# ADMINISTRATIVE AND PROFESSIONAL SERVICES GROUP – OUTLINE

**Roles in this group are engaged in the provision of professional and administrative support services to University staff and students and sometimes to the wider public. The work might involve administrative support, developing and implementing policy, specialist advice and services or project management. Contacts with internal and external customers and suppliers are a common feature. All roles require an understanding of the University’s systems and processes. The higher grades often combine professional qualification, managerial experience and a substantial impact on the running and resources of the institution.**

**Grade 6**

Roles at this grade require understanding of methods, systems and procedures gained through significant practical experience and/or through formal training. The work involves some guidance and general instructions from more senior colleagues and requires the exercise of initiative and judgement on how to address and resolve short to medium term priorities possibly of a team of people involved in the same type of work. Contributions include proposing and implementing improvements to current working methods and detailed manipulation of relatively straightforward data.

NB: Whilst some Administrative and Professional roles exist at Grade 6 for historical reasons, it is normally expected that Administrative and Professional roles are recruited at Grade 7 and above.

**Grade 7**

Roles at this grade will be providing advice and support to schools/department/work units based upon a sound understanding of a technical, professional or specialised field and role holders will be developing and extending their experience in the higher education context. . They will plan and ensure progress within established professional procedures and clearly defined University policy. They will be expected to identify gaps in information, and conduct analyses to solve/resolve problems and issues with short-term consequences. They will put forward recommendations on managing more complex situations. Individuals will be responsible for planning and organising their own work or that of a small project team of colleagues. There will be a need for liaison and the co-ordination of activities across a number of subsections of a school/department/University. The work will involve encountering changing priorities and differing situations. *Typical posts at this grade include:*

*-*[*Systems Analyst/Programmer*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade7SampleJobSummaries/FileStoreGrade7JobSummaries/Filetoupload,173737,en.doc) *-Administrator -*[*International Officer*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade7SampleJobSummaries/FileStoreGrade7JobSummaries/Filetoupload,173736,en.doc)

*-*[*Assistant Personnel Officer*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade7SampleJobSummaries/FileStoreGrade7JobSummaries/Filetoupload,173718,en.doc) *-*[*Assistant Accountant*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade7SampleJobSummaries/FileStoreGrade7JobSummaries/Filetoupload,173714,en.doc) *-Analyst/Programmer*

*-*[*Careers Adviser*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade7SampleJobSummaries/FileStoreGrade7JobSummaries/Filetoupload,173719,en.doc) *-*[*Disability Officer*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade7SampleJobSummaries/FileStoreGrade7JobSummaries/Filetoupload,173735,en.doc)

*-Counsellor*

*-Assistant Estates Manager*

**Grade 8**

Roles at this grade will be held by experienced professionals, responsible for providing proven specialist/technical expertise, and/or managing a team or service. Work will often involve interpreting or assessing requirements, identifying trends, generating original ideas and testing solutions where they are not obvious. Individuals will typically be accountable for the quality and professionalism of service delivery and are permitted some discretion provided that activities are consistent with operational policies and precedents. There will be a requirement to plan and organise individual and/or team activity to integrate and co-ordinate work across different parts of the department/school/University. *Typical posts at this grade include:*

*- Accountant -*[*School Manager*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade8SampleJobSummaries/FileStoreGrade8SampleJobSummaries/Filetoupload,173746,en.doc) *-*[*Personnel Officer*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade8SampleJobSummaries/FileStoreGrade8SampleJobSummaries/Filetoupload,173742,en.doc)

*-Estates Manager -*[*Librarian*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade8SampleJobSummaries/FileStoreGrade8SampleJobSummaries/Filetoupload,173739,en.doc) *-*[*Senior Systems Analyst*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade8SampleJobSummaries/FileStoreGrade8SampleJobSummaries/Filetoupload,173750,en.doc)

*-*[*Research Support Officer*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade8SampleJobSummaries/FileStoreGrade8SampleJobSummaries/Filetoupload,173745,en.doc) *-Senior Counsellor*

*-*[*Regional Officer*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade8SampleJobSummaries/FileStoreGrade8SampleJobSummaries/Filetoupload,173744,en.doc) *-*[*Senior Careers Adviser*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade8SampleJobSummaries/FileStoreGrade8SampleJobSummaries/Filetoupload,173747,en.doc)

**Grade 9**

Roles at this grade will be professional specialists with high level expertise, exercising within their particular functional area a substantial degree of independent professional responsibility and discretion, working to broad parameters and policy guidance. Work will include significant professional expertise and/or experience to develop and implement revised or new administrative/professional policies and processes. Individuals will typically be managers of functional areas or senior individual contributors who establish, and advise senior management on, policy, functional or service priorities and pursue functional service or policy development over a substantial timescale. They will be expected to set quality and professional standards and manage service delivery, and will have significant influence upon the structure and development of their area of activity. The work includes developing and implementing operational plans and contributing to longer-term plans for the area to fit with broader functional and University strategy. *Typical posts at this grade include*

*-*[*Faculty Administrator*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade9SampleJobSummaries/FileStoreGrade9SampleJobSummaries/Filetoupload,173700,en.doc)

*-Head of Unit (Research Support Office/Purchasing/Planning/EO/MediaServices/Admissions/Careers etc)*

*-*[*Senior Estates Manager*](http://www.qub.ac.uk/directorates/HumanResources/PersonnelDepartment/RecruitmentandSelection/SampleJobSummaries/AdministrativeandProfessionalSupport/Grade9SampleJobSummaries/FileStoreGrade9SampleJobSummaries/Filetoupload,173702,en.doc)

**Grade 10 (Profile and information included for completeness. Any assessment at this level is determined by a Special Panel which is led by the Registrar and Pro Vice Chancellor).**

Roles at this grade will be the most senior staff in a large area of managerial responsibility or an area of particular strategic importance or may be responsible for a substantial part of a Directorate and will typically lead, direct and manage the interrelationship of a team of managers and/or highly qualified professionals across a major activity of strategic importance to the University. They will ultimately be responsible for developing and delivering the strategic plans for their area and will be accountable for ensuring that the University meets both internal and external requirements. Individuals will initiate and, through appropriate consultation and negotiations, establish policy changes to tackle major new issues and situations. Role-holders will review and address performance and make a significant impact upon longer-term direction, strategy and objectives, advising the senior management of the University where appropriate. They will influence and shape the available resources as appropriate to meet current and future needs of the University and will typically have a substantial impact on University direction, strategy and objectives. *Typical posts at this grade include*

*-Deputy Director*

*-Director*

ADMINISTRATIVE AND PROFESSIONAL SERVICES GROUP

**Grade 6**

**Roles at this grade require understanding of methods, systems and procedures gained through significant practical experience and/or through formal training. The work involves some guidance and general instructions from more senior colleagues and requires the exercise of initiative and judgement on how to address and resolve short to medium term priorities possibly of a team of people involved in the same type of work. Contributions include proposing and implementing improvements to current working methods and detailed manipulation of relatively straightforward data.**

***The following describes the type of work that is typically required of staff at this grade. It is a representative description rather than a complete list of activities.***

**Representative Work Activities**

* Apply a detailed understanding of specialised, but established, University systems, processes or procedures to analyse and resolve related problems.
* Oversee the effective maintenance of information and documentation, etc for the relevant section of work, ensuring systems, websites, reports etc. are updated as required.
* Collect and organise standard material and information for inclusion in reports and documents, and/or to answer related questions and queries.
* Oversee an area/s of work; taking responsibility for allocating resources and ensuring procedures, processes, etc are followed and that work objectives are met.
* Perform detailed manipulation, analysis and/or evaluation of specialised, but relatively straightforward, information or work flow processes, highlighting and prioritising any issues for further investigation and preparing reports to support decision making.
* Oversee the circulation of information/findings to ensure awareness of key issues/data.
* Organise and resolve most issues/queries independently, providing advice on specialised but established and related matters to staff at all levels, students and the public, recommending alternative sources/courses of action if unable to assist.
* Deliver, or oversee, a range of specialised service support tasks, advising and assisting colleagues, staff, students and others on specific systems or processes, to ensure service quality, efficiency and continuity.
* Service and provide administrative support to relevant committees e.g. preparing and despatching agendas, minutes and other committee related papers, monitoring and ensuring that follow up action has been carried out etc.
* Undertake short-term projects within own area/section or contribute as part of larger department-wide project teams, to support the achievements of project objectives.
* Deal with queries referred on from more junior staff and act as a filter for issues referred to more senior staff, to provide immediate support and problem resolution.
* Review and monitor service objectives and standards within own area of work. Build conclusions into future improvements, in discussion with more senior line managers, to ensure service quality and efficiency.

**Planning & Organising**

* Plan and/or allocate work and responsibilities over the short to medium term with an awareness of longer term issues, in response to line manager’s general instructions.
* In appropriate circumstances, use initiative and discretion, based on knowledge and experience, to determine priorities and resolve conflicts to meet targets and deadlines.
* Building on the requirements of clerical/secretarial posts at grade 5, organise more complex events, timetables, meetings, etc and co-ordinate the associated arrangements, taking into account issues such as cost and timescale.
* Carry out planning for the short-term projects in own area, or contribute to planning for department/project/school/work unit.

**Resource Management (Finance, People, Equipment etc**)

* Administer budgets, and take responsibility for resources/handling cash, or for processing larger sums of money by following established procedures. This may include monitoring accounts, maintaining financial records and highlighting any required corrective actions. May also offer input into the resource planning process within the project or work area.
* Provide input into the resources planning process to help ensure that finances are appropriately and efficiently monitored.

**In non-supervisory jobs:**

* Organise and plan own work activities and/or those of others for weeks to months ahead to contribute to the achievement of the operational units objectives and improve efficiency.

**In supervisory jobs:**

* Supervise a team of support staff and delegate work, monitoring and reviewing individual and team progress and performance.
* Oversee the work of others (directly or indirectly) as an experienced team member.

**Internal and External Relationships**

* Attend internal and external meetings as requested by manager, to support standard work activities or represent the departmental/school/work unit at the appropriate level.
* Will often have to initiate, develop and deal with wide-ranging contacts of a more complex nature. This will typically involve liaising with senior staff beyond the department/school/University, calling for tact and diplomacy and involving elements of discussion and negotiation.
* May need to co-ordinate a range of activities or communications, on behalf of a senior manager.
* May be recognised as the main point of contact for a particular specialised process, system or procedure or for a senior member of staff at the University.

**Qualifications, Knowledge, Skills and Experience**

**Either:**

* Relevant academic/vocational qualifications (e.g. A-Levels, NVQ 3 or equivalent) with typically 4/5 years relevant experience. Alternatively higher relevant qualification (e.g. a degree) with less relevant experience.

**Or:**

* Typically more than 4/5 years broad vocational experience, acquired through a combination of job related vocational training and considerable on-the-job experience, demonstrating development through involvement in a series of progressively more demanding relevant work roles.

**Plus:**

* Comprehensive knowledge and experience of relevant specialised equipment, software, policies, processes, procedures, internal and external regulations, legislation and quality standards, plus appreciation of wider University and HE issues and how they impact on the job.
* Use initiative and judgement to resolve daily problems independently or through a support team where appropriate.
* Have supervisory or line management skills (where appropriate).
* IT literacy and/or up to date knowledge of relevant packages, equipment, hardware, software, databases, information systems and procedures, development and maintenance of websites etc. Good keyboard skills also required for some roles.
* Ability to assess and organise resources, and plan and progress work activities, projects, changes within own work area, etc, using initiative and judgement with limited recourse to managers.
* Suitable analytical/problem solving capability.
* Clear understanding of the standards and regulations set for the conduct and output for the role and/or team.
* Interpersonal and communication (written and oral skills). Building on the demand of clerical/secretarial posts at grade 5, this includes the ability to: understand/interpret the requirements of others, present information to others, conduct effective internal and external relations, and deal with confidential/sensitive issues.

ADMINISTRATIVE AND PROFESSIONAL SERVICES GROUP

**Grade 7**

**Roles at this grade will be providing advice and support to schools/department/work units based upon a sound understanding of a technical, professional or specialised field and role holders will be developing and extending their experience in the higher education context. They will plan and ensure progress within established professional procedures and clearly defined University policy. They will be expected to identify gaps in information, and conduct analyses to solve/resolve problems and issues with short-term consequences. They will put forward recommendations on managing more complex situations. Individuals will be responsible for planning and organising their own work or that of a small project team of colleagues. There will be a need for liaison and the co-ordination of activities across a number of subsections of a school/department/University. The work will involve encountering changing priorities and differing situations.**

***The following describes the type of work that is typically required of staff at this grade. It is a representative description rather than a complete list of activities.***

**Representative Work Activities**

* Provide specialist/professional advice and recommendations within specific parameters/professional guidelines to support informed decision making.
* Use a sound understanding of professional or specialist field, to carry out detailed analyses, help assess complex situations and problems and test solutions where they may not be obvious
* Design and/or deliver a variety of approaches or specialist services (e.g. training or promotional materials, specialist IT solutions) to maximise service quality, efficiency and continuity.
* Deliver own work/the work of a team to meet quality service standards.
* Present results and put forward recommendations through the provision of advice, briefings, presentations or written reports, to facilitate the interpretation of specific issues/problems and support decision making
* May service, support and/or have membership of relevant committees or working parties, which contribute to strategy and development of policies and practices.
* May supervise/manage a defined/discrete work area, facility, service or operational services support team; determining and monitoring progress, ensuring agreed strategy, policies and business plans are implemented.
* May participate in and/or lead assigned short term projects, or contribute to larger University-wide projects as part of a project team to support the achievement of project objectives.
* Identify gaps or shortfalls in information and search for sources of information to fill these.
* Have responsibility for monitoring and maintaining records/reports to meet both internal and external requirements.

**Planning & Organising**

* Contribute to organising short or medium-term developments or process changes in a school or department, or across the University, by applying professional or specialist knowledge of a field or work area.
* Develop and determine appropriate team or individual workflow and activity scheduling in order to meet targets and/or turnaround times.

**Resource Management (Finance, People, Equipment etc**)

* Oversee resources and offer input into the resource planning process to ensure that finances are appropriately and efficiently managed and monitored.
* Responsible, where appropriate, for budgets(s).

**In supervisory jobs:**

* Supervise colleagues operating within a well defined specialist or discipline, or within a broad operational team, and may be responsible for recruiting, monitoring and supporting the performance management and development of team members to ensure that individual contributions are maximised.

**In non-supervisory jobs:**

* Responsible for organising one’s own specialist or professional work and advice, to meet school/department/work unit objectives.

**Internal and External Relationships**

* Attend internal and external meetings to ensure that departmental/school/unit work issues are appropriately represented and reported.
* Liaise with contacts in the wider University body to support own work activities/specific tasks, as required.
* May co-ordinate activities and communicate across and outside the University and contribute to collaborative initiatives, projects or events.

**Qualifications Knowledge, Skills and Experience**

**Either**:

* Degree, HND, NVQ4 qualified in a relevant subject and/or professional qualification and relevant formal training, plus a minimum of 3 years practical experience (which may include relevant training) in a similar or related role(s).

**Or:**

* Significant vocational/relevant experience, demonstrating development through the acquisition of appropriate professional or specialist knowledge and involvement in a series of progressively more demanding relevant work/roles.

**Plus:**

* Experience of planning and progressing work activities within general, professional guidelines or organisational policy, using initiative and independent judgement in their application.
* Thorough knowledge and understanding of the policy, practices and procedures relevant to the role, which may include broader University/sector/external (e.g. commercial) awareness.
* Detailed operational knowledge of systems relevant to own field of work in terms of functionality and capability and/or detailed knowledge of own work area and products/services available.
* Clear understanding of the relevant professional regulations and codes of practice associated with the role.
* Suitable analytical and problem solving ability
* Good interpersonal and written skills.
* Staff supervisory skills, where appropriate.
* Where relevant, financial training sufficient to manage budgets.

ADMINISTRATIVE AND PROFESSIONAL SERVICES GROUP

**Grade 8**

**Roles at this grade will be held by experienced professionals, responsible for providing proven specialist/technical expertise, and/or managing a significant team or service. Work will often involve interpreting or assessing requirements, identifying trends, generating original ideas and testing solutions where they are not obvious. Individuals will typically be accountable for the quality and professionalism of service delivery and are permitted some discretion provided that activities are consistent with operational policies and precedents. There will be a requirement to plan and organise individual and/or team activity to integrate and co-ordinate work across different parts of the department/school/University.**

***The following describes the type of work that is typically required of staff at this grade. It is a representative description rather than a complete list of activities.***

**Representative Work Activities**

* Apply specialist/professional expertise and/or broad management experience, and use independent judgement to make decisions where solutions are not obvious, to deliver professional services to meet the University requirements.
* Use substantial professional or specialist knowledge and experience to identify issues, trends and problems which may have a broad (e.g. University-wide) impact.
* Advise on the need to assess complex situations, information or data and propose and lead the application and testing of innovative solutions with broad impact.
* May take a lead role in planning, designing, developing and implementing new systems and processes with significant/University wide impact
* Report to, and participate in, relevant University committees to contribute to the overall management of the department/school and to the development of strategy, policy and practice.
* Provide advice on the analysis and interpretation of information and data, on the sourcing of additional related information where appropriate, and reporting progress to senior management (e.g. Directors, Deans, University policy committees etc.) to support the resolution of issues/problems within the professional/specialised area.
* May lead a team of staff to ensure the successful delivery of an administrative/professional/operational service and delegate work activities to deliver specific objectives ensuring agreed strategy, policies and business plans are implemented.
* Manage monitoring procedures and make appropriate interventions to meet both internal and external (e.g. legislative) requirements.
* Generate original ideas and innovative solutions through the provision of specialist know-how and advice as appropriate.
* Identify additional service requirements or service 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 their area of activity.

**Planning & Organising**

* Plan and organise individual/and or team activity with an appreciation of longer term issues, ensuring plans complement and feed into broader operational plans.
* Project manages specialist/professional activities to facilitate major service/policy/operational changes with broad University impact.

**Resource Management (Finance, People, Equipment etc**)

* Manage resources/budgets within allocated project/area where appropriate to ensure maximum value is delivered for resources deployed.
* Contribute to resource and budget planning within own area.

**In supervisory/management roles:**

* Manage/supervise a large team of staff, or a small number of specialists, to ensure the successful delivery of a significant professional or specialist service with broad impact.
* Act as a mentor/coach to colleagues, which may involve training staff, to support and develop their professional effectiveness.

**In non supervisory management roles:**

* Manage one’s time and workload on a medium-term basis to support the achievement of annual work unit objectives with broad University impact.
* May be considered as a “specialist” in a specific area gained through a detailed understanding of the theory and/or principles underpinning the particular field of work.

**Internal and External Relationships**

* Represent and/or promote the work area (and University) at both internal and external meetings/events to ensure that departmental/school/work unit issues are appropriately represented and acted upon.
* Contact with other areas of the University to develop new/improved processes and supporting systems.
* Interact internally and externally to generate ideas and co-ordinate policy/practice developments
* Maintain external links with professional and/or specialist bodies or groups.

**Qualifications, Knowledge, Skills & Experience**

**Either:**

* A degree and/or post graduate or professional qualification in a relevant subject, plus a minimum of 4-6 years broad management/professional experience in similar or related roles.

**Or:**

* Substantial vocational and relevant management experience demonstrating management ability in an appropriate professional or specialist capacity in a similar work environment.

**Plus**

* Experience of managing the activities of self and/or others.
* Project and/or people management skills that may have been gained/be identifiable through previous experience.
* Authoritative knowledge of the work practices and/or professional guidelines relevant to the work area, including broader sector/commercial awareness.
* High level of specialist/professional engagement with current practice and developing knowledge.
* Understanding of the regulations and national codes of practice and the implications of non-compliance.
* Relevant knowledge of the current and future activities of the University/school/department/work unit.
* Knowledge of the work of others inside and outside the University relevant to own filed of work.
* Where relevant, some financial training sufficient to manage and control budgets.
* May require a network of contacts relevant to the work unit.
* Well developed analytical and problem solving capability.
* Well developed communication and interpersonal skills.

ADMINISTRATIVE AND PROFESSIONAL SERVICES GROUP

**Grade 9**

**Roles at this grade will be professional specialists, exercising within their particular functional area a substantial degree of independent professional responsibility and discretion, working to broad parameters and policy guidance. Work will include significant professional expertise and/or experience to develop and implement revised or new administrative/professional policies and processes. Individuals will typically be managers of functional areas or senior individual contributors who establish, and advise senior management on, policy, functional or service priorities and pursue functional service or policy development over a substantial timescale. They will be expected to set quality and professional standards and manage service delivery, and will have significant influence upon the structure and development of their area of activity. The work includes developing and implementing operational plans and contributing to longer-term plans for the area to fit with broader functional and University strategy.**

***The following describes the type of work that is typically required of staff at this grade. It is a representative description rather than a complete list of activities.***

**Representative Work Activities**

* Responsible for implementing long-term strategic development across a large/significant specialist or professional area and/or in a significant University strategic activity or function with very broad internal/external impact ensuring that strengths, weaknesses, opportunities and threats are identified and addressed.
* Apply broad and/or deep knowledge and experience of work area or field of expertise to provide advice/guidance to others or to address significant problems or unresolved issues, some of which will be multidisciplinary or cross-University in nature.
* Anticipate service users’ needs/requests, identifying opportunities and facilitating change management.
* May undertake project management at University-wide level, employing appropriate techniques to carry out work and ensuring that projects are delivered on time and within budget.
* Evaluate existing service provision, keeping abreast of feedback and broader developments in the external market place, to ensure appropriate developments and innovative solutions are proposed to maintain or enhance the quality and effectiveness of the service provided and take account of legislative changes.
* Responsible for the service delivery of area of activity in respect of compliance with current and future school/department/work unit objectives, service level agreements, regulations and national codes of practice.
* Implement proposed changes to current work process and develop and define proposals for changes in and the formulation of University/school/ department/work unit policy to maintain or enhance quality and effectiveness of the service provided and take account of legislative changes.
* Keep up to date with developments in own field and with university developments.

**Planning and Organising**

* Shape strategic direction of own area of activity, planning and organising activities of others considering the implications now and in the longer term, to support University objectives.
* Key participant in operational planning process, to support strategic direction.
* Oversee a number of areas of work or a number of projects, to ensure each is managed and delivered to time and budget.
* Enable appropriate and timely action to be taken, and for key results and implications to be discussed with senior colleagues across the University and at University committees.

**Resource Management (Finance, People, Equipment etc**)

* Manage budgets for the section. Utilise/manage allocated budget/resources effectively and flexibly and control all related expenditure to ensure delivery of targets/objects within budget.
* Advise and plan for future physical resource.
* Contribute to planning and budgetary statements and delivery of service within budgetary constraints.
* Significant effect on budget spends e.g. large expenditure or project management responsibility

**In supervisory/management roles:**

* Manage a large group of administrative/specialist/professional staff across a major University function, or lead a large operational department, to ensure all relevant annual targets and goals are delivered within any allocated budgetary/resource constraints.
* Ensure the development and improvement of the capability of staff within the work area, motivating and mentoring them to better meet the current and future requirements of the department/University.

**Or:**

**In non supervisory management roles:**

* Provide expert guidance and policy development for an activity of key long-term strategic importance to the University, with significant internal/external impact on University resources.

**Internal and External Relationships**

* Advise at senior levels within the University (e.g. VC, Pro VCs, Deans, Directors, University Committees etc).
* Liaise with key service users to establish and implement strategic service requirements and priorities.
* Network with fellow managers/professionals in the wider community to represent and promote own work area/activity both within the University and through external bodies.

**Qualifications Knowledge, Skills and Experience**

**Either:**

* A degree and/or post graduate or professional qualification in a relevant subject plus significant relevant management and leadership experience or substantial experience and proven success in an important specialist area.

**Or:**

* Extensive vocational and strategic management and leadership experience demonstrating professional development through a series of progressively more demanding and influential roles, backed by evidence of significant development of appropriate specialist knowledge.

**Plus:**

* Experience of managing and developing: either a significant team or teams containing experienced professionals, or a significant complex project, or activity with a significant strategic influence across a large organisation and significant impact upon organisational resources.
* Experience of working with, and influencing, senior management.
* Experience of managing and controlling budgets/resources/funding and an understanding of financial management procedures.
* Experience of developing innovative solutions and contributing to strategic planning.
* Highly developed knowledge of principles, theory and practice of field of work, as well as an awareness of broader developments relevant to own area.
* Well developed knowledge of systems/services for own area and across functions and how they relate to each other.
* Well developed understanding of regulations and procedures and the implications of non-compliance on other staff.
* Effective interpersonal skills including motivating, negotiating, influencing and relationship/partnership building.

ADMINISTRATIVE AND PROFESSIONAL SERVICES GROUP

**Grade 10**

**Roles at this grade will be the most senior staff in a large area of managerial responsibility or an area of particular strategic importance or may be responsible for a substantial part of the work of a Directorate and will typically lead, direct and manage the interrelationship of a team of managers and/or highly qualified professionals across a major activity of strategic importance to the University. They will ultimately be responsible for developing and delivering the strategic plans for their area and will be accountable for ensuring that the University meets both internal and external requirements. Individuals will initiate, and through appropriate consultation and negotiations, establish policy changes to tackle major new issues and situations. Role-holders will review and address performance and make a significant impact upon longer-term direction, strategy and objectives, advising the senior management of the University where appropriate. They will influence and shape the available resources as appropriate to meet current and future needs of the University and will typically have a substantial impact on University direction, strategy and objectives.**

***The following describes the type of work that is typically required of staff at this grade. It is a representative description rather than a complete list of activities.***

**Representative Work Activities**

* Lead a major University function, normally at Director level or a significant part of a Directorate, or an area of particular strategic importance reviewing performance in their significant area of responsibility within the University and comparing it to best practice in the sector/market, identifying areas of improvement in structure, practices, policies and technology.
* Review service users’ needs now and in the future (i.e. over the next few years) and ensure services across all the Directorate’s/work unit’s activities are shaped to meet them.
* Ensure service users feedback and quality processes are in place for all areas of responsibility.
* Champion and oversee the implementation of strategies and plans for a major functional area of the University, inextricably linked to taking forward the University strategy.
* Key contributor to core University strategy and policy.
* Maintain a continuous review of quality and of external benchmarks to promote the best possible service.

**Planning and Organising**

* Develop and lead implementation of strategies and plans for area of responsibility. Strategies can cover developments up to 5-10 years in the future.
* Contribute to debate on University strategy and policy.
* Lead major projects and initiatives which have significant resources and strategic impact.

**Resource Management (Finance, People, Equipment etc**)

* Ensure/oversee that financial plans for their significant area are developed and that services operate effectively within a budget.
* Initiate and explore ways of improving efficiency and effectiveness and promote improvements in value for money.
* Lead and manage staff in a major functional area or service grouping, developing them and raising their performance.

**Internal and External Relationships**

* Provide advice (on their significant area of University activity) to senior colleagues from all areas of the University, and to committees and external bodies, ensuring that broader strategic plans are coordinated with specialist requirements of the work area.
* Represent the University externally in sector groups and in negotiations.

**Qualifications Knowledge, Skills and Experience**

**Either:**

* Relevant degree and/or post graduate qualification and/or further professional qualification, plus substantially relevant management and leadership experience or in-depth experience in a specialist area.

**Or:**

* Extensive vocational experience demonstrating professional development and achievement through involvement in a series of progressively more demanding, influential and broad work roles.

**Plus:**

* Breadth of vision gained from extensive experience in field of expertise.
* Experience of developing innovative solutions and practical implementations for strategic change.
* Experience of managing and controlling substantial budget/resources/funding and an understanding of financial management procedures.
* Highly developed knowledge of principles, theory and practice of a field of work. As well as an awareness of broader developments relevant to the University.
* Aware of likely effect of change in economic, social and governmental and technological environment.
* Well developed knowledge of systems/services for own area and across functions and how they relate to national and international developments.
* Well developed understanding of regulations and procedures and the implications of non-compliance on other staff.
* National and international awareness and understanding of the activities, objectives and strategic direction of the University, both current and future.
* Effective interpersonal skills including motivating, negotiating, influencing and networking nationally and internationally.