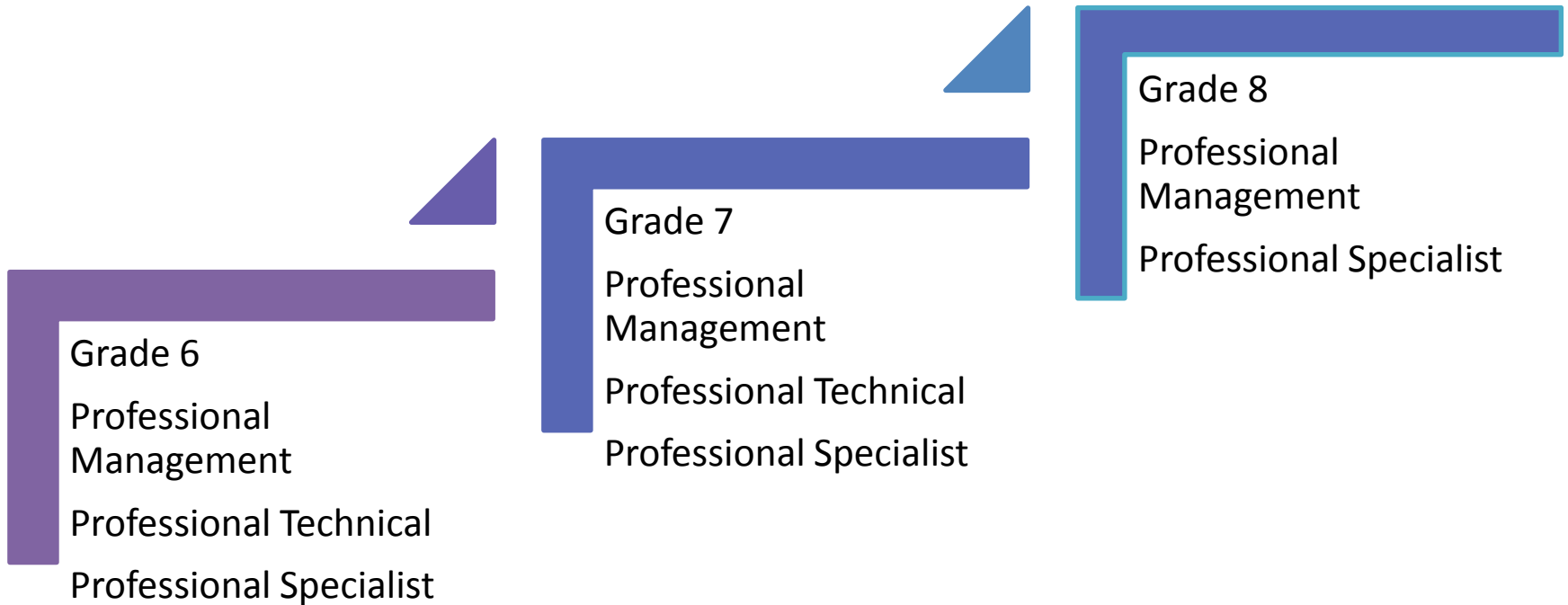


Advancing your career at Heriot-Watt

Professional Management Grade 6 - 8



Where's your role?



How to advance...



Grade 6-7

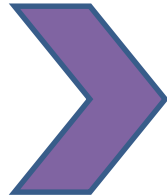
Grade 7-8

What's expected at each grade?

As you progress through the grades you continue to build on your previous grade level descriptors.....

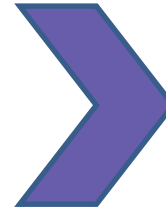
Grade 6 Professional Management

- Regularly receives, understands and conveys straightforward verbal or written information in a clear and accurate manner on a daily basis.
- Regularly receives, understands and conveys verbal or written information which needs careful explanation or interpretation to help others understand.
- Role Holder takes into account what to communicate and how best to convey information to others.



Communication Grade 7 Professional Management

- Regularly receives, understands and conveys straightforward verbal or written information in a clear and accurate manner on a daily basis.
- Regularly receives, understands and conveys verbal or written information which needs careful explanation or interpretation to help others understand.
- Role Holder takes into account what to communicate and how best to convey information to others.



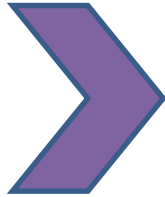
Grade 8 Professional Management

The role holder receives, understands and conveys complex conceptual verbal or written ideas or complex information which may be highly detailed. This may be on a daily basis or less frequently.

Teamwork and Motivation

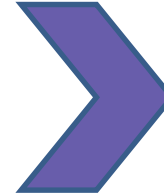
Grade 6 Professional Management

- Manages a small team.
- Clarifies the requirements; agrees clear task objectives; organises and delegates work fairly according to individual abilities; helps the team focus their efforts on the task in hand and motivates individual team members.
- Encourages individuals to contribute to the common goals of the team to the best of their ability and creates a sense of unity and common purpose.



Grade 7 Professional Management

Clarifies the requirements; agrees clear task objectives; organises and delegates work fairly according to individual abilities; helps the team focus their efforts on the task in hand and motivates individual team members.



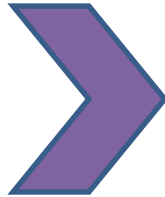
Grade 8 Professional Management

Formulates and communicates clear objectives developed from the strategy of the University.

Liaison and Networking

Grade 6 Professional Management

- Carries out standard day to day liaison using existing procedures in order to influence events or decisions.
- Proactive in undertaking collaboration to pursue a shared interest/achieve a joint goal.
- Participate in networks within the institution or externally in order to pass on information promptly; keep people informed to ensure co-ordination of effort and that work is done effectively.



Grade 7 Professional Management

Participates in networks within the institution or externally to ensure dissemination of information in the right format to the right people at the right time; build relationships and contacts to facilitate future exchange of information.



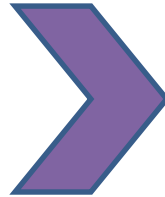
Grade 8 Professional Management

Participates in networks within the institution or externally to ensure dissemination of information in the right format to the right people at the right time; build relationships and contacts to facilitate future exchange of information.

Service Delivery

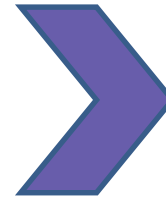
Grade 6 Professional Management

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



Grade 7 Professional Management

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



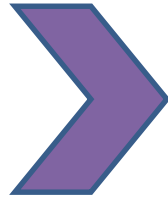
Grade 8 Professional Management

Provide internal or external contacts service adapted accordingly to ensure the usefulness and quality of service for all customers.

Decision Making

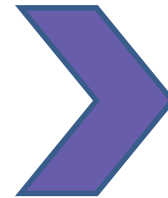
Grade 6 Professional Management

- Takes independent decisions which have a minor impact.
- Party to some collaborative decisions; work with others to reach optimal conclusions which have a minor impact.
- Required to provide advice or input to contribute to the decision making of others which have a moderate impact.



Grade 7 Professional Management

- Takes independent decisions which have a moderate impact.
- Party to some collaborative decisions; work with others to reach an optimal conclusion which have a moderate impact.



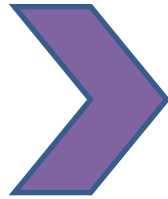
Grade 8 Professional Management

- Takes independent decisions which are likely to be operational in nature. Decisions will have a moderate impact, may last for some time and the reversal of these decisions would require full consideration of the consequences.
- Party to some collaborative decisions which have a moderate impact and may last for some time.
- Works with others to reach an optimal conclusion, demonstrating an active role in the group which should be identifiable by name.
- Demonstrates they can provide advice or input to contribute to the decision making of others which have a moderate impact and may last for some time. These decisions may be of a more strategic nature.

Planning and Organising Resources

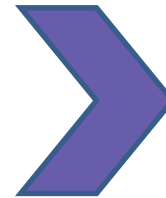
Grade 6 Professional Management

- Plan, prioritise and organise the resources of a required for the continued operation of a small work team
- Plan and effectively manage small projects, so that resources are used efficiently, and progress is monitored against plan



Grade 7 Professional Management

Required to plan, prioritise and organise the work or resources of self and others within own area on a daily, weekly or monthly basis.



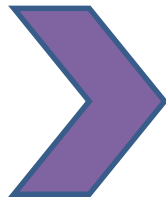
Grade 8 Professional Management

Required to plan, prioritise and organise the work or resources of self and others within own area on a daily, weekly or monthly basis.

Initiative and Problem Solving

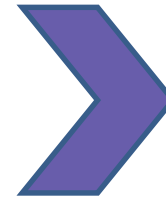
Grade 6 Professional Management

- Required to use initiative and creativity to resolve problems where the optimal solution may not be immediately apparent but has to be assessed by a process of reasoning, weighing up the pros and cons of different approaches; identify and assess practical options; break the problem down into component parts.
- Resolve problems where there is a mass of information, or important missing or confused information.



Grade 7 Professional Management

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



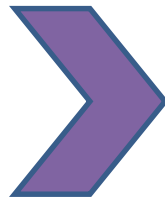
Grade 8 Professional Management

- Required to use initiative and creativity to resolve problems where there is no immediate apparent solution.
- Required to use reasoning, consider alternative approaches and identify and assess practical options by break the problem down into component parts to reach a solution.
- Required to resolve problems creatively where there is a mass of information or diverse, partial and conflicting data, with a range of potential options

Analysis and Research

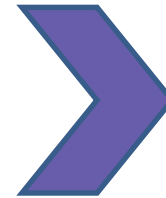
Grade 6 Professional Management

- Required to establish the basic facts in situations which require further investigation and inform others if necessary.
- Analyses routine data or information using predetermined procedures and gathering the information from standard sources; work accurately to complete the task precisely as specified.



Grade 7 Professional Management

- Analyses routine data or information using predetermined procedures and gathering the information from standard sources; work accurately to complete the task precisely as specified.
- Identifies an appropriate existing method of analysis or investigation according to the data and objectives; recognise and interpret trends or patterns in data.
- Sources information which could potentially help the investigation as the analysis progresses.



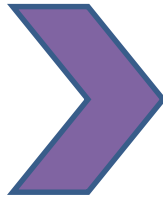
Grade 8 Professional Management

- Analyses routine data or information using predetermined procedures and gathering the information from standard sources; work accurately to complete the task precisely as specified.
- Identifies an appropriate existing method of analysis or investigation according to the data and objectives; recognise and interpret trends or patterns in data.
- Sources information which could potentially help the investigation as the analysis progresses.

Sensory and Physical Demands

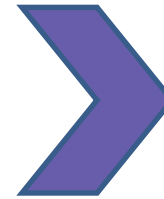
Grade 6 Professional Management

- Completes basic tasks which require either a minimum of instruction, or light physical effort
- *This is the basic level for this element, and it is assumed in developing these profiles that demands associated with any role will not vary systematically with the grade*



Grade 7 Professional Management

- Completes basic tasks which require either a minimum of instruction, or light physical effort
- *This is the basic level for this element, and it is assumed in developing these profiles that demands associated with any role will not vary systematically with the grade*



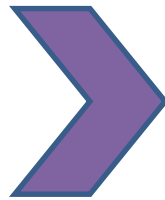
Grade 8 Professional Management

- Completes basic tasks which require either a minimum of instruction, or light physical effort
- *This is the basic level for this element, and it is assumed in developing these profiles that demands associated with any role will not vary systematically with the grade*

Work Environment

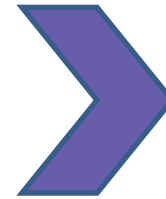
Grade 6 Professional Management

- Works in an environment that is relatively stable, and which has little impact on performance or the role holder
- *This is the basic level for this element, and it is assumed in developing these profiles that demands associated with any role will not vary systematically with the grade*



Grade 7 Professional Management

- Works in an environment that is relatively stable, and which has little impact on performance or the role holder
- *This is the basic level for this element, and it is assumed in developing these profiles that demands associated with any role will not vary systematically with the grade*



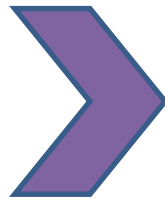
Grade 8 Professional Management

- Works in an environment that is relatively stable, and which has little impact on performance or the role holder
- *This is the basic level for this element, and it is assumed in developing these profiles that demands associated with any role will not vary systematically with the grade*

Pastoral Care and Welfare

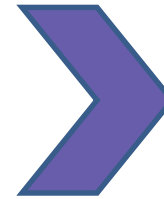
Grade 6 Professional Management

- Required to give advice on commonly occurring welfare issues or queries; follow standard welfare procedures for the institution; recognise when an individual should be referred elsewhere for professional help; respect confidentiality.
- Required to show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress; initiate appropriate action by involving relevant people.



Grade 7 Professional Management

- Required to give advice on commonly occurring welfare issues or queries; follow standard welfare procedures for the institution; recognise when an individual should be referred elsewhere for professional help; respect confidentiality.
- Required to show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress; initiate appropriate action by involving relevant people.



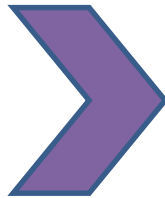
Grade 8 Professional Management

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

Team Development

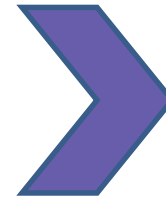
Grade 6 Professional Management

- Can be expected to be involved in the induction of new members of staff and will take on a regular, on-going coaching/mentoring of team members to enhance performance, sharing own knowledge and expertise.
- Will identify the training and development needs of members of the team, in an operational management capacity, with guidance where necessary.



Grade 7 Professional Management

- Advises or guides new starters working in the same role or unit on standard information or procedures.
- Trains or guides others on specific tasks, issues or activities; gives advice, guidance and feedback on the basis of their own knowledge or experience; deliver training.
- Provides training based on assessment of current capabilities and future needs and provides feedback and guidance on performance



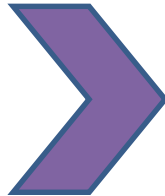
Grade 8 Professional Management

- Trains or guides others on specific tasks, issues or activities; gives advice, guidance and feedback on the basis of their own knowledge or experience; deliver training.
- Provides training based on assessment of current capabilities and future needs and provides feedback and guidance on performance

Teaching and Learning Support

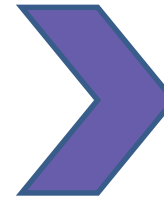
Grade 6 Professional Management

May be required to impart information to staff and/or students outside their own team.



Grade 7 Professional Management

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



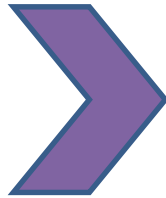
Grade 8 Professional Management

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

Knowledge and Experience

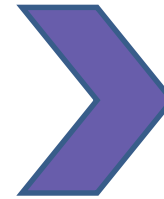
Grade 6 Professional Management

- The role requires the capacity to provide operational supervision /management as well as providing advice on policies, procedures and regulations in a management context.
- Typically these will be learnt over a period of time and will require proactive continuing development to ensure knowledge is kept up-to-date.



Grade 7 Professional Management

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



Grade 8 Professional Management

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

Thinking of going for promotion?

How to prepare...

- Check for any activities in your school
- Looking for advice?
 - Talk to your line manager
 - Check-in with a trusted colleague
 - Talk to the Reward and Employee Engagement team

Good luck!