

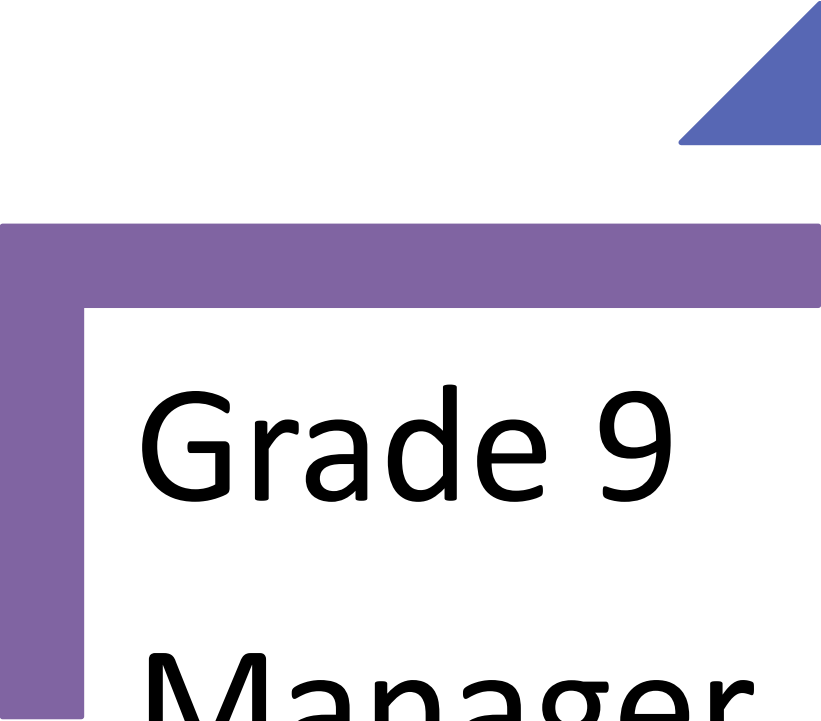


Advancing your career at Heriot-Watt

Managerial Grade 9 - 10

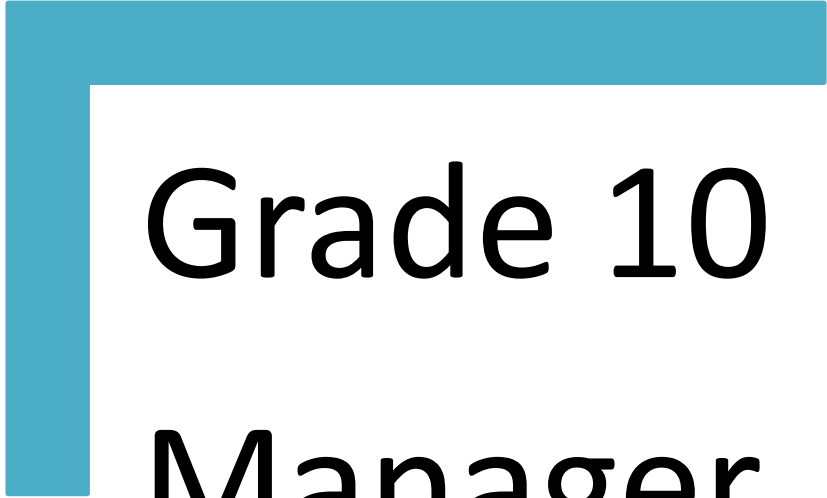


Where's your role?

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Grade 9

Manager

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Grade 10

Manager

How to advance...



Grade 9-10

What's expected at each grade?

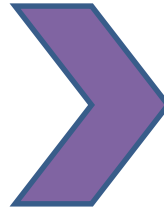
As you progress through the grades you continue to build on your previous grade level descriptors.....

Communication

Grade 9 Manager

Regularly communicate day-to-day as well as more specialised information

Regularly communicate complex or conceptual information to influence or negotiate with others to further the development and implementation of University's or function's strategic objectives



Grade 10 Manager

Regularly communicate day-to-day as well as more specialised information.

Regularly communicate complex information to influence or negotiate with others to further the development and implementation of University strategy

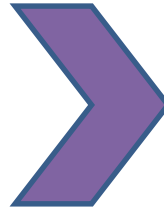
Teamwork and Motivation

Grade 9 Manager

Organise team, helping members to clarify requirements of their role and assigned tasks

Delegate work fairly according to team members' abilities

From time to time, required to communicate a clear vision of overall objectives, create a sense of common purpose among team members, and encourage team members to contribute to this goal



Grade 10 Manager

Form and communicate a clear vision of team goals and objectives, encouraging team members to contribute to these purposes to the best of their ability

Understand and manage the inter-relationships between teams, facilitating achievement of the overall aims of the institution by working to break down barriers to effective cross team working by creating strong working relationships.

Liaison and Networking

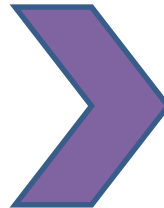
Grade 9 Manager

Through liaison and membership of networks within and beyond the University, influence decisions affecting the operation of the section

Undertake active collaboration with other units within and beyond the University to achieve common purposes

Take a leadership role in networks within the University to influence events and decisions across the institution

Take a leadership role in networks beyond the University to build stronger relationships and ensure that information is available for effective working



Grade 10 Manager

Liaise with others using existing procedures to influence events or decisions, undertaking active collaboration to pursue shared interests

Initiate, build or lead, and participate in, networks within and beyond the University, maintaining relationships over time; and establishing communication channels in order to influence events or decisions

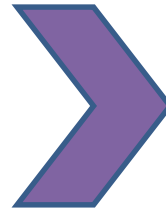
Service Delivery

Grade 9 Manager

Provide customers, whether internal or external to the University, with service adapted to meet needs, ensuring service is useful and appropriate

From time to time, involved with setting service levels for function, anticipating changes in customers' needs, maintaining or improving service quality

Ensure that other staff have the support required to provide high quality service



Grade 10 Manager

Set the overall standards for service across a function or area of the institution, monitoring service levels and pre-empting changes in customers needs

Maintain overall service quality balancing user groups' demands

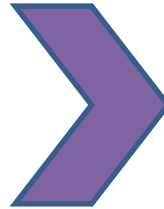
Ensure other teams within the University receive support as required to provide effective services and fulfil their role.

Decision Making

Grade 9 Manager

Take decisions alone, or collaborating with others that have a substantial impact on the operation of the function or the University

Provide advice or input to others' decisions which has a more moderate impact on the operation of the function



Grade 10 Manager

Take independent and collaborative decisions, and provide advice or input contributing to decision making by other people or groups, all of which have a significant impact on the work of the institution.

Planning and Organising Resources

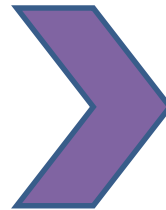
Grade 9 Manager

Plan, prioritise and organise the resources required for the continued operation of a work team

Plan and effectively manage small projects, so that resources are used efficiently, and progress is monitored against plan

From time to time, take responsibility for planning and organisation of larger projects or an area of work

Co-ordinate teams or project streams, setting performance standards and developing monitoring procedures to track progress



Grade 10 Manager

Responsible for strategic planning across the area of work and team(s).

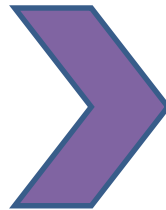
Contributes to strategic planning, typically affecting the whole University

Initiative and Problem Solving

Grade 9 Manager

Use initiative and creativity to resolve problems with no immediately apparent solution, requiring a variety of analytical techniques to achieve resolution

Resolve problems where there is a mass of information, or important missing or confused information



Grade 10 Manager

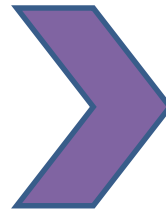
Resolve problems that are non-operational in nature and occur infrequently, requiring several avenues of investigation, with the choice of solution made more difficult because of the range of information available.

Analysis and Research

Grade 9 Manager

Identify and use appropriate, existing, methods of analysis or investigation appropriate to data and objectives

Identify or obtain additional information that assists the investigation as it develops



Grade 10 Manager

Identify and use appropriate, existing, methods of analysis or investigation appropriate to data and objectives, using these to define new, more effective procedures/ways of working

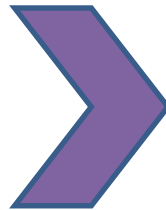
Identify or obtain additional information that assists the investigation as it develops

Sensory and Physical Demands

Grade 9 Manager

Complete 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 10 Manager

Complete 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

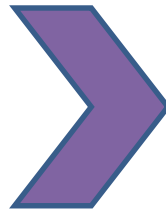
Work Environment

Grade 9 Manager

Work in an environment that is relatively stable, and which has little impact on performance or the role holder

Take responsibility for managing the impact of the environment on the work and safety of the team, as well as other staff or students as appropriate

This is the basic managerial 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 10 Manager

Work in an environment that is relatively stable, and which has little impact on performance or the role holder

Take responsibility for managing the impact of the environment on the work and safety of the team, as well as other staff or students as appropriate

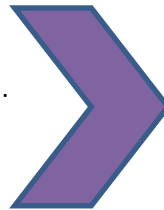
This is the basic managerial level for this element, and it is assumed in developing these profiles that demands associated with any role will not vary systematically with the grade

Pastoral Care and Welfare

Grade 9 Manager

Show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress

Initiate appropriate action by involving relevant staff or agencies



Grade 10 Manager

Show sensitivity to those who may need help or, in extreme cases, are showing signs of obvious distress

Initiate appropriate action by involving relevant staff or agencies

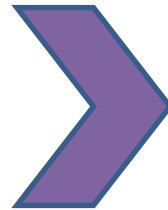
Team Development

Grade 9 Manager

Train or guide others on specific tasks or issues, giving guidance and feedback on the basis of personal knowledge and experience

Provide training based on assessment of current capabilities and future needs, both of the individual and the group

Define performance standards required for effective discharge of functions, identifying appropriate developmental activity, assessing application of learning and providing feedback and guidance on performance



Grade 10 Manager

Train or guide others on specific tasks or issues, giving guidance and feedback on the basis of personal knowledge and experience

Provide training based on assessment of current capabilities and future needs, both of the individual and the group

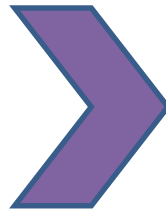
Define performance standards required for effective discharge of functions, identifying appropriate developmental activity, assessing application of learning and providing feedback and guidance on performance

Teaching and Learning Support

Grade 9 Manager

Design content or learning materials for stand alone events, typically by making appropriate adjustments to existing material on the basis of knowledge or experience of the participants to cover standard information or procedures or specific tasks and issues

Assess performance and provide feedback during these events



Grade 10 Manager

Design content or learning materials for stand alone events, typically by making appropriate adjustments to existing material on the basis of knowledge or experience of the participants to cover standard information or procedures

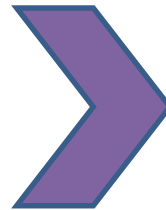
Assess performance and provide feedback during these events

Knowledge and Experience

Grade 9 Manager

Be recognised as an authority in the specialism within the University, or else amongst external peers on the basis of demonstrated expertise

Through contributing expertise, shape developments within the University that draw on knowledge



Grade 10 Manager

Possess extensive knowledge of principles underpinning the area of expertise

Use depth and breadth of knowledge and expertise to embed strategic objectives in practical operation.

Continue to engage with high level professional development to retain and inform knowledge and skill base.

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!