

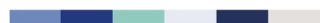
## HESA BAND DESCRIPTORS



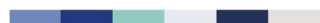
Dimension	Band A Roles at this level are expected to be able to:	Band B Roles at this level are expected to be able to:	Band C Roles at this level are expected to be able to:	Band D Roles at this level are expected to be able to:	Band E Roles at this level are expected to be able to:	Band F Roles at this level are expected to be able to:
<p><b>Organisation &amp; planning</b></p> <p>This is about the skills required to contribute to planning the work of, and developing the strategy of, HESA. It includes the requirement of the role to plan, manage and deliver work, whether for own work or for work/projects that involves others.</p>	<p><b>Organisation &amp; planning - Band A</b></p> <p>Plan own workload to achieve tasks within clear time, resources and quality standards, flagging up issues that may hinder achievement of tasks.</p>	<p><b>Organisation &amp; planning - Band B</b></p> <p>Plan, organise and monitor progress of own work to meet work plan agreed with manager/project leader.</p> <p>Demonstrate awareness of broader departmental goals and resource constraints in planning work and agreeing objectives.</p>	<p><b>Organisation &amp; planning - Band C</b></p> <p>Take a lead in planning individual work streams/packages of work, within a specialist area of work and within the framework of a broader project plan.</p> <p>May involve co-ordinating day-to-day work of one or more others or a specific stream of work, and in some instances, formal responsibility for work planning, working within a team plan.</p>	<p><b>Organisation &amp; planning - Band D</b></p> <p>Take accountability for planning individual work stream/project strands, prioritising and organising the work/resources of self and other team members.</p> <p>Undertake a combination of the following: develop plan, break project/work stream into key activities; identify milestones, resource implications, timing and costs, develop contingency plans; plan work to meet specific objectives within a specified deadline and take initiatives to deliver those objectives in the most effective way, reflecting resource constraints and interdependencies.</p> <p>Provide input to Group planning (timescale, resources or quality standards).</p>	<p><b>Organisation &amp; planning - Band E</b></p> <p>Plan/deliver projects/objectives within an annual plan or long-term project plan taking account of resource constraints and interdependencies with other areas of work. Set and use project processes/systems to ensure effective tracking of progress against a number of projects/work streams within allocated resources.</p> <p>Check the work of others against work plans, objectives and quality standards to ensure delivery; adjust work flow as needed to meet changing situations, flagging up potential priority clashes.</p> <p>Contribute to Group planning, to ensure that resource requirements of own area are recognised.</p>	<p><b>Organisation &amp; planning - Band F</b></p> <p>Translate HESA strategy into concrete action plans by developing Group annual operating plans and objectives. Set, communicate and oversee performance of others against these plans.</p> <p>Assess and maximise resource usage: apply an understanding of the bigger picture to deal with potentially conflicting priorities, within and across Groups, taking a long term perspective on resource allocation and organisational capacity.</p> <p>Contribute to strategic planning that covers periods of three or more years.</p>

<p><b>Developing solutions/Critical Thinking</b></p> <p>This relates to the role's requirement to investigate issues, identify or develop options and select solutions to challenges that occur in the role.</p>	<p><b>Developing solutions/Critical Thinking - Band A</b></p> <p>Apply operating guidelines, procedures and precedents that require limited interpretation.</p> <p>Identify new ways of doing own work tasks more effectively and bring suggestions to attention of others where they cannot readily be incorporated in day-to-day work without the support, co-ordination or approval of others.</p>	<p><b>Developing solutions/Critical Thinking - Band B</b></p> <p>Analyse information, concepts or data from a range of sources in order to solve issues in relation to specific work tasks.</p> <p>Resolve matters within a framework of operational or professional standards or guidelines applying some initiative.</p> <p>Draw on internal or external ideas or good practice to suggest, develop and contribute to the implementation of workable new work processes, knowing when to involve others for support, advice or approval.</p>	<p><b>Developing solutions/Critical Thinking - Band C</b></p> <p>Analyse and interpret complex quantitative or qualitative data; identify and investigate additional sources which could potentially be of use.</p> <p>Develop solutions arising from an established understanding of, and expertise in, a specialist area of work.</p> <p>Apply critical thinking to question established ways of looking at issues/doing things.</p>	<p><b>Developing solutions/Critical Thinking - Band D</b></p> <p>Question, probe and challenge the thinking of others to determine underlying issues: take a lead in coordinating the input of others where appropriate in order to develop solutions that draw on a sound understanding of internal and/or external factors, trends and balance of risk.</p> <p>Generate solutions to complex issues and take the lead in the development of such solutions and in their implementation.</p>	<p><b>Developing solutions/Critical Thinking - Band E</b></p> <p>Look beyond and challenge data analyses/existing information to generate recommendations/outcomes that are not readily apparent from the data/information alone and where there may be strategic implications for HESA.</p> <p>Seek for and initiate new and diverse sources of information to test solutions and direction where innovation is fundamental in developing solutions to strategic issues: risk assessment is an important part of developing the solution.</p>	<p><b>Developing solutions/Critical Thinking - Band F</b></p> <p>Identify and implement solutions to a broad range of HESA-wide strategic issues where there is a need to balance short term with the long term goals and risk to HESA.</p> <p>Constructively challenge findings/ recommendations of others in order to test robustness of outcomes.</p> <p>High levels of innovation and creativity are needed to open up new areas of opportunity for HESA.</p>
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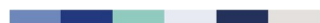
<p><b>Decision-making</b></p> <p>The freedom of operation that the role has and the impact of actions, recommendations or decisions.</p>	<p><b>Decision-making - Band A</b></p> <p>Take action, make recommendations or decisions in line with specific guidelines, routines or procedures of own work area, referring upwards on matters that fall outside of</p>	<p><b>Decision-making - Band B</b></p> <p>Make decisions or recommendations within policies and guidelines that apply to a specialist/technical area of work, taking advice</p>	<p><b>Decision-making - Band C</b></p> <p>Make decisions or recommendations within broad policies and guidelines, exercising discretion in how to take specialist areas of work forwards, based on an understanding of how own</p>	<p><b>Decision-making - Band D</b></p> <p>Make decisions that establish or change working practices and quality of service within the work area, setting precedent for future decisions or action. Impact may be largely internal or may include the</p>	<p><b>Decision-making - Band E</b></p> <p>Make decisions that impact on the perception of a HESA service or effectiveness of a Group, and that may relate to broader organisational inter-dependencies. External impact may include</p>	<p><b>Decision-making - Band F</b></p> <p>Decisions have a significant and long-term impact on the delivery of HESA's objectives or results and/or external reputation.</p>
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	<p>established practice or procedures.</p> <p>Undertake work that has a short term impact on perceived efficiency and quality of service on largely routine matters.</p>	<p>on issues that are unfamiliar or complex.</p> <p>Undertake work that impacts mainly on perceived quality of service/ delivery within own work areas/project(s) by service users or customers, and that affects the team's ability to meet objectives or service standards that go beyond the role-holder's immediate work.</p>	<p>decisions and recommendations are likely to impact on the work on others and quality of service or process.</p>	<p>external perception of specific process(es) or service, both in the short and medium term.</p>	<p>reputational risk that affects ability of HESA to meet its annual income generation or service delivery goals.</p>	<p>Role has a significant input in creating an environment that encourages sound decision-making, ownership and accountability at all levels.</p>
<p><b>Communicating</b></p> <p>The range of communication skills that are required to understand and convey information and influence others. It encompasses a range of skills that impact on the effectiveness of communication, including influencing and negotiation skills, ability to use a range of approaches to meet audience needs, and the need to develop professional relationships with</p>	<p><b>Communicating - Band A</b></p> <p>Carry out day-to-day contact with others on issues that relate to own work; create a positive impression by being responsive and prompt in responding to requests, deal courteously with difficult individuals or situations if they arise, referring on to the right person if needed.</p> <p>Receive, extract and convey information clearly and accurately whether in writing or orally: listen carefully to</p>	<p><b>Communicating - Band B</b></p> <p>Convey, share or present information or ideas to others, tailoring language, style and media to meet the needs of varied situations.</p> <p>Respond to specialist or technical queries: may involve liaising with a range of contacts, either internally or individual representatives of external organisations.</p>	<p><b>Communicating - Band C</b></p> <p>Develop and maintain a dialogue/collaborative relationship with various internal and/or external contacts on a range of complex issues, adapting style, techniques, media as appropriate to a diverse range of audiences.</p>	<p><b>Communicating - Band D</b></p> <p>Influence relationships over time and establish communication channels for self/others to use. May actively participate in networks on behalf of HESA.</p> <p>Respond to a range of different situations, applying a broad range of written and oral communication skills in order to convey complex and perhaps contradictory information or ideas, or to persuade and influence others; may involve a limited amount of</p>	<p><b>Communicating - Band E</b></p> <p>Initiate, build and lead internal relationships or external relationships/networks on behalf of HESA at senior level in relation to the activities of own Group.</p> <p>Represent and promote the Group/service and/or provide authoritative input at internal and external meetings/events, influencing differing opinions and handling questions/objections as required to ensure that the specialist/Group/service issues are properly represented.</p>	<p><b>Communicating - Band F</b></p> <p>Positively promote HESA's agenda through developing relationships with and influencing key relationships. Sway opinion/decision-makers by persuasively putting forward positions on behalf of HESA, negotiating on key issues that impact on HESA's ability to fulfil its remit or on its external reputation.</p>



a range of others including service users and stakeholders.	others and check to confirm understanding, seeking clarification where information or request is unclear.			liaison/negotiation on contractual or commercial issues.		
<b>Working with others</b> This relates to how the role works with others; including whether the role coordinates, manages, develops or leads others. It includes providing coaching/guidance, giving feedback to build understanding and sharing information and knowledge with others.	<b>Working with others - Band A</b> Work cooperatively as part of a team. May give basic instructions or guidance to new/less experienced colleagues on an ad-hoc basis.  Focus own development on developing core skills for own area of work and show willingness to develop and to keep up to date with the way things are done.	<b>Working with others -Band B</b> Work cooperatively within and across a range of teams.  Share knowledge and show new or less experienced colleagues how to complete tasks/procedures that are standard for the specialism.	<b>Working with others - Band C</b> Work collaboratively with others in teams, coaching, training or guiding the work of others. This may include formal line management responsibility where guidance and support is available from a more senior manager for challenging issues.	<b>Working with others - Band D</b> Manage the work of one or more colleagues in roles that are similar to each other, which may include appraisal, identifying training and development needs and action plans to improve performance.  <b>Or</b> as a specialist/professional have ongoing responsibility for guiding less experienced colleagues in technical/specialist areas of work and regularly provide subject matter expertise to work streams/project teams, ensuring successful transfer of knowledge, processes, tools or methodologies: provide constructive feedback to help others understand their development needs.	<b>Working with others - Band E</b> Take formal management responsibility for team having responsibility for the deployment, recruitment, development and performance management of colleagues to ensure the successful delivery of a service/area of work within a Group.  <b>Or</b> , regularly take a lead role in coordinating and guiding the work of complex work streams/projects that are delivered collaboratively through both internal and external stakeholders.	<b>Working with others - Band F</b> Lead and motivate colleagues both within own Group and across HESA holding self and others accountable for developing others. Ensure implementation of people processes, policies and development programmes, both at Group level and cross-functionally.
<b>Applied knowledge, skills and expertise</b> The level of role related knowledge and skills needed to meet role requirements,	<b>Applied knowledge, skills and expertise - Band A</b> Apply knowledge or experience of a range of administrative and operational	<b>Applied knowledge, skills and expertise - Band B</b> Develop and apply expertise in a professional, technical or specialist area of work. This	<b>Applied knowledge, skills and expertise - Band C</b> Advise others or provide instruction/guidance on processes, techniques and procedures in	<b>Applied knowledge, skills and expertise - Band D</b> Demonstrate breadth and/or depth of experience that shows full proficiency across own	<b>Applied knowledge, skills and expertise - Band E</b> Apply specialist and broad organisational/ management knowledge to provide advice to	<b>Applied knowledge, skills and expertise - Band F</b> Apply wide knowledge and experience to shape and influence major



<p>whether through applying acquired skills or theoretical knowledge; the extent to which the role is called upon as a source of expertise.</p>	<p>work procedures and techniques needed for own work</p>	<p>may involve providing instruction on processes, techniques and procedures or advising others on issues that are standard for the specialism.</p>	<p>specialist area of work. Demonstrate knowledge and skill of relevant concepts, principles and practices and the ability to apply and modify them. May be developing a depth of specialisation in a specific area of expertise.</p>	<p>specialism/discipline in order to be recognised as a source of expertise within own field.</p>	<p>others on issues that have cross-organisational implications.  <b>Or</b> be the leading specialist in an area of work that is important to HESA.</p>	<p>developments within HESA, acquired through directing and/or managing high level activities in an organisation.</p>
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