

PAY AND GRADING REVIEW

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BENCHMARK GUIDANCE

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USING BENCHMARK GUIDANCE

Benchmark guidance should be used whenever managers are assessing an existing post, redesigning a post or creating a new post. This is a brief note on using the guidance effectively.

1. The Benchmark Guidance has been introduced to accompany the introduction of the new Pay and Grading system in the Scottish Government and Associated Departments. At this time the departments covered by the new system are:

- The core Scottish Government
- Student Awards Agency for Scotland
- Scottish Public Pensions Agency
- National Records of Scotland
- Transport Scotland

Hereafter this group of departments will be referred to as SGMAIN.

2. The benchmark guidance is generic and is applicable to all groups, grades, areas and jobs in SGMAIN previously covered by Treasury Grading Guidance. The Guidance is intended for the following main purposes:

- assimilation of existing posts into the new structure
- the assessment of posts under the Appeals Procedure associated with the assimilation exercise
- assessment of new or re-designed posts
- the future assessment of any posts that are subject to an Management and Organisation Unit scrutiny.

Use of the Guidance

3. The new pay and grading structure in SGMAIN reflects the range of the quality of work undertaken and the points at which the nature and demands of work change. This Guidance will help postholders, and line managers, understand clearly the job weight of each range.

4. This Guidance (and the new structure) has been developed specifically for SGMAIN - it has no read across to other Civil Service Departments. It has been developed to recognise the various types of work and demands associated with posts solely within SGMAIN. It is based on information gathered during a benchmark exercise during which over 500 posts from the full range of grades up to and including the former Grade 6 were evaluated. Those evaluations were then subject to a stringent quality assurance check.

The use of this Guidance is mandatory throughout SGMAIN.

Guiding Principles

5. It is not necessary for every post to display every characteristic described in the Guidance. For example, there is no requirement that a job at any level should automatically have a people management role. Posts should have a staff management responsibility if there is an operational requirement. Equally there is no requirement for any post to be involved in, say, financial monitoring or drafting letters to the public.

Overall Balance

6. In using the benchmark guidance managers must keep in mind that different elements of posts may be seen in more than one range description. Often a post may be required to reach-up to the next level as a normal feature of the work or in order to develop the individual postholder. Either way, if the reaching-up only accounts for a small part of the overall work, this element should not be over emphasised. Similarly there may be an element of reaching-down and again, this should not be over emphasised if it accounts for only a small part of the duties of the post.

Pay

7. In assessing posts managers should not be influenced by the pay for a range (or indeed the pay of a postholder). Any assessment should be based on the work to be done.

Workload

8. In assessing posts against the benchmark guidance managers should not be influenced by how busy a post may be. Workload is not a factor in job evaluation as job weight is measured by the quality of work. Thus part-time posts are evaluated on the same basis as full-time posts.

Job Evaluation Factors

9. Job evaluation covers a number of factors that are common to all jobs and a description for each factor is given under the various pay ranges in the benchmark guidance. In assessing posts against the guidance managers should bear in mind the following in relation to the various factors.

Knowledge and Skills

10. This factor is used in the Job Evaluation and Grading Support (JEGS) system by Management and Organisation Unit to measure the balance of experience and training required to provide the knowledge and skills needed to perform a job within a particular range. It covers the appropriate formal qualifications required to enter the organisation and the likely length of experience required that would enable the postholder to carry out the full range of duties for the post.

11. While analysts can apply these factors to individual jobs, groups and professions, they do not have a general uniform application as with other job weight measurements. This is because qualifications can differ according to job requirement which may in turn vary to reflect existing recruitment market conditions. Length of experience may also differ according to perceived abilities and skills of individual postholders.

Contacts and Communications

12. This factor measures the contacts and communications that a post has to have with people inside and outside The Office to carry out the job effectively. It does not take account of contacts and communications with colleagues in the line command. The important feature of this factor is the purpose of the contact, for example is contact mainly related to the transfer of information, or does it involve advising, guiding and persuading.

Problem Solving

13. This factor is about the problem solving aspects of the job. All posts require thinking skills and the Problem Solving factor considers the analysis, initiative and original thought as well as the scale, depth and breadth of the problems and the involvement of other people in their solution. This should be weighted by the range and diversity of the problems encountered; the frequency with which new issues arise; their complexity; and how much information must be considered. Problem Solving and Decision Making (see below) tend to encapsulate the quality of most jobs.

Decision Making

14. This factor looks at the Decision Making aspects of the job from two angles - personal decisions and advising others. Own decisions can range from filing and distributing post to deciding how policy is to be implemented. Informing and advising others highlights the extent to which the post may influence or inform decisions. The weighting factors here are the nature of the subject matter; how authoritative the advice is; and the level of staff or management being advised.

Autonomy

15. This factor relates to the freedom of action allowed to a post, assessing the level between clearly defined instructions where much of the work is supervised and bounded by standard procedure up to operating within broad parameters where there is little supervision and there is responsibility for delivering key targets. This factor is considered in the context of the level and frequency of the supervision and information that is available from senior officers, in particular from the immediate line manager; policies and procedures; instructions and manuals; and precedent and practice.

Management of People

16. Management of People looks at the post's responsibility for managing or supervising people. There may be posts within the same pay range where the size of the management charge is very different; indeed some posts may not have this as a feature of the work.

Budgetary Responsibility

17. This factor looks at the extent of a post's budgetary responsibility and examines the nature of it in terms of Running Costs and Capital Expenditure, and Programme Expenditure. Most of the posts in SGMAIN, below Senior Civil Service levels, will not have this as a feature of the work, and where a post does have such responsibility it will be as a formal budget holder or programme manager or as a manager of a delegated budget which is actively managed without referral to line management. In job weight terms, budgetary responsibility should only be taken into account when the postholder has absolute authority to manage the budget, vire between sub-heads and is held accountable for the budget concerned. Finance Division approval may be needed for some decisions to vire, but otherwise such decisions rest with the post.

18. Where a post does have a delegated budget (or authority to commit spend) but the money is ringfenced, (ie it is dedicated to a specific function such as staff salaries or sponsorship), there is no discretion in its spend, or the post lacks authority to vire without referring to a manager, then it is deemed not to have budgetary responsibility in terms of this factor. Such tasks, along with monitoring duties akin to and including those of a BCLO, and delegated purchasing decisions/ authority should be considered under the Decision Making factor. The latter includes activities such as determining value for money, assessing awards and authorising payments, and advising others on financial and budgetary matters.

Impact

19. Any action or decision taken by a post is likely to have some impact on the organisation. In considering the positive impact of the post, managers should think about the extent to which the post can affect the achievement of the objectives of The Office, and whether there is scope to effect changes in the job; a service provided to the public; or in policy. In terms of negative impact consideration should be given to the impact on The Office of making an error, for example if an error occurred, would it be picked up by someone who checks the work; would it be difficult to detect; would the work have to be done again.

Maintenance and Development of the Guidance

20. The purpose of the Guidance is to support the new structure. However we recognise that as time goes by and The Office adopts and utilises the new structure, the Guidance may require alteration. Management and Organisation Unit will have responsibility for the maintenance and development of the Guidance and will continue to be guardians of the Guidance (in the same way that they are currently responsible for the use of existing Grading Guidance) and will monitor its use through its ongoing programme of reviews to ensure consistency of approach across The Office.

Help from Management and Organisation Unit

21. If you have any doubt about which range a post should sit in then you should contact Management and Organisation Unit who will be pleased to help you assess the post against the Benchmark Guidance.

BAND A - PAY RANGE 3

General Description

The role of posts in this range is to offer technical, specialist or advanced administrative support under the supervision of and in support of a more senior officer. Duties usually call for the exercise of discretion and initiative whilst carrying out generally routine and repetitive tasks and will often involve the use of IT based skills. Although not a management level for most posts, in some operational areas there may be supervision of staff, which can include annual reporting and career development.

Posts at this level tend to report to a post in Band B but may report to a more senior post in Band A.

These are some typical activities for posts in this range:

- receive and process information
- scrutinise material (which can include casework) against given criteria or regulations, acting as decision officer in straightforward circumstances
- prioritise repetitive operations where supervision of staff is required
- maintain accounting records; certify invoices or process purchase orders
- identify potential suppliers; negotiate discounts (within specified levels of delegated authority)
- link or cross check information and assemble cases for consideration at higher levels
- provide secretarial and general administrative support direct to one or more members of the Senior Civil Service or top of Band C, which can include some text processing, combined with document handling and arranging and recording meetings
- provide technical or specialist support such as maintaining, testing and modifying specialist equipment, routine scientific tests including analysis and recording of data.

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require a **minimum** of 5 Standard grades or equivalent. In addition at least 6 months' experience in the post is normally required to perform the job effectively. If entry is from the ranges below then normally at least 18 to 24 months experience is required. Professional or specialist posts will also require specific job related experience or qualifications.

Basic management skills and experience will be required in posts supervising other people's work.

Contacts and Communications

Contacts are generally within the postholder's own organisation and other Government departments and are generally at the same level and can be in writing, on the telephone or face to face. Some posts may have contact with more senior staff to arrange meetings and to elicit, provide and exchange information. In service areas, contacts may involve the interpretation of information. Jobs in operational or casework areas will require staff to explain procedures or rules or decisions taken, to clients. Standard letters and minutes are used, but some original drafting may also be required.

Problem Solving

While precedent and experience can solve most problems, some analysis and initiative is necessary. On the whole, work is routine and solutions will involve applying detailed instructions and/or following clear procedures, where the correct course of action will be fairly obvious, but these may cover a complex set of rules.

Decision Making

Most decisions will relate to routine matters affecting the organisation of own work or, where they are in a supervisory position, the work of those they supervise. Where posts are the main working level, such as in casework areas, decisions will centre on the completeness and accuracy of information against instructions. Work may involve assessing awards and making routine payments. These posts, may provide information to assist decision making but generally they work in a support rather than advisory role.

Autonomy

Work is usually within a prescribed environment. Tasks are performed in accordance with established procedures. Generally posts work close to their line manager with elements of work checked at frequent intervals. Where work is undertaken remotely from the line manager, regular contact will be maintained by telephone and visits.

Management of People

In those areas where posts have a management role, it is usually limited to supervision of a small number of staff in areas where work is highly repetitive. The supervisory role can include checking the accuracy of work, maintaining its flow and answering questions on work procedures and methods. In some circumstances, postholders can have a staff management role including annual reporting and career development.

Budgetary Responsibility

Posts at this level do not have any budgetary responsibility.

Impact

The scope to impact on the organisation centres on the effectiveness and efficiency of own performance. In service areas, there may be some potential to improve marginally, output and efficiency of operations. On the negative side, members of the public could receive a poor service. However, errors would be detected quickly, would be of short term duration and relatively easy to put right.

BAND A - PAY RANGE 4

General Description

Supervision of staff in other Band A ranges may be an important feature of posts in this range. This will include allocation of tasks and checking of work. In some cases there may be a full staff management role, including annual reporting and career development. Posts may also be akin to an 'executive assistant', combining administrative support to officers in the Senior Civil Service with some executive functions. Posts within this range will require a degree of judgement and interpretative ability to be exercised within guidelines and established practice. Posts in this range are likely to report to a post in the upper ranges of Band B, or in Band C, or in some cases direct to a member of the Senior Civil Service.

These are some typical activities for posts in this range:

- undertake an operational management role (including first line management) responsible, for example, for a group or groups of staff performing a range of general office support tasks
- deal with day to day problems that arise in relation to the area of responsibility
- provide support directly to more senior posts by undertaking necessary research and investigative work and suggesting a course of action
- in casework areas, supervise a small team of administrative caseworkers including the checking of cases prepared by more junior staff that may include straightforward analysis or scrutiny of material and/or the application of rules and regulations to specific cases
- in professional areas undertaking an operational role generally with support from the lower ranges
- deal with casework normally referred by others.

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require a **minimum** of 5 Standard grades or equivalent. In addition at least 9 months' experience in the post is normally required to perform the job effectively. If entry is from the ranges below then normally at least 3 years' experience is required. Professional or specialist posts will also require specific job related experience or qualifications.

Posts may require basic line management skills; they may give guidance to others and can be the first reporting officer posts.

Contacts and Communication

Internally, contacts will be mainly in Band A and involve providing or obtaining information or maintaining and discussing standards of service delivery. Beyond that, contact with the higher Band range is usually confined to the transfer of information though this may involve an element of interpretation. There may not necessarily be any external contacts. Postholders will usually contact their opposite numbers in other Government departments and elsewhere in clearly defined situations and within well established relationships.

Problem Solving

Posts will undertake the analysis of data and will deal with well defined tasks, sorting problems by interpretation and/or application of sometimes complex rules or guidance and precedence. Analysis and interpretation of material will be required and the use of experience may be a significant factor in solving problems. Some problems may be referred from lower levels. Innovative work will arise only rarely.

Decision Making

Postholders will determine priorities for the staff they supervise or in some cases for the staff in their line management. They will be responsible for a limited variety of straightforward decision making; in casework areas this will often be based on checking of others' casework. They may be involved in approving grants or have delegated authority within specified limits to award payments. They will contribute to decisions made by others, normally in Band B though sometimes higher, by providing information and advice, possibly providing a suggested course of action.

Autonomy

Posts will follow procedures, but can act independently and work on a day to day basis without direct checking by a line manager. Posts will have clearly defined limits on the actions they may take without referral to a more senior officer.

Management of People

In some areas, posts will normally be regarded as the first line management level which will include annual reporting and career development responsibilities. In such areas the work will be of a fairly routine and straightforward nature. Equally some posts may have little or no such responsibilities.

Budgetary Responsibility

Posts at this level do not have any budgetary responsibility.

Impact

Impact generally relates to the postholder's own work area or to the recipients of the service/ support provided. There may be potential to make some improvements to output and efficiency of operations. Mistakes or poor decisions could cause minor waste and/ or delays but will be relatively straightforward to put right, although some damage to the work area's reputation may occur.

BAND B - PAY RANGE 1

General Description

Jobs in this pay range will often be the first formal line management level including staff management (and covering staff appraisals). In some areas these posts may provide direct support to other more senior posts. Elsewhere they may be responsible for a discrete area or work under the control and direction of a more senior officer. Typically posts within this range will require postholders to exercise judgement and interpretative ability where practice and precedence guide the work.

Some posts require a good understanding of the basic principles and practices of a subject or discipline/ specialism through a mix of qualifications or training and experience.

These are some typical activities for posts in this range:

- be responsible for a discrete section or area of work under the overall control of a more senior officer - this may include responsibility for allocating and integrating various tasks
- provide direct support to others in Band B or to a member of staff in Band C by undertaking necessary research and investigative work and suggesting a course of action or making recommendations
- in casework areas, manage a small team of caseworkers
- in casework areas, where the interpretation of complex rules and regulations is involved, this range may be the main working level
- in policy areas, provide drafts of briefs and replies to Ministerial correspondence and Parliamentary Questions
- in professional or specialist areas they will usually work as part of a team which is led by a more senior officer but they will probably have a defined role with specific responsibilities or defined tasks; on occasion they may work individually providing support and advice to others outwith their own work area.

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require graduate level qualifications or equivalent, but the **minimum formal entry requirement** is 3 Highers and 1 year's work experience. In addition at least 1 year's experience in the post is normally required to perform the job effectively. Entry from the band below will normally require at least 3 years' experience. Professional or specialist posts will also require specific job related experience or qualifications.

Posts require basic line management skills; they may give guidance to others and are often the first reporting officer posts.

Contacts and Communications

Internal contacts may be at any level. Contacts will usually involve seeking out, exchanging or providing information or guidance that may involve an element of interpretation. External contacts will usually be with opposite numbers in other Government Departments or other organisations, individual clients or small suppliers to exchange and discuss information in clearly defined situations and within well established relationships.

Problem Solving

Posts deal with well defined tasks, sorting through problems by interpretation of rules or guidance from senior staff and through the application of procedures. Innovative work may arise and when it does, work will be mainly required to introduce minor changes to work methods and practices. Posts may be required to undertake the initial examination of new issues, investigate implications, analyse difficulties and present solutions. These will be provided against an awareness of work area objectives, and procedures.

Decision Making

Posts will deal with information gathering, deciding to some extent on the timescale and method of presentation. They will determine priorities for staff in their line management and will be responsible for a limited variety of straightforward decision making. Posts may be involved in approving grants or in casework areas often have delegated authority within specified limits to award payments. Occasionally posts may be responsible for monitoring and authorising spend from a small delegated budget for specific indirect running costs. The outcome of most decisions will be relatively clear. Posts will provide information and advice, explore options and provide a suggested course of action or recommendations. The decision making level of the advice provided will normally be Band C and will mainly relate to day to day management or technical issues.

Autonomy

Posts usually work within a clear framework of established practices and procedures but can act independently and work without direct reference to the line manager. Posts usually seek guidance and direction from more senior posts when their actions are likely to set precedents or have an impact outwith the work area.

Management of People

Normally regarded as the first line management level, however some posts may have little or no line management responsibilities. Where large numbers are managed, posts may be assisted by staff in a lower range fulfilling a supervisory function.

Budgetary Responsibility

Posts at this level do not have any budgetary responsibility.

Impact

Posts will generally be responsible for a single activity or service. Generally, impact will be restricted to the postholder's own work area but they may provide informal support and services to individual members of the public. Mistakes could cause minor waste and/or delays and this could involve extra effort and resource to correct.

BAND B - PAY RANGE 2

General Description

Posts in this range are expected to have a good knowledge and understanding of their area of work or subject and to exercise sound judgement and interpretative ability in the application of regulations, practice and procedures or professional standards. They may have delegated responsibility for elements of work, where they are required to keep fully up-to-date with developments and suggest responses and solutions to posts in Band C or the Senior Civil Service. They will usually report to a Head of Branch and will have freedom of action in managerial and operational matters within accepted standards and precedents.

Management responsibilities will vary. Where there are very large numbers in the command, posts are usually assisted by staff from the lowest range in Band B or from Band A. Posts without any managerial responsibility are often the working level in a professional or specialist function or operate in a structure where support staff are managed centrally.

These are some typical activities for posts in this range:

- be responsible for a discrete area of work under the overall control of a more senior officer within Band B or Band C
- have scope to make significant achievements and improvements in operations, output and quality
- provide support directly to a member of staff in Band C by undertaking necessary research and investigative work and making recommendations
- in casework areas, manage teams of caseworkers,
- in specialist areas they may be the basic working grade
- in professional or specialist areas they may work as part of a team which is led by a more senior officer, but they will have delegated responsibility for managing an element of the work with defined responsibilities; or else, while working under the overall direction of a more senior officer they may work individually, providing specialist support direct to others outwith their area at a range of levels.
- in policy areas, provide drafts and briefing following analysis of complex issues.

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require graduate level qualifications or equivalent combined with at least 3 years' relevant experience. In addition at least 1 year's experience in the post is normally required to perform the job effectively. Entry from the range below will normally require 3 to 6 years' experience. In professional jobs, there is a requirement for a good knowledge and practical experience of the field of work and a need for formal qualifications related to the profession or specialism.

Postholders will generally need management skills and the ability to apply a variety of practices, procedures, techniques or processes.

Contacts and Communications

Postholders are likely to have regular contact with colleagues in the same Band but some postholders may also have frequent contacts at Band C and Senior Civil Service levels. There may also be contact at senior levels with other Government Departments. External contacts usually extend up to middle management of large companies or higher in smaller outfits. Some communications, especially at a similar level to this range or below, are concerned with obtaining, providing or exchanging information and guidance but with some interpretative component. This may involve advising, persuading, discussing and gaining understanding such as in negotiations at casework level or in maintaining standards of service delivery or in disseminating professional advice.

Problem Solving

Problem solving may require researching and organising information, routine analysis of data and the application of clear procedures, practice or professional knowledge, with the solution being chosen from a limited range of options. New issues will be addressed on a fairly regular basis, so the use of initiative and creative thinking is essential in, for example, adapting work methods and tackling situations in new ways. Issues will, however, be generally well defined, often with senior officers specifying the type of information needed and how information should be analysed. This might include briefing senior managers and, possibly, Ministers on a limited range of issues.

Postholders will be expected to put forward options and recommendations, based on their research.

Decision Making

Decisions often concern a variety of matters though in some areas, such as casework, they could be largely routine. Exercising judgement is required, for example, in day to day management matters concerning a postholder's own section; the interpretation and application of regulations, procedures and guidelines, such as in approving grants etc; awarding payments from programme expenditure usually within scheme guidelines and within delegated limits; and monitoring and authorising spend from a small delegated budget for specific indirect running costs. Posts will generally have defined targets and objectives but decisions taken could impact on the work of others.

Postholders in this range may be required to take independent decisions about unusual or novel casework referred from junior staff but these decisions will be unlikely to set major precedents. Postholders will often contribute to decision making by others and this may be a predominant feature of professional or specialist posts. This usually involves providing information and advice, and suggesting a course of action to more senior staff such as at Division or Group Head level. Where firm recommendations are given this tends to be the next level up only, although it can be higher where advice is seen as authoritative.

Autonomy

Posts at this level have a fair amount of independence but work within a framework comprising a mixture of rules and regulations, established procedures and precedent and professional standards and practice. Posts are responsible for all day to day matters relating to their own work and that of those they manage. Guidance will usually be available on more complex issues from senior officers. Work is generally reviewed over a period of time rather than on a regular basis.

Management of People

Posts often manage a discrete section with full management responsibilities including countersigning annual staff reports. Posts with large management commands are often assisted by staff in lower ranges and the work is usually large scale processing or the provision of a support service. In some areas posts in this range may be the basic working level and so will have no annual reporting responsibilities although they may share the management of support staff or be responsible for the supervision of staff outwith the immediate line of command, such as project team members, consultants or contract workers.

Budgetary Responsibility

Posts at this level do not generally have any budgetary responsibility.

Impact

There is scope to make achievements affecting the postholder's own operational effectiveness and efficiency and that of their work area and those they manage. Errors could cause waste or delay and possibly damage relationships with external contacts. The effect is likely to be short to medium term for the postholder's own work area, or possibly for others where the post provides a service.

BAND B - PAY RANGE 3

General Description

Jobs in this range are usually responsible for a discrete area of work, which may cover more than one function, and are fully accountable for the achievement of objectives and targets within their responsibilities. Posts require considerable knowledge and full understanding of their area of work or subject, demonstrate the ability to develop and adapt existing procedures and have the acumen to resolve a variety of problems. Posts will report to a member of Band C, or possibly the Senior Civil Service.

Management responsibilities vary depending on the nature of the work; this ranges from heading up a discrete section or team to managing a larger executive area where the work and operational decisions are more routine.

These are some typical activities for posts in this range:

- lead a small team with responsibility for a discrete area of work with a reporting line direct to an officer in Band C or often in the Senior Civil Service
- tender advice on narrow specialisms and specific subject areas to, or through, a member of the Senior Civil Service (usually Divisional Head level)
- in casework areas, manage a small team or be the working level where the subject is specialist or complex, or manage a large command where the work is more straightforward
- be a team leader of other posts in Band B providing a professional/specialist advisory service direct to senior management up to Head of Department level.

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require graduate or post-graduate level qualifications or equivalent combined with at least 5 years' relevant experience. In addition at least 1 year's experience in the post is normally required to perform the job effectively. Entry from the ranges below will normally require at least 5 years' experience in the band. Some jobs may require the application of in-depth knowledge and skills. Some posts need professional qualifications combined with considerable experience in this particular field.

Posts are likely to demand a breadth of management skills including leadership and development of staff and management of resources.

Contacts and Communications

Postholders are likely to have regular contact with colleagues within the Department, at equivalent or more senior levels. The purpose of the contact will be to seek or provide information and views that may have an impact on the development of policy. There may also be discussions with more senior staff on a line to take in dealing with sensitive issues or the development of policy initiatives and providing specialist advice and/or information. Postholders may also have regular contact with other Government Departments and external bodies to discuss policies and practices in a number of areas.

Problem Solving

Problems arise relatively frequently and are varied, requiring the application of different techniques and methods in resolving them. The depth of some problems requires detailed information gathering, analysis, investigation and careful consideration. In some areas the application of professional expertise or specialist knowledge assists in problem solving. Use of initiative is essential as novel issues and situations may arise regularly such as when rules or normal procedures cannot be applied. Original thought is needed to develop and modify existing approaches or adapt established procedures and techniques in differing situations.

Decision Making

Decisions may be taken on matters for which the outcome is not readily predictable. Decision making can involve determining whether and how work methods and procedures should be altered to meet new situations; allocating and prioritising work; determining the approach in the interpretation of difficult cases; setting short-term performance targets and determining the methods of achieving them; and determining whether expenditure should be committed on, for example, project or research funds or capital expenditure. Posts operating in casework areas or involved in approving grants will have delegated authority to award payments from programme expenditure up to a specified amount. Postholders at this level are fully accountable for their own performance and that of their command. In contributing to decision making by others, posts at this level provide information and advice, suggest options and, usually, a firm recommendation on a course of action. This can be to Division Head, Group Head and higher. In some jobs the postholder may be the only specialist providing authoritative advice which will comprise a full analysis and is generally accepted.

Autonomy

Posts operate within a broad framework where discretion is required in the absence of directions and guidance. Work is generally guided by policies, accepted standards and precedents. Posts are usually left to get on with the task in hand and exercise considerable freedom of action in all day to day matters. Use of interpretative judgement is expected and reference to senior officers is restricted to matters affecting broader policy issues or other larger parts of the Office. Work objectives, plans and results are reviewed on an intermediate basis or at set intervals.

Management of People

The extent of the management role will vary depending on the nature of the area of work and the number of people managed - it could range from heading up a discrete section or project team to managing a larger area where the work is more routine. In some jobs it may involve managing and co-ordinating work across a number of sections or functions where they may be assisted by staff in a lower range who manage sub-sections. Where there are no annual staff reporting responsibilities posts often share the managerial role with other posts at the same level or are responsible for managing the work of staff outwith the line of command such as project team members and consultants.

Budgetary Responsibility

Posts at this level do not generally have any budgetary responsibility.

Impact

The breadth of many jobs allows them to influence performance in their Department to a reasonable degree. Impact can include achievement of targets in a number of operational matters; improving standards of service; scope to influence fairly important external relationships where mistakes could damage performance goals in more than one area. Errors of judgement could cause considerable waste of resources in more than one area and have a medium term effect.

BAND C - PAY RANGE 1

General Description

Posts within this range are expected to be able to function independently and take full responsibility for the work of their section or branch. They have an important role in policy areas to keep fully up-to-date with all salient developments concerning the policies they manage, for example, in Whitehall and Europe, and to produce and broker solutions for submission to senior staff and Ministers. Professional staff must also keep up-to-date in their particular fields in order to maintain their level of expertise and its applicability in the Office. Posts at this level must be able to see ways to adapt precedents/principles and to work with some complex ideas.

The managers of these posts are normally members of the Senior Civil Service, or sometimes the top range of Band C.

The size of the management task for these posts will vary, depending on the nature of the work; this ranges from small teams in which each member has set, delegated tasks, to larger professional advisory or executive areas. In each case, these postholders will normally take all staff management decisions for their areas, without reference above. In executive areas, most operational decisions will also be contained at, or beneath, this level.

These are some typical activities for posts in this range:

- monitor, plan, lead consultation, use professional advice, implement new developments and contribute to making policy
- support senior administrative and professional posts in presenting, and sometimes leading the dissemination of information to external interests and organisations
- head up and run policy or professional/ specialist teams with moderately broad or stable remits and strategic direction at senior level
- develop and provide professional or specialist advice and/ or services to peers or senior colleagues in other areas of the Department, to assist their work
- undertake inspections of local authority and voluntary services, and contribute to the production of reports of recommendations and findings
- oversee operational arrangements for the smaller sponsored bodies, or give support to senior staff/Ministers in the latter's strategic relationship with large sponsored organisations.

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require graduate or post-graduate level qualifications or equivalent combined with at least 6 to 10 years' experience. In addition at least 1 year's experience in the post is normally required to perform the job effectively. Entry from the band below will normally require at least 5 to 10 years' relevant experience.

Postholders should have acquired specialist knowledge of management principles and/ or advanced knowledge/ experience of the requirements of their particular discipline. They must also be able to lead and direct their staff, including giving specialist or professional guidance if they are working in professional areas.

Contacts and Communications

Communications are likely to be an important aspect of jobs at this level. Internal contacts usually span across posts from Band B, covering those in Band C, and reaching up to Head of Group level. Some posts may have more frequent contact with the Senior Civil Service, and producing submissions and drafts for Ministers may be a feature in policy work. There also is likely to be contact with other Government Departments, and there may be interface with a range of external public sector organisations, for example, for discussion, representation and/or defence of policy, casework or 'sponsorship' issues. The predominant purpose of interface work in these posts is to: discuss (policy etc) issues; negotiate; consult; and broker agreements, whilst maintaining relationships and service standards. There may be a role to disseminate professional advice.

Problem Solving

Problems relate to the work area managed by the post and require the interpretation and analysis of relevant information. Problem solving may often involve the co-ordination of the work of different individuals and sections. This is likely to encompass the more complex tasks, where the course of action is not readily apparent. However, in the more difficult, sensitive, or high profile/impact cases, senior managers will probably have a hand in resolving the issue or agreeing a solution. Initiative and originality are required in order to develop or modify existing systems or principles, and to tackle new, and sometimes difficult issues. Postholders are expected to be resourceful in proposing ways to tackle problems, based on their sound working knowledge of the principles or remit involved.

Decision Making

Decision making is related largely to a fairly wide variety of matters within the postholders' own work areas - the more complex of which will typically affect other parts of the office. Posts are often involved in setting targets, and in planning stages and procedures for implementation and project work. They are also held responsible for all operational and staff management decisions within their span of command. Daily decisions may concern the management of policies, procedures and regulations. This will likely also include decisions to purchase services or goods with monies for specific categories of expenditure and funds from a budget held formally at a more

senior level, and determining awards from programme expenditure, within defined limits. Postholders will also provide fully researched advice for senior staff and briefs for Ministers. Recommendations made by these posts usually have an influence on decisions taken at senior level.

Autonomy

Work generally is guided by a policy or professional framework in which precedents or established principles provide parameters for action. While there may be accepted standards it is less likely that detailed guidance and procedures would be available and therefore the exercise of discretion is very important in these posts. Posts will have the freedom to set the aims and objectives governing the work of their command. Line managers will be available to give broad guidance if required. It is normal for progress and achievements to be reported periodically to senior staff.

Management of People

The extent of the management role will vary depending on the nature of the work and the number of people managed but postholders will usually have full management and annual staff reporting responsibility for a group of staff comprising a discrete branch or team. In some posts the management role may involve managing and co-ordinating work across a number of closely related sections or functions or over a range of disciplines and they may be assisted by staff in a lower range who manage sub-sections..

Budgetary Responsibility

Posts at this level may have a responsibility for a delegated budget formally held at a more senior level. However, in order to score under this factor, this must involve the post actively managing the budget, with powers of virement and without routine referral to their line manager. It is unlikely that many posts at this level will have such a budgetary responsibility.

Impact

In terms of positive impact, there is significant scope to lead the development of policies and strategies, and to influence the Department's or Agency's policy direction and implementation. However, the major directing influence on these matters is likely to be exerted by senior posts.

A poor contribution by postholders at this level could have an important impact on performance and the achievement of operational targets. As mistakes may not be detected, salient data or information could be overlooked, errors by junior postholders could go unnoticed, and efficiency could suffer badly - perhaps resulting in poor advice to Ministers or a significant loss of service to external customers. Overall, negative impact is likely to carry a medium term effect.

BAND C - PAY RANGE 2

General Description

Posts at this level are used most often in a supporting role to Senior Civil Service managers or are responsible for managing blocks of work, for example, in executive, casework areas. These posts will usually have managerial responsibilities either for small units or for branches/teams where the main working level will be in Band B or the first range of Band C - such as in some professional areas - or will manage significant numbers of staff in executive areas. Exceptionally, they may also lead small policy branches that have heavy and continually high profile policy and legislative demands.

Posts will have significant responsibility for maintaining areas of specialist or policy activity and may be involved in the development of new policy, in complex or novel areas, where considerable innovative thought is required. In professional areas, they may proactively ensure that relevant specialist issues are not overlooked, will contribute to the making of new policy, or its evolution, and may input to high level casework. In all cases, line management guidance is likely to be infrequent and require to be actively sought.

Some typical activities for posts in this range are:

- implementing legislation through the co-ordination of other stakeholders, or by creating new regulations/rules
- formulating or making a full contribution to the development of national standards
- managing complex and sensitive relationships
- taking responsibility for specific and discrete areas of work where the postholder is the principal source of expertise in the Department
- providing specialist advice to senior staff and Ministers on complex or unusual aspects of work
- leading teams carrying out a range of tasks in support of key departmental objectives
- initiating and developing policy changes

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require graduate or post-graduate levels or qualifications or equivalent combined with at least 10 years' relevant experience. In addition at least 1 year's experience in the

post is normally required to perform the job effectively. Entry from the ranges below will normally require at least 10 to 15 years' relevant experience.

It will be necessary to have specialist knowledge of advanced professional principles or management practice. Postholders must be able to lead and direct their staff, including giving specialist or professional guidance if they work in professional areas.

Contacts and Communication

This is likely to be a key feature of posts in this range. There is likely to be contact across the department with colleagues at all levels to discuss and agree pertinent issues. Postholders are likely to have regular contact with the Senior Civil Service and/or Ministers to give advice and guidance on areas of significant interest. They will also be expected to attend meetings and will often be looked on as the authoritative source of advice. Issues raised will probably be sensitive or complex and involve making decisions at the strategic level. Outside communications will probably be with middle to senior managers in a variety of organisations including agencies, NDPBs, other departments, private sector companies and European institutions.

Problem Solving

Problems will vary in type and complexity and while the consequences of solutions may be far reaching, they will usually apply to a limited number of issues. New problems will arise regularly that will not be able to be resolved by recourse to precedent or past experience. Problems can range from general management matters, the interpretation of legislation, the consideration of the effect of policy changes, and development of operational and policy strategies. Creative thinking will be necessary to resolve problems not previously encountered. In most instances posts will be responsible for achieving solutions but in the most sensitive or difficult of cases the involvement of Senior Civil Service line managers may be required.

Decision Making

Posts in this range will be responsible for all operational and management matters in their own area and will take decisions on a variety of other matters which may affect other parts of the Department. Decisions may be required on cases which are not adequately covered by existing legislation, precedents or practice. Posts may determine awards from programme expenditure including committing project or research funds or capital expenditure. Advice and a full analysis and recommendations to senior management responsible for policy formulation will be provided. The advice will usually be authoritative and postholders are likely to be called upon to brief Ministers.

Autonomy

Posts will have the freedom to set aims and objectives for the work in their area bound only by strategic and wider operational plans. Although work generally is guided by policies and precedent, these are not always available. Considerable experience or professional standards will be of use in determining responses to new issues. Senior officers will usually become involved only where there are wider implications for other staff or significant policy considerations to be taken.

Management of People

The extent of the management role will vary according to the nature of the work but postholders will have full management and annual staff reporting responsibility for a discrete branch or team. Some posts may manage and co-ordinate work across a number of closely related functions involving different disciplines.

Budgetary Responsibility

Posts at this level may have a responsibility for a delegated budget formally held at a more senior level. However, in order to score under this factor, this must involve the post actively managing the budget, with powers of virement and without routine referral to their line manager.

Impact

Posts in this range will have the scope to influence Departmental/Agency policy by providing authoritative advice to Senior Civil Service posts and Ministers who will take account of their input along with other contributions.

If errors are made, there is the potential for considerable waste of resources both in the numbers of staff required to take remedial action and perhaps in mis-directed expenditure. A key Departmental objective may be damaged and important external contacts may be affected. In turn, potential embarrassment to Ministers could occur.

BAND C - PAY RANGE 3

General Description

Posts at this level are usually responsible for managing discrete and clearly defined blocks of work capable of separate control, and may be regarded ostensibly as Division Heads. Generally these posts are held accountable for the use of financial and staff resources relating to their commands which, taken together and in combination with the other factors, tend to mark them out as demanding a perceptibly higher level than the most senior posts in the other ranges of Band C.

Specific knowledge and skills may well be required of these posts, requiring qualifications and experience in a formal discipline in addition to administrative experience. The incumbents may act as the senior managers in a professional group where they will normally also carry significant operational autonomy for a clearly identified section of the remit.

These posts will be responsible for:

- the management of professional, administrative, scientific or technical processes linked to existing policies or legislation
- the direction of research, design and development work within approved programmes
- specialised administrative processes such as large IT areas
- in specialised or highly technical areas, the processing of very complex or contentious casework
- the role of project manager in large scale or complex projects
- providing specialist and authoritative advice to members of the Senior Civil Service who have policy responsibility - assisting actively in the presentation of that advice
- the management of large offices (fairly significant staff numbers) or heads of technical or scientific branches in research and development.

Knowledge and Skills

As a direct entrant, the knowledge and skills often associated with posts at this level require graduate or post-graduate level qualifications or equivalent combined with at least 10 years' relevant experience. In addition at least 1 year's experience in the post is normally required to perform the job effectively. Entry from the ranges below will normally require at least 10 to 15 years' relevant experience.

It will be necessary to have specialist knowledge of advanced professional principles or management practice. Postholders must be able to lead and direct others in the work of the organisation, including giving specialist guidance in professional areas.

Those posts that also function as head of a professional discipline, will need a high level of professional competence and wide experience.

Contacts and Communications

Communications will be an important aspect of jobs at this level. Internal contacts usually span across posts from Band B, covering those in Band C, and reaching up to about Head of Group/Department level. Some posts may have more frequent contact with the Senior Civil Service; and the production of submissions and final draft letters for Ministers will feature. Professional advisory posts are also likely to have direct contact with Ministers. Usually there will be contact with other Government Departments, and posts may lead or support senior staff in interdepartmental discussion or negotiations. The issues may be complex and may entail the commitment of significant resources. Professional advice provided by these posts will be regarded as authoritative, and meeting work with other Government Departments may involve discussion with other professional postholders at the same or senior levels.

There may well be an interface with a wide range of external public and/or private sector organisations, and these posts may function as a high level focal point for liaison with these organisations. External contacts will cover levels from middle-to-senior management, and may include the most senior posts within large organisations. In terms of this liaison, these posts are likely to carry authority for negotiating, and communicating/defending policy regarding difficult or contentious issues.

Problem Solving

Problems that fall to be resolved at this level are usually complex, or can have wide-reaching effects, and precedent may be of limited assistance. The work will often involve new issues and approaches across a broad range of subjects, in which ingenuity and creativity will be important in order to apply existing knowledge in fresh ways. In policy areas, senior posts will have a strategic input to determining solutions. However, these posts will be expected to use their often significant experience in making well-informed and authoritative proposals, and to handle the management of their commands autonomously - akin to the level of control exercised by Heads of Division. Difficult issues arising within the span of command which these posts would be expected to resolve without reference above might include problems related to staffing, or processes of a professional, administrative, technical and/or scientific nature.

Often posts in this range have a role to negotiate and assemble the views of other important stakeholders in resolving complex problems. Professional posts will be operating in familiar territory but will require to balance initiative and professional considerations in producing solutions for presentation to colleagues (including those in the Senior Civil Service).

Decision Making

Posts in this range will usually have significant delegated authority to determine the full range of operational and management issues within their commands. Typically, they will determine the allocation of financial resources within a divisional budget and also decisions may include the allocation of programme or project expenditure. They may be required to make commitments as part of their contacts with external bodies, but these will usually follow established policy lines. Posts will be held accountable for their decisions but, typically, the operational environment will be relatively less sensitive - or the scope less broad - than that surrounding decisions by posts in the Senior Civil Service.

Advice given by these posts will be authoritative recommendations and will often inform and shape decisions by members of the Senior Civil Service, possibly in other areas of the Department, and influence decisions by Ministers. Strategic frameworks, operational plans and administrative or professional methods are developed and influenced at this level, and the advisory role can often extend beyond the Department to managers of other Government Departments or public sector bodies. The latter may look to these posts to provide a steer, or as their main source of advice on Government policy.

Autonomy

The level of operational independence in this range varies, but usually these posts will have to function within the parameters of departmental plans and Government policy. They will usually be free to determine all management issues within their span of control

The posts' often considerable experience of past practice and/or professional standards and requirements will help to guide their decisions and they may have to use external sources of advice to help determine responses to new situations that arise. Unless issues clearly are sensitive or unusually difficult, senior oversight of these posts will be applied with a fairly 'light touch', and only significant departures from existing policy would be referred above.

Management of People

Posts are normally expected to have full management responsibilities, for a division or for a wider operation with assistance from levels below. Normally the functions undertaken within the command are closely related and the remit coherent, compared to a Senior Civil Service command, although a number of disciplines may be represented.

Budgetary Responsibility

Posts in this range will normally be formal budget holders with total responsibility for the management and allocation of resources including the power to vire between sub-heads. Where budgets are formally held at a more senior level, posts in this range will have a delegated allocation which can be actively managed through virement without referral to their line manager. Posts may have an allocation of programme expenditure, for a project which they actively manage and for which they are accountable.

Impact

These posts have scope to effect significant performance achievements, and to influence the formulation/make-up and further development of important policies, objectives and methodologies. Senior posts, Ministers, or peers receiving guidance from posts at this level will take account of their input and this will have an important place in the formulation of strategic decisions.

In terms of the potential for negative impact, organisational credibility could be affected adversely in the perception of external organisations that are important to the Department, and serious waste and damage to service quality could occur. Damage may be hard to rectify, embarrassing to Ministers, with repercussions lasting medium to long term.