

ROLE PROFILES

Professional and Managerial



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The University has developed a series of role profiles that set out the type of activity that can reasonably be expected from colleagues at every level, and are complementary to the **Values for Working Together and **Professional Behaviours**.**

The role profiles have been grouped by job family, of which there are four:

- Academic and Research
- Professional and Managerial
- Academic and Administrative Support (Clerical & Technical)
- Ancillary and Operational Support.

The job families are convenient categories that allow the main elements of the majority of roles to be defined. The job family an individual is placed in is based on the elements that most directly relate to their position within the University.

The role profiles are primarily a reference document for line managers that will assist with:

- Preparing job descriptions and person specifications.
- Understanding the grading of posts.
- Inducting new staff.
- Clarifying expectations at an early stage, particularly for probationary staff.
- Allocating balanced and reasonable workloads.
- Setting reasonable objectives and reviewing achievements via the Performance and Development Review (PDR) process.
- Identifying and addressing under-performance.
- Recognising excellent contributions and making proposals for rewarding staff.

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GRADE 6 ROLE PROFILE

ROLE SUMMARY

The role holder will be engaged in the delivery of professional and administrative support services to the University. The work will involve providing professional or specialist advice and a high level administrative support, and to contribute to the development and implementation of policies and processes. At this level, the role holder will have the autonomy to plan and schedule their own workload or that of a team, be an active participant of a project group or have responsibilities within an area of specialism. Roles at this level will require an in-depth knowledge and understanding of University systems and procedures and may have, or be working towards, a relevant professional qualification.

REPRESENTATIVE WORK ACTIVITIES

Communication & Relationships

- Ensure regular liaison and communication with colleagues in other departments or schools and help build good working relationships with representatives of other bodies and organisations.
- Maintain and develop a network of contacts, which may be both internal and external to the University, to share information.
- Communicate non-standard information using different media to a range of audiences.
- Draft procedural documentation and reports. Service University-level committees.
- Contribute to the development and delivery of staff and student training courses within area of specialism.
- Participate in networks and working groups and attend relevant meetings, both internally and externally, as requested by manager.
- Participate in appropriate external networks to share information and ideas.
- Co-ordinate and communicate activities within the school or across the University.

Teamwork & People Management

In supervisory roles:

- Manage a team of support staff, allocating and prioritising their work and monitoring individual progress and performance.
- Communicate regularly and effectively with team members, ensuring they are clear about changing work priorities, service expectations, departmental or school objectives.
- Ensure team members are trained to required standards, monitor performance and conduct PDRs. Coach and train staff.
- Monitor performance and deal with absence, capability and disciplinary issues, escalating problems to line manager as appropriate and seeking appropriate guidance.

In non-supervisory roles:

- Recognised as the main point of contact for a particular process, system or procedure as the most experienced team member, providing advice to colleagues, or other areas of the University
- Line managed by a senior manager in the department or school, or to the project manager of projects that they have been assigned to. May not be subject to direct supervision, but management guidance is readily available.

GRADE 6 ROLE PROFILE CONTINUED

Service Delivery

- Deliver a range of services, advising and assisting customers within area of specialism to maximise service quality and ensure compliance with University procedures, regulations and legislation.
- Identify additional service requirements or service shortfalls. Generate original ideas and solutions to maximise service quality and efficiency.
- Contribute to policy and service development.
- Ensure quality service standards are met and maintained.

Planning and Organising

In supervisory roles:

- Plan delivery of operational work load and prioritise accordingly over a period of weeks and months, to ensure effective and efficient delivery of day-to-day services, with an appreciation of longer-term issues.

In non-supervisory roles:

- Plan and prioritise own work activities for the weeks and months ahead, adjusting priorities as appropriate to manage non-standard work requests.

All roles:

- Plan and manage short-term projects and contribute to longer-term, or University-wide projects as part of a project team.
- Organise internal and external activities/events.
- Contribute to resource planning and ensure that finances are appropriately and efficiently monitored within own area.

Analysis and Problem Solving

- Prepare and analyse management information, including financial reports and project plans, recommending action where appropriate.
- Perform more detailed analysis and manipulation of data or calculation, highlighting any issues for further investigation.
- Research, collate, organise and edit material for inclusion in reports/documents.
- Identify gaps or shortfalls in information and search for sources to fill these gaps.
- Apply detailed understanding of a specialised, but established, University system, method, process or procedure to analyse and resolve related problems.
- Monitor and maintain records and documents to meet both internal and external (e.g. legislative) requirements.
- Act as a filter for issues/problems referred to supervisor/manager to provide immediate support and problem resolution.
- Assess situations, identify and test solutions and contribute to the development of new systems, processes or policies.

GRADE 6 ROLE PROFILE CONTINUED

Knowledge and Experience

- Possess knowledge of specialist or professional practice and be able to apply this appropriately.
- Educated to degree level or equivalent experience.
- Working towards a relevant postgraduate or professional qualification level e.g. ACCA, CIPD. Member of appropriate professional bodies at Associate or Graduate level
- Engage in continuous professional development to keep knowledge base and skills up to date and develop them further
- Experience of working with relevant specialised equipment, software or procedures.
- A detailed knowledge of the University's systems and procedures relevant to the role.
- Understanding of the professional, legal, regulatory and policy requirements relevant to the role.
- Supervisory or management experience

GRADE 7 ROLE PROFILE

ROLE SUMMARY

The role holder will be engaged in the delivery of professional and administrative support services to the University. The work will involve high level administrative support, developing and implementing policies and processes, providing professional or specialist advice, or project management and support. Roles at this level will require detailed knowledge and understanding of University systems and procedures and specialist or professional knowledge and skills. They will contribute to the development of policy in their area of specialism. Role holders will hold relevant professional qualifications. Roles at this level will need to resolve complex issues and respond appropriately to the changing work environment. Where there is little, or no, supervisory/management element, roles at this level will be experts in a professional or specialist field.

REPRESENTATIVE WORK ACTIVITIES

Communication & Relationships

- Ensure regular liaison and communication with colleagues both internally and externally, develop and establish strong working relationships with colleagues, customers and representatives of other bodies and organisations.
- Maintain and develop a network of contacts, which may be both internal and external to the University, to share information and promote best practice.
- Contribute to communication strategies to promote activities internally and externally. Communicate complex information using different media to a range of audiences and ensure understanding.
- Write policies and procedural documentation, project briefs, tender specifications, reports to senior management. Contribute to writing committee papers.
- Actively participate in internal networks, working groups and committees to generate and co-ordinate ideas and policy development.

- Member of appropriate external networks and/or professional bodies. Attend regional and national meetings and conferences to gain and share knowledge and experience.
- Persuade and influence others' thinking, use tact and diplomacy to resolve issues.

Teamwork & People Management

In supervisory roles:

- Manage a large team of administrative/support staff, or a small team of specialists, to ensure effective service delivery.
- Manage performance issues, conduct PDRs, and formulate development plans for team members to meet current and future skills needs.
- Manage a team in project activity, typically over a timescale of weeks and months, with a contribution to the longer term;

In non-supervisory roles:

- Operate as an individual specialist, responsible for the provision of technical, professional services to meet school or University objectives.

GRADE 7 ROLE PROFILE CONTINUED

Service Delivery

- Provide specialist and technical advice and guidance on highly complex, or sensitive matters, statutory requirements or legal protocols to colleagues and senior managers.
- Identify additional service requirements or areas for improvement and design solutions where precedents may not exist.
- Develop Service Level Agreements or Key Performance Indicators and monitor standards. Ensure professional and quality service standards are maintained.

Planning and Organising

In supervisory roles:

- Plan and organise team activities/ workload, ensuring plans complement and feed into broader operational plans. Understand University priorities and respond effectively when planning and organising individual or team work.
- Oversee resources and contribute to the resource and budgetary planning process to ensure that finances are appropriately and efficiently managed.

In non-supervisory roles:

- Contribute to new initiatives with a University-wide impact as part of a project team working with senior managers to support the achievement of strategic objectives.
- Project manage specialist/professional activities to facilitate major service/policy/ operational changes with broad University impact.
- Plan and implement projects within clearly defined University policy.

Analysis and Problem Solving

- Generate original ideas and propose innovative solutions to complex problems where there are no clear precedents.
 - Apply substantial professional or specialist knowledge and experience to assess situations and identify issues which may have a broad impact (e.g. University-wide).
 - Provide lead advice on the analysis and interpretation of information and data and report on progress to senior management.
 - Identify gaps or shortfalls in information, research and propose alternative sources to fill these gaps.
- Conduct detailed analyses of data, interpret results and trends, present results and put forward recommendations for improvement of systems, processes or policy.
 - Develop, or commission, surveys and reports, for example: market research, graduate destinations, staff survey. Review and report on findings to senior management, working groups and committees.
 - Respond to surveys conducted by external bodies, or provide data to comply with legislative requirements and statutory returns e.g. ONS, HESA, HMRC.
 - Manage monitoring procedures and make appropriate interventions to meet internal and external (e.g. legislative) requirements.

GRADE 7 ROLE PROFILE CONTINUED

Knowledge and Experience

- Degree
- Relevant postgraduate or professional qualification e.g. ACCA, CIPD, CIPS.
- Substantial professional or specialist knowledge and experience
- Engage in continuous professional development
- Possess specialist knowledge and able to apply this appropriately
- Project management experience, skills and qualifications e.g. Prince2
- In depth knowledge of the University's systems and procedures. Strong knowledge of the University's strategic plans and the context in which the University operates. Ability to apply this knowledge when managing work outcomes.
- Understanding of the professional, legal, regulatory and policy requirements of the environment in which they work.

GRADE 8 ROLE PROFILE

ROLE SUMMARY

The role holder will typically lead and manage the delivery of professional and administrative support services to the University and will shape the strategic direction of their own area of responsibility.

Role holders will make a significant contribution to the development and implementation of University-wide policies and processes, providing high level professional or specialist advice, or project management and support. Role holders will conduct research to inform University strategy. Roles at this level will require an in-depth understanding of a technical, professional or specialised field and a comprehensive knowledge and understanding of University systems and procedures and how they relate to the wider environment.

REPRESENTATIVE WORK ACTIVITIES

Communication & Relationships

- Consult, advise and influence at senior levels within the University, using tact and diplomacy to resolve conflicts.
- Develop and implement communication strategies to promote activities internally and externally. Communicate complex, highly specialist or technical, information using different media to a range of audiences and ensure understanding.
- Write complex reports/documents dealing with contentious and sensitive situations. Develop and draft University-wide policies and procedures.
- Work with senior colleagues from all areas of the University providing lead internal advice and to develop new/improved services and supporting systems.
- Participate in University-level working groups and committees at a strategic level.
- Network with fellow senior managers and professionals across the sector and relevant professional bodies. Attend regional and national meetings and conferences to gain and share knowledge and experience.

Teamwork & People Management

In supervisory roles:

- Manage a large team of staff of an administrative function, or a small number of specialists to ensure the successful delivery of a service with a broad impact.
- Manage performance issues, conduct PDRs, and formulate development plans for team members to meet current and future skills needs.
- Responsible for staff recruitment.

In non-supervisory roles:

- Lead expert in a professional or specialist field, providing advice to colleagues, or senior managers on matters that will impact on significant areas, or the University as a whole.

GRADE 8 ROLE PROFILE CONTINUED

Service Delivery

- Apply specialist/professional/technical expertise and use judgement to make decisions where solutions are not obvious, to deliver professional services to meet customer requirements.
- Anticipate, interpret and assess customer needs, identify trends, generate original ideas and innovative solutions.
- Facilitate change management.
- Identify additional service requirements or service shortfalls and manage the design and delivery of innovative solutions to maximise service quality, efficiency and continuity.
- Set quality and professional standards within own area, identifying trends, strengths, weaknesses, opportunities and threats as appropriate.
- Evaluate existing service provision and develop appropriate Service Level Agreements or Key Performance Indicators for their area of responsibility and monitor to ensure that standards are being met.

Planning and Organising

In supervisory roles:

- Lead, plan and organise team activity with an appreciation of longer-term issues, ensuring plans complement and feed into the broader operational and strategic plans.
- Plan and shape the strategic direction of their area of responsibility over a long timeframe (typically at least a year).
- Project manage activities to facilitate major service, operational, capital works, ensuring each project is managed and delivered on time and in budget.
- Manage resource planning or budget management within own area to ensure maximum value is delivered and contribute to resource planning at a School/ Directorate level.

In non-supervisory roles:

- Participate in and make a significant contribution to the strategic planning process for the School/Directorate in which they work.
- Implement long-term strategic development across a large/significant area of the University and/or in a significant University strategic activity or function.
- Integrate and co-ordinate a range of activities and work groups across the University to form a coherent programme.

GRADE 8 ROLE PROFILE CONTINUED

Analysis and Problem Solving

- Advise on the analysis and interpretation of data, identify trends and test solutions. Source and commission additional related information where appropriate and report on progress to senior management and committees.
- Lead on the development of policy in own area of specialism, contributing to the delivery of department, school and University objectives.
- Revise or develop procedures and policy for approval and contribute to their successful implementation in order to deliver appropriate benefits and ensure external (e.g. legislative or governmental) requirements are met.
- Identify strengths, weaknesses, opportunities and threats in specialist area of responsibility to enable appropriate and timely action to be taken.
- Apply broad and/or deep knowledge and experience of field of expertise to address significant problems or unresolved issues, some of which maybe multi-disciplinary in nature.
- Resolve relatively complex issues and respond appropriately to the changing work environment.

Knowledge and Experience

- Degree and a post graduate professional qualification e.g. ACCA, CIPD, or extensive vocational experience.
- Experience of managing and developing:
 - a significant team;
 - a significant project or numbers of projects.
- Highly developed knowledge of the principles, theory and practice relevant to area of responsibility.
- Experience of working with and influencing senior management.
- Experience of developing innovative solutions and contributing to strategic planning.
- Specialist, or professional, knowledge and skills including an understanding of external regulations and legislation.