportunity to internally resolve problems within their professional area.
- Design, develop, implement and support robust and resilient IT solutions within post holder's specialist area, which underpin University strategy.
- Production of reports for Faculty/University wide consideration and presentation of same at senior University committees to ensure institutional approval of decisions and to meet University accountability obligations.

- Manage the demands and expectations of customers/stakeholders by setting priorities and service levels, pre-empting customer needs and identifying opportunities to change and improve within the post holders' areas of responsibility.
- Evaluate existing service provision, keeping abreast of feedback and broader developments in the external arena to ensure that appropriate developments and innovative solutions are proposed to a Director, in order to consistently enhance and maximise service provision.
- Help to shape strategic direction of post holders' areas of activity, initiating and managing change, and organising the activities of others to support Faculty/Departmental objectives.
- Manage resources and budgets with discretion to make decisions or judgements which have an impact on the nature or scale of resources across the functional area/project(s) managed.
- Act as a main contributor/advisor to Faculty/Departmental annual operational and budgetary planning processes.
- Lead and manage projects which are complex and significant in terms of time and financial resources.
- Interact at senior levels within the University and represent a function/departments work activities on internal and external platforms.
- Provide expert input to internal and external meetings, influencing and facilitating different opinions to reach a consensus, negotiating terms and promoting/facilitating change as necessary.
- Consult with service users to establish service requirements, standards and priorities for change and take responsibility for implementing such change.
- Implement and be involved in the formulation of University/Departmental policy to consistently improve quality and effectiveness of service provision and to take into account, where relevant, legislative changes.
- Post holder may manage a group of staff across a functional area/section to ensure all relevant (normally) annual targets and goals are delivered within allocated resource constraints, making judgements and decisions regarding the utilisation of staffing.
- Develop/improve the capability of staff within the work area, motivating and mentoring them to ensure that they meet current and future requirements.
- Provide expert advice and guidance across a number of teams and/or projects or across the University as a whole, co-ordinating the work of others (where there is no line management responsibilities) to achieve service delivery/project objectives.
- In conjunction with Director of the functional area, decide on the award and renewal of support contracts (e.g. within Estates Management or IT Services)

KNOWLEDGE SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:-

- a relevant degree and professional qualification plus, normally, a minimum of 10 years, relevant, management experience in a specialist field/s.
- Proven interpersonal skills, including the facilitation of behavioural change, negotiation, influencing and relationship building.
- Experience of working with and influencing senior management.
- Experience of preparing senior management reports and the ability to present these at senior forums.

- Experience of developing innovative solutions, including the development of proposals for policy and procedural development/s and/or reform to meet stakeholder requirements and of contributing to strategic planning.
- Highly developed knowledge of the principles, theory and practice of the individual's field of work, including the ability to deal with problems referred from other experienced professionals within the same area of expertise who are unable to solve complex difficulties themselves.
- Proven, advanced analytical and problem solving capability, including the ability to devise creative solutions to issues which are unprecedented.
- Widespread awareness and understanding of the activities/objectives of the University as a whole, both current and future.
- Operational planning, management and business process skills.
- Experience of managing and leading a significant project or a number of smaller projects.
- Experience of managing and controlling budgets/resources/funding and a competent understanding of financial management procedures.
- Experience of managing a team, ensuring that team members are developed to meet own and University requirements.

QUALITY INDICATORS

- Work is carried out on time and to standards agreed with Line Manager
- Quality of advice, recommendations and outputs.
- Delivery of project targets and operational objectives to challenging specifications
- Quality of planning and linking this to Departmental/University strategy.
- Quality of innovative contribution and the development of new approaches from self/team.
- Knowledge of, and adherence to, the University's Health and Safety and Equal Opportunities policies.

UNIVERSITY OF STRATHCLYDE
ADMINISTRATIVE AND PROFESSIONAL SERVICES
JOB FAMILY DESCRIPTOR 8 (New Grade 10)

JOB SUMMARY

Postholders at this level are Assistant/Deputy Directors of large, functional areas with significant managerial responsibility in terms of professional staff numbers, finances and facilities. Postholders head up a discrete function within a larger responsibility area which is directed by a postholder at the level of Job Family Descriptor 9 and deputise for the Director, or equivalent, as necessary

In conjunction with their Director, Postholders set the overall standards of service within a large, strategic Department and direct a subset of managers at the level of Job Family Descriptor 7. Postholders at this level have attained the professional expertise to undertake higher level business and people management responsibilities than postholders at the level of Job Family Descriptor 7.

REPRESENTATIVE WORK ACTIVITIES – as described in level 7 and, in addition, postholders

- formally and permanently act as an assistant/deputy to a Director or equivalent of a major Department with strategic, University wide significance.
and
- have acquired a substantially greater amount of knowledge and experience through consistent exposure to University wide activities e.g. regularly communicating on strategic or policy issues to Governance Committees of Court and Senate or other top level executive committees such as UMG.
and
- contribute to strategic or policy leadership across professional/specialist disciplines.
and
- are responsible for producing, implementing and monitoring high level business plans for their own specialist disciplines with a significant impact on the University.
and
- have significant professional, strategic and high level operational management experience and responsibility for managing and developing a team of professional experts encompassing a range of specialist fields.

QUALITY INDICATORS

In addition to quality indicators at Level 7

- Leadership of professional teams, including senior staff at the level of Job Family Descriptor 7
- Significant input to strategic planning of finances and resources

UNIVERSITY OF STRATHCLYDE

ADMINISTRATIVE AND PROFESSIONAL SERVICES

JOB FAMILY DESCRIPTOR 9

JOB SUMMARY

Directors of large, functional areas with significant managerial responsibility in terms of professional staff numbers, finances and facilities. Post holders at this level are the most senior members of staff in their area of responsibility and direct a team of managers and/or highly qualified professionals across a major area of activity of strategic importance to the University. Post holders lead the development, delivery and evaluation of the services provided by their area of activity. Post holders are responsible for developing the strategic plans for their functional area and are accountable for ensuring the delivery of these plans, for ensuring that the University meets both internal and external requirements and for the generation of new ideas for their area. Post holders initiate and establish policy through appropriate consultation and negotiation and provide strategic and high level operational advice to, for example, Court, Senate, the University Management Group and other senior colleagues throughout the University. They have a professional reputation in the HE sector and perhaps beyond. Post holders at this level influence and shape the available resources as appropriate to meet current and future needs within the University and have a significant impact on the direction, strategy, objectives and results of the University.

REPRESENTATIVE WORK ACTIVITIES

- Lead a major University Department, reviewing performance over time in terms of a significant area of responsibility within the University, benchmarking this performance to best practice in the sector and the wider market and identifying areas of improvement in structure, practices, policies and technology.
- Champion and oversee the implementation of strategies and plans for a major functional area of the University inextricably linked to taking forward the University's strategy and vision.
- Make a key contribution to core University strategy and policy.
- Act as project sponsor for initiatives/projects which have significant resource and strategic impact.
- Generate original developments and innovative solutions which take into account the strategic implications for the Institution and are of benefit to the University as a whole.
- Set the overall standards of service across post holder's area of responsibility and be ultimately accountable for such standards being met.

- Review stakeholder needs now and in the future and ensure services are shaped to meet them.
- Ensure customer feedback and quality processes are in place for the area of responsibility.
- Determine strategic and operational plans for area of responsibility, monitoring these as appropriate, for example on an annual basis.
- Co-ordinate multiple factors including staffing, resources, systems and procedures to ensure the appropriate management of post holder's area of responsibility within budgetary constraints.
- Ensure that all budgets are managed.
- Initiate and explore ways of improving efficiency and effectiveness and promote improvements and value for money.
- Work with senior colleagues from all areas of the University, with committees and external bodies, providing high level professional expertise and advice to support informed decision making.
- Represent the University externally in sector groups and negotiations, networking with external professionals, agencies and organisations for the benefit of the University.
- Advise Court, Senate, the University Management Group and other senior groups throughout the University about matters affecting the implementation of policy.
- Lead and manage staff in a major functional area or service grouping, developing and maximising their performance.
- Develop and communicate a clear vision of what is to be achieved overall within the area of responsibility.
- Set appropriate targets for achievement, professional development and assessment of staff.

KNOWLEDGE SKILLS AND EXPERIENCE

Post holders have the knowledge, skills and experience normally associated with:-

- a relevant degree and professional qualification plus, normally, approximately 10-15 years relevant leadership experience in a specialist area. Post holders will have extensive professional and strategic management and leadership experience, demonstrating professional development through a series of progressively more demanding and influential work roles.
- Strategic planning, management and business process skills.
- Proven people and change management skills.
- Breadth of vision gained from extensive experience in field of expertise.
- Experience of developing innovative solutions and of implementing strategic change.
- Experience of managing and controlling substantial budget/resources/funding and an understanding of financial management procedures.

- Highly developed knowledge of the principles, theory and practice of a specialist field of work.
- Well developed understanding of regulations and procedures and the implications of non-compliance for other staff.
- Strong interpersonal skills including motivational, negotiating, influencing and networking nationally and internationally.

QUALITY INDICATORS

- Delivery of strategic objectives for the functional area within a broadly agreed specification.
- Effectiveness of functional area to meet both internal and external requirements.
- Functional area is positively benchmarked against sector and wider market comparisons.
- High quality of advice and recommendations are made at the most senior University levels.
- Appropriate strategic planning of finances and resources.
- Generation of new ideas to benefit the University as a whole.
- A positive reputation as a leader in their professional field in the HE sector.
- Leadership in Health and Safety and Equal Opportunities matters.