



Gwydyr House  
Whitehall  
London  
SW1A 2NP

Tŷ Gwydyr  
Whitehall  
Llundain  
SW1A 2NP

Tel/Ffôn: 020 7270 0534

Fax/Ffacs: 020 7270 6146

E-mail/E-bost: [walesofficefoi@walesoffice.gsi.gov.uk](mailto:walesofficefoi@walesoffice.gsi.gov.uk)

Ref: 09FOI 283

2 December 2009

David Jones  
[request-18901-c67e81a1@whatdotheyknow.com](mailto:request-18901-c67e81a1@whatdotheyknow.com)

Dear Mr Jones

## **FREEDOM OF INFORMATION ACT REQUEST**

Thank you for your email of 6 November requesting further information on Wales Office recruitment. We have handled your request under the Freedom of Information Act 2000.

You mention that you have had sight of Wales Office structure charts showing staff on temporary promotion over the past few years, and that the replies you have received from the Wales Office on these matters have not always corresponded with the information on the structure charts. As part of its planning and monitoring system, our HR Department maintains such a structure chart as a working document, for internal management purposes only. The numerous versions of this chart are simply snapshot planning tools and also contain abbreviations used as internal shorthand (for example, the term TP, shown in the past against some posts, need not refer solely to Temporary Promotion but also to short term additional responsibilities or other changes to job descriptions, either in force, planned or possibilities). The charts were never designed nor intended for the public domain, and cannot be expected to correspond with the factual information you have requested from us through formal channels.

Having clarified that aspect, please see below the further information you requested.

### **Clarification of status of Head of Press Office and why details had been omitted from previous replies**

The reason why the Head of Press Office has not appeared in our earlier responses is because the information you requested related to temporary promotions and the post in question was filled substantively in June 2006 as a result of an external recruitment competition conducted by the then Department for Constitutional Affairs.

### **How re-grading of posts has been handled since August 2008 and copies of any guidance or rules**

Your understanding that the job evaluation of civil service posts is in accordance with a formal process and in all cases documented is quite correct. Prior to August 2008,

responsibility for authorising any re-grading of posts in the Wales Office rested with the Ministry of Justice (MoJ) and any request for release of such pre-August 2008 papers should be addressed to that Department.

In August 2008, a new process of job evaluation was introduced, and the Wales Office was given delegated responsibility from MoJ for authorising re-grading under the new system. A copy of the job evaluation guidance is attached for your information. Since August 2008, one Wales Office post has been re-graded and the relevant papers are also attached as requested. In line with the usual practice, the names of officials have been redacted.

### **Has the post of HR manager been regraded after August 2008?**

In line with the civil service-wide emphasis on professional skills for Government and, in particular, the Cabinet Office policy on Departments filling senior HR and Finance posts with qualified professionals, a decision was taken to benchmark the post of Wales Office HR Manager against similar HR posts elsewhere in Government, with a view to a formal job evaluation, which is currently being undertaken. As explained above, authority for job evaluation was delegated to the Wales Office over 12 months ago. It is normally conducted by our HR Manager. To avoid any potential conflict of interest, the role of job evaluating our HR Manager post is being undertaken, at our request, by the HR Department of the Welsh Assembly Government. In the meantime, the Welsh Assembly Government has loaned a professionally qualified HR manager from its staff to fill the post until the situation can be regularised.

If you are unhappy with the decision made in relation to your request, you may ask for an internal review. The internal review will be carried out by someone who did not make the original decision, and they will re-assess how the Department handled the original request. If you wish to do this, please write to:

Freedom of Information Team  
Wales Office  
Gwydyr House  
Whitehall  
London SW1A 2NP

Email: [walesofficefoi@walesoffice.gsi.gov.uk](mailto:walesofficefoi@walesoffice.gsi.gov.uk)

If you remain dissatisfied after an internal review decision, you have the right to apply to the Information Commissioner's Office under Section 50 of the Act. You can contact the Information Commissioner's Office at the following address:

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

If you have any queries about this letter, please contact me at the above address. Please remember to quote the reference number above in any future communications.

Yours sincerely

A handwritten signature in black ink, appearing to read "Stephen Knight". The signature is written in a cursive style with a horizontal line underneath the name.

Stephen Knight  
Freedom of Information Team

## Grading of Posts in the Core MoJ

### 1. Introduction and Scope

1.1 This paper sets out arrangements for the grading of posts in the core MoJ taking account of the underpinning role of the Job Evaluation and Grading Support (JEGS). The arrangements cover all posts below the Senior Civil Service, including legal roles.

The arrangements build on the terms of the Deal in particular the following extract provisions of section 7.3 'Grading':

'Governance arrangements will also be in place for the future grading of posts, either as new roles are created or as a consequence of a post evolving over a period of time.

The grading guidance supported by JEGS will continue to be the process that is applied should there be a requirement to assign posts to a pay band or to evaluate new or existing roles from the former DCA business areas. An appeals procedure will be in place.

As now the trade union side should be consulted as part of this process.'

1.2 The principles of the process are as follows:

- Grading will be determined by the Grading Guidance
- JEGS will only be used where the grading cannot be determined using Grading Guidance
- Grading assessment will be the responsibility of the business unit utilising HR support and experience in the use of Grading Guidance. HMCS legal roles will be banded against the Tier Guidance and Grading Guidance as appropriate.
- The trade unions will be informed of applications and the banding assessments.
- There will be an appeal process for use where there is a postholder who wishes to challenge a banding decision in respect of a revised post.
- A directory of job descriptions and benchmark/highly populated roles will be developed to enable grading decisions to be made by reference to posts already graded using the Grading Guidance, where this is appropriate. This directory, as with grading guidance, will be underpinned by JEGs. Development of generic job descriptions for bands will reduce the work required for grading.
- Grading assessments will be monitored centrally for consistency.
- Grading Guidance will be periodically reviewed.

### 2. Process – New Posts

2.1. Subject to authorisation of a new post in accordance with headcount controls, the Business will determine the arrangements for assessment taking account of the nature of the post(s) to be assessed, the business area covered, and the availability of managers with experience of using the Grading Guidance. This may involve

setting up a grading panel comprising senior business and HR managers. The local Trade Union Side should be consulted about the development of this process.

2.2. Most new posts (i.e. where there is no postholder) will be able to be readily graded using existing job descriptions and grading information. This will apply to posts that are substantially the same in respect of core activities, and posts which are benchmark or highly populated roles, or which are substantially covered by a standard or generic job description.

2.2. In these cases the process will be that the application and agreed job description will be sent to the locally agreed point of contact with a recommendation by local management of the band. The appropriate band will be agreed under local arrangements, after discussion with the local manager and/or HR Business Partner where necessary and with reference to the directory of job descriptions as this is developed. The contact will notify the manager of the banding decision and copy the papers to the HRD Reward and Performance Division for central recording, and to the local TUS and the relevant HR Business Partner for information.

2.3. Where a new post cannot be graded as in 2.1. above, the process set out in paragraphs 3.2 to 3.8 will be followed.

### **3. Process – Revised Posts**

3.1. There are three situations where grading can be requested by management where an existing postholder is affected:

- Restructuring – where jobs change significantly as a result of a restructure of the business area
- Grading review – where the postholder and manager propose that the nature of an individual post has changed substantially over a period of time
- The grading of a post appears inconsistent when compared to other posts with seemingly similar responsibilities.

3.2 Applications in these cases will be made using a banding application form plus a job description or Job Analysis Form (JAF). The application will:

- explain why a banding assessment is necessary and the matter cannot be dealt with in another way,
- include a recommendation of the band to be assigned,
- require area director or equivalent level sign off so that applications are properly scrutinised before going forward.

3.3. Again the Business will determine the appropriate arrangements for assessment taking account of the nature of the post(s) to be assessed, the business area covered, and the availability of managers with experience of using the Grading Guidance. (For example, Business units may wish to have a team available to call on to cover assessments over a whole business area, or they may prefer to have specific managers dealing with assessments from smaller areas within the unit.)

3.4. Applications will be sent to the relevant local contact point who will then liaise with HR Business Partners as necessary, and arrange for referral to the manager(s) who will make the assessment.

3.5. HMCS legal posts will be dealt with by the Legal Adviser HR Team following a similar process.

3.6. The process for applications under 3.1. will be as follows:

- The application and attachments are sent to the assessor(s) for a decision about banding based on the Grading Guidance. The HR Business Partner will provide advice and guidance as appropriate. A record will be kept of the reasons for each banding decision.
- The local TUS will be sent a copy of the application and the assessor(s)' decision and reasons for information.
- The manager making the application will be notified of the banding decision and will notify the postholder where appropriate.
- A copy of the application and decision will be sent to the HR Reward and Performance Division for a central record to be kept.

3.7. Where the assessor(s) are unable to reach an agreed conclusion they may ask for further information. If they are then unable to reach a decision (on a majority vote if there is an assessment team), they will refer the application for evaluation using JEGS. It is expected that there will be very few cases where a JEGS evaluation is necessary; it is likely to arise only where the job content is so unusual that it cannot be properly assessed against the Grading Guidance.

3.8. Any post that is upgraded will need to be advertised so that all eligible staff have an opportunity to apply. Pay at the revised Band will apply from the date of appointment following advertising of the regraded post. TRA may be considered in the interim if appropriate.

#### **4. Appeals Process**

4.1. If the substantive postholder (not an employee on temporary promotion or an agency or other temporary appointee) or manager does not agree with the grading decision in respect of posts covered by paragraph 3.1, s/he may:

- Stage 1: ask for an explanation of the decision and provide additional information or clarification. If there is still no agreement s/he may:
- Stage 2: submit a written appeal which will be referred to a different assessor/team of assessors from within the same or a related business area. The appeal decision will be final.

4.2. If a member of staff believes their job should be reassessed, but their manager disagrees then the individual should raise their concerns with their countersigning officer. who if necessary will seek the advice of their HR Business Partner..

4.3. The countersigning officer may:

- require the line manager to follow the process outlined at section 3 above
- reject the request (the countersigning officer's decision will be final)

#### **5. Timetable**

5.1. The proposals contained in this paper are intended to apply from a date to be determined following consultation with the DTUS.

5.2. Implementation will follow from the ending of the moratorium on non business-critical job evaluations across the DCA. The moratorium has been extended until consultation on and approval of the Grading of Posts Procedure has been completed.

## **6. Monitoring**

6.1. HRD Reward and Performance will maintain a central record of gradings and will monitor consistency, producing an annual report to inform the annual review of the Deal.

## **7. Review of Grading Guidance**

7.1. The Grading Guidance will be reviewed 12 months after implementation of this procedure.

**18 June 2008.**

Revised December 2008

# Grading Guidance

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## Introduction

1. The Grading Guidance is a tool designed to assist with the mapping of all existing roles into the new DCA grading structure. The new structure consists of six Bands labelled F to A, with A being the Band immediately below the Senior Civil Service (SCS).
2. The Grading Guidance is underpinned by extensive information gathering activities across the DCA, the evaluation of selected posts using the JEGS (Job Evaluation and Grading Support) system and the identification of a range of benchmark and highly populated roles. The Departmental Trade Union Side were involved in various stages of the development of the Grading Guidance.

## Purpose of the Guidance

3. The main purpose of the Guidance is to map existing roles into the new Bands. It is not intended to be a comprehensive description of every activity that might be performed at a certain level in DCA nor is it a description of how a role should be performed. Rather it provides an illustration of the range of activities that might be expected to be carried out as a requirement of typical roles at each level. The tasks and activities associated with each level should be considered in terms of their complexity, impact of decisions and the degree of opportunity to demonstrate creative thinking and decision making compared with following known rules and procedures. What matters most is the overall balance of the role. It is the overall assessment of the role that will determine its Band.
4. The tasks and activities described at each level are not exhaustive neither should they be regarded as a checklist that must be covered off in its entirety. The characteristics described are intended to reflect the main body of work carried out by a role holder as part of everyday, effective performance. Unusual or infrequent activities, whilst not unimportant, should not be included in the overall assessment of the role.

## Using the Guidance

5. Each band is described separately. Each description begins with a summary of the nature of roles in the band and is followed by a list of core tasks and activities which might be performed by roles at this level. The description concludes with a note explaining what differentiates roles at this level compared with others higher or lower.
6. When assessing a role there are a number of things to remember:
  7. Assessing a role is about the 'job' not the person or people occupying the position;
  8. The overall balance of the role;
  9. Avoid focusing on the most complex or least complex aspects of the role;
  10. Avoid overemphasising rare, infrequent or unusual aspects of the role;
  11. Consider the role over a representative period of time;
  12. Focus on facts, not preconceptions or assumptions;
  13. Current grade, pay levels or status are not necessarily indicators of where a role might be placed;
  14. Volumes of work are not being assessed; and
  15. Job titles may be misleading or used differently in different parts of the organisation.

## Band: F

### Summary

16. Roles at Band F tend to be routine, where the majority of tasks are straightforward, repetitive and regulated by well-established guidelines and/or detailed instructions.
17. Although some initiative may be required, advice and support is readily available and there is little discretion to depart from standard procedures.
18. Work is typically carried out under close supervision, with role holders responsible for their own time.
19. Effective performance is achieved after a short period of training, much of which will be on-the-job. Little or no previous experience is required for most roles.

### Core tasks & activities

20. **Administration:** creating, updating, distributing and tracking files, bundles, documents, tapes; creating and/or maintaining databases, lists, manuals; completing documents including standard letters, forms, applications, orders, records, registers, statistics etc with clearly defined information using electronic and paper systems.
21. **Correspondence:** copy/audio typing, completing standard letters, forms, registers, etc where the information is clearly defined. Straightforward drafting such as acknowledgements and receipting, confirmations, court orders, warrants etc. Amending standard instructions, manuals and directories, circulating and distributing documents, journals etc.
22. **Post handling:** opening, sorting, distributing and dispatching post.
23. **Monitoring stock:** including stationery and other supplies against requirements and inventories, establishing requirements, completing order forms, stock distribution.
24. **Data entry and recording:** resulting, checking accuracy and completeness against guidelines or a proforma, straightforward money handling e.g. issuing jury payments, spending petty cash under instruction.
25. **Operating equipment:** office and court equipment e.g. computers, fax machines, scanners, photocopiers, franking machines, messaging equipment, tape and video recorders etc.
26. **Handling telephone calls:** answering standard enquiries and passing messages to others.
27. **Arranging meetings:** using electronic diaries, booking rooms and accommodation, making travel arrangements. Preparing rooms for hearings, tribunals, trials, meetings etc.
28. **Reception of parties to court:** including members of the public, judiciary, juries, solicitors and barristers, the police, representatives of external Agencies etc. Providing information related to proceedings, escorting court users into and from the building, swearing oaths etc.
29. **Security and caretaking:** conducting patrols, security checks, bag searches, checking the details of incidents, issuing security passes, escorting and ejecting visitors, locking court rooms, providing basic information to visitors.
30. **Cleaning:** vacuuming, dusting, polishing, washing etc. Using cleaning equipment and materials according to instructions.

## **Differentiators**

31. Key differences between Band F roles and those at more senior levels are related to the degree to which tasks are defined and prescribed.
32. The degree of judgement and decision making at this level is very limited, and whilst a degree of initiative is required at any level, Band F roles will usually seek advice and support for anything out of the ordinary.

## Band E

### Summary

33. Roles at Band E tend to be support roles. Whilst tasks may be repetitive, the context may differ from time to time.
34. Whilst there is a requirement to exercise some discretion and initiative, the approach to most work is well established and prescribed. Problem solving is routine and carried out by reference to comprehensive guidelines / instructions, with little discretion to depart from specified rules. Most decisions will be taken with reference to experience and precedent, and more complex or difficult issues are usually referred to a team leader or supervisor.
35. Band E roles work under supervision, but may also provide advice to and carry out limited supervision of others. However any span of control is likely to be small and limited to on-the-job training and short term workflow control.
36. Effective performance is normally achieved after several months of on-the-job training.

### Core tasks & activities

37. **Administration:** preparing papers for court, tribunals, hearings and meetings. Booking, preparing and organising meeting rooms, supporting training courses and other group activities. Preparing meeting agenda, joining instructions, handouts etc.
38. **Drafting:** standard letters and correspondence, minutes, notes, reports, submissions etc according to guidelines and instructions. Any original drafting is usually limited to recording a statement of facts in answer to routine enquiries.
39. **Operations:** clerking tribunals and hearings, ensuring papers and materials are available and up to date, assisting court users, supporting listing and rota management, checking files, contacting relevant parties, scheduling, serving court documents, executing a range of warrants, collecting fines and fees etc. Handling counter and telephone enquiries.
40. **Processing casework:** including standard documentation and information, court orders, claims, fines and fees in accordance with well defined instructions, regulations and procedures.
41. **Checking and verifying:** documents, records, accounts, claims and returns for approval, results, statistics, plans etc. Checks are clearly defined within specified limits and against clear criteria, regulations or procedures. Role holders may also be required to cross check work completed by colleagues.
42. **Collecting and assembling information:** for returns, results, accounts, statements, warrants, statistical analysis, reports etc. Work may require interpretation of source materials, preparation of bundles, chasing. Modifying and adjusting information and making decisions to allow work to be completed.
43. **Undertaking calculations:** checking the work of others, updating records, assessing the value of goods and/or property, reconciling accounts, preparing invoices, information gathering and running straightforward reports. Spending limited sums of money on behalf of an office or unit.
44. **Contacting the public, juries, the judiciary, other court users and representatives of other Agencies and Departments:** to collect information, check facts, communicate or enforce judicial decisions, give advice on the completion of forms or court procedures etc.

## **Differentiators**

45. Key differences between Band E and F roles are related to judgement and decision making. Band E roles require more independent judgement and interpretation when applying detailed procedures and regulations. Band E roles are also typically less closely supervised than Band F roles.
46. Key differences between Band E and D roles are the scope and nature of people management, the level of judgement that has to be regularly exercised and the depth of knowledge required to carry out the core tasks. Band D roles will also be required to resolve issues referred up by Band E and F roles.

## Band: D

### Summary

47. Band D roles tend to be relatively stand-alone functional or operational roles. This is also the first level at which formal staff management might form a significant part of the role.
48. Roles will demand the use of discretion, interpretation and collaboration with others in order to resolve problems. Problem solving may be related to the examination of a range of materials or issues which may be complex and sometimes specialised to ensure accuracy and completeness against rules and procedures. Judgement may be required in situations where there is a lack of clarity or precedent. However, the solutions will be limited in scope and impact.
49. Decision making is an important feature of Band D roles. Role holders may need to take decisions where there may be ambiguity. Usually, however, a clear framework will exist and role holders will rarely have the discretion to depart from regulations and policy. Role holders will also be required to contribute to decisions made at a higher level.
50. Some Band D roles will be responsible for the leadership of small teams. Role holders will generally work without close supervision and may operate in an environment which is geographically detached from their manager.
51. Most roles will require new entrants to spend a number of months learning and training. In some areas formal training and qualifications may be necessary.

### Core tasks & activities

52. **Administration:** Preparation of documents, papers, forms etc answering less routine enquiries, handling correspondence and delegating actions to others. Preparing training materials, giving standard presentations and running team and/or local meetings.
53. **Drafting:** Drafting standard letters, notes, reports, explanatory documents or publications. Researching and drafting less straightforward letters, conveying decisions, explaining new rules, regulations, procedures or policies, court orders, applications or results. Drafting speeches and presentations.
54. **Operations:** Setting priorities, distributing work and allocating duties, controlling work flows, checking accuracy and quality assuring work. Recommending approval of expenditure within delegated limits, monitoring budgets and spending against pre-ordained controls. These roles may also be responsible for exploring and examining complaints and organising remedial action.
55. **Team leadership:** where the main tasks and activities are carried out by role holders who are organised into sections or teams. Band D roles are required to manage and organise work and make decisions on issues that have been referred up. The role will include day-to-day distribution and allocation of work, training new staff, organising resources to cover high work volumes / staff absence etc. Some roles will also be more involved in setting priorities, co-ordinating work flow, achieving results, quality assurance, delegating tasks, basic discipline, staff appraisal, responding to minor welfare problems and reporting on team progress.
56. **Processing and managing casework:** in which judgement and discretion is necessary. Listing cases for court hearings, monitoring court lists and liaising with relevant parties to maximise courtroom efficiency. Interpreting rules, regulations, procedures and policy.

57. **Calculations and analysis:** collating team performance statistics, determining the costs, value or feasibility of statistical and/or financial returns. Analysing trends, sharing best practice, contributing to performance improvement. Making assessments of quality standards against criteria, reconciliations of accounts or payroll etc. Developing cost statements or estimates, reviewing documents, reports etc produced by colleagues, team members or external organisations. Basic auditing and updating of records, fees, fines, exemptions, accounts, petty cash, stores etc.
58. **Communicating with the public, juries, the judiciary, other court users and representatives of other agencies and organisations:** both at the workplace and elsewhere, face to face and by telephone. Purpose of communication may be fact finding, examining possible offences or claims, checking and auditing others' activities through interviews, inspecting records or premises, running clinics, workshops or meetings and advising on rules, regulations procedure or policy.
59. **Representation:** may be formal or informal and predominantly but not always confined to operational environments where there is frequent contact with the management, the public, other court users, the judiciary, juries, other agencies and organisations. In these situations the role will mainly be required to enforce regulations, check details and collect facts in sometimes ambiguous circumstances.
60. **Specialist roles:** At this level roles may be regarded as 'specialist' in that they are part of a professional group for career development purposes and/or working at a 'junior' or 'trainee' specialist level.

## Differentiators

61. The main differences between Band D and E roles are the scope and nature of people management, the level of judgement that has to be regularly exercised in Band D roles, and the depth of knowledge required to carry out core tasks.
62. Band D roles are required to exercise greater judgement and discretion in the application of rules, regulations, procedures and policies, which may not be as clearly defined as those guiding Band E roles. Band D roles will make decisions related to problems referred up from Band E and F roles.
63. Band D roles differ to those at Band C owing to the need for greater knowledge and experience in a particular area of expertise at the higher level. Band C roles also typically have greater management responsibilities and apply more judgement in their day to day work.

## Band: C

### Summary

64. Band C roles often entail significant management responsibilities, and/or professional knowledge or technical training.
65. Roles at this level will be required to solve problems and make operational / policy decisions by choosing between a variety of options, which may be complex and conflicting. Problem solving will usually require research and analysis to support options and recommendations.
66. Exercising discretion is an important characteristic of roles at this level and decisions may be taken independently, without reference to senior managers, and with a view to the wider business context. In limited cases, decisions may set precedents, however, such decisions are usually taken within established regulations or framed by guidelines, and tend to be taken under the general direction of the line manager. Band C roles will often contribute to higher level decision making for business planning, policy implementation and the determination of operational procedures.
67. Management responsibilities will vary but can involve large groups, although smaller teams in policy / specialist areas are also common.
68. Role holders will not necessarily need formal qualifications, although they are likely to be required to demonstrate significant management or specialist knowledge and experience. In certain areas of work role holders will be working towards or hold professional qualifications relevant to the role.

### Core tasks & activities

69. **Operations:** Activities take place in the context of unusual or unprecedented situations in which the best way forward is not always clear. Roles will be responsible for managing people, budgets, premises and/or other assets within prescribed limits and for achieving service delivery objectives and performance targets.
70. **Managing casework:** Band C roles operate in an environment of changing and sometimes conflicting priorities where procedures need to be applied with judgement and discretion. Casework tends to be more complex at this level, and can be sensitive or have far reaching implications. In some cases Band C will be the main working level.
71. **Analysis:** Undertaking more detailed research and investigation (often supported by a team) to identify options and make recommendations, with the focus being on practical outcomes that are of value to the business. Drafting reports, papers and submissions for senior management, other stakeholders and ministers. Such work will often be in support of senior colleagues in the formulation and interpretation of policy and operational frameworks. Preparing and submitting financial or statistical estimates, analysis of accounts and management information within budgetary controls. Approving or recommending expenditure within financial parameters. Referring on larger claims for payment.
72. **Communicating with the public, the judiciary, other court users and representatives of other agencies and organisations:** in relation to core service delivery, specialist or project based activities. Communication will frequently be related to sensitive issues with long term implications for the 'customer' or recipient.
73. **Representation:** Band C roles are typically the first level at which there is a requirement to represent the business unit at internal or inter-departmental meetings at which strategic issues are decided (rather than purely operational). Similarly, there may be a requirement to

represent the business unit or Department to the public, judiciary, other court users, other agencies and organisations.

74. **Team leadership:** Leading teams of operational, administrative, policy or general support role holders. Responsibilities include work flow and control, quality assurance, discipline, appraisal and welfare, career management and development and performance management.
75. **Specialisms:** Band C roles may also involve specialist activities including formal project management, developing and implementing IT systems, organisation / procedure / business process reviews, research, contract management, professional financial and HR management.

## **Differentiators**

76. Band C roles differ from Band D roles owing to the need for greater knowledge and experience in a particular area of expertise. They will also typically have greater management responsibilities and are required to apply more judgement in their day to day work.
77. Band C is also the first level at which it might be expected to find specialist roles requiring formal training and associated qualifications. Role holders may be considered 'experts' and be called upon to provide detailed and authoritative advice. A specialist focus may be combined with a people management role at this level.
78. Key differences between roles at Band C and B are related to the scale and complexity of management and delivery requirements and/or the degree and depth of specialisation.

## Band: B

### Summary

79. Operational Band B roles tend to manage a significant work area covering a number of related functions where the work is likely to be complex. Specialist roles at this level will tend to be senior practitioners or managers of a small team of specialists.
80. Band B roles work with others both internally and externally to agree policy lines, monitor and feedback on organisational performance and advise on a range of issues.
81. There is scope for considerable discretion at this level in interpreting and applying rules and regulations, and relative freedom of action on day-to-day management. Problems will be diverse and decisions made within broad principles and agreed risk management parameters rather than detailed guidelines. Poor decisions at this level will reflect adversely on the Department, have significant cost implications and may result in a loss of external or internal confidence.
82. Non-specialists will tend to have extensive experience in relevant management roles, and specialists will often require formal qualifications in addition to relevant experience.

### Core tasks & activities

83. **Operations:** Managing larger scale courts and other business units, where delivery is complex and achieving performance targets is business critical. Management responsibilities may well extend across more than one site or location.
84. **Managing casework:** Role holders will be regarded as the expert. Work involves complex material or issues where regulations or precedent are unlikely to apply, and which require detailed interpretation and the application of substantial judgement.
85. **Team leadership:** Leading relatively large teams of specialists, advisers, contract managers, etc requiring in-depth knowledge of a functional area. "Hands-on" support to more junior teams on complex or larger cases / contracts which demand greater technical knowledge or discretion in decision making.
86. **Developing new policies / processes, etc:** Responsibility for developing or implementing operational frameworks or procedures, conducting necessary consultation and reviews and recommending corrective and future action. Policy, report, submission and speech drafting responsibilities sometimes involving high level enquiries or negotiations where there are well established organisational objectives.
87. **Specialisms:** Band B roles may also involve specialist activities where there is a requirement for formulating specialist advice which could have a significant impact on operational practice and procedure. The role holder is likely to take the lead in providing advice and in representing the Department.
88. **Financial authority:** budgetary accountability and management.

### Differentiators

89. Key differences between Bands B and C are related to the scale and complexity of management and service delivery requirements and/or the degree and depth of specialisation. Band B roles may also include recognised specialisms (e.g. legal roles, project management,

economists, IT, HR, accountants etc.), where specific, higher level professional qualifications, gained through several years formal training and work experience, may be required.

**90.** Band B roles may lead smaller policy units whereas Band C roles tend to support higher level policy development roles instead.

**91.**

## Band: A

### Summary

92. Band A incorporates a wide range of jobs including large scale management / operational roles, and highly specialised or complex policy or technical work. This level is often responsible for establishing and implementing an appropriate way of working and leading major change initiatives.
93. Roles at this level require creative and adaptive thought and regularly need to consider and accommodate uncommon situations. They have the authority to act independently, departing from established patterns as deemed fit, and to be accountable for the outcomes.
94. An important element of the Band A's role is the resolution of complex and difficult problems. Problem solving will involve a degree of creative thinking, weighing of options, and the assessment of the risks, consequences and implications of a particular course of action. Many of the problems will be interdependent with issues which are the responsibility of other parts of the DCA, the judiciary, or external organisations. Consultation and negotiation may be necessary to achieve mutually acceptable solutions.
95. Band A roles are normally responsible for the decisions affecting the management of a discrete area of responsibility or business unit. Roles will be required to make interpretative decisions not covered by precedent, current practice or legislation.
96. Extensive management or technical experience are essential for Band A roles to function effectively.

### Core tasks & activities

97. **Operational management:** responsibility for managing large groups of people in order to implement strategic decisions, meet service delivery commitments and performance criteria, deliver value for money, carry out business planning, assess risk and engage with the community etc.
98. **Financial authority:** responsibility for the financial accounting, propriety of payment and receipt of money. Responsible to the Head of an Accounting/Finance Directorate for unit expenditure.
99. **External relations:** regulating relations between Government and other sections of the community including the public, the judiciary, other Departments, the private sector and local authorities. Advising on and/or conducting external negotiations arising from new or amended policies and procedures. Responsible for sections or directorates which are concerned with commercial relationships between the DCA and external bodies.
100. **Representation of the Department:** either alone or in support of a more senior colleague is a frequent function of roles at this level, sometimes operating as the link between headquarters and those affected by strategic decisions. The role holder is likely to take the lead in negotiations on behalf of the Department.
101. **Policy:** advising and drafting policy and legislation etc where the subject matter is complex and the impact very significant, including assessing the legality, impact, practicality and risk of what is proposed. Casework functions tend to demand considerable scope for discretion. Advice may involve large sums of money or have far-reaching social implications. There is likely to be a regular interface with Ministers
102. **Team leadership:** Band A roles may also be responsible for smaller teams of specialists e.g. lawyers, finance professionals etc.

103. **Technical expertise:** where the working level is varied role holders are responsible for the technical decisions, advice, quality of service etc for specific professional functional groups, policy development or service delivery teams (e.g. HR, finance, procurement, estates etc).
104. **Specialisms:** providing advice and technical input to large, complex matters, where highly developed, “expert” technical knowledge, experience and judgement are required.

## **Differentiators**

105. Key differences between Band B and Band A roles are the focus and scale of accountability. Band B level roles tend to focus on formal management and service delivery functions with policy related responsibilities which are more limited than those at Band A. Band A level roles tend to focus on higher profile, more sensitive, complex and innovative policy issues impacting on key areas of the Department’s business.
106. In terms of operational management roles, Band A roles will be concerned with wider and more complex spans of control often covering geographically dispersed business units.

## Benchmark and highly populated roles

107. The following are illustrative short profiles of benchmark and highly populated roles at Bands F to D. The task lists are not exhaustive nor checklists of duties that must be undertaken for a post to map to the band.

### Band F

#### 108. Administrative Assistant

- Photocopying and scanning documents
- Retrieving files out for queries
- Form-filling
- Data entry and recording
- Collecting & balancing fees
- Opening, logging and distributing mail
- Answering straightforward telephone and email queries

#### 109. Messenger/Post-officer

- Taking post, files and parcels inside and outside of Court or office buildings
- Franking/opening and filling envelopes in the post room
- Logging recorded delivery post
- Arranging couriers

#### 110. Security Officer

- Front of house security checks including bag searches
- Operating security equipment
- Patrolling the building
- Opening and closing building and setting alarms
- Controlling access
- Dealing with incidents including removing people from the building

#### 111. Telephonist/Receptionist

- Answering the telephone
- Taking and passing on messages
- Desk work – meeting and greeting, issuing visitors' passes, general clerical work

#### 112. Usher

- Meeting and greeting court users and visitors
- Filling out forms
- Swearing in witnesses
- Calling people into court
- Answering face to face enquiries
- Preparing the courtroom
- Keeping parties informed of changes to hearing times
- Maintaining records of tape recordings
- General clerical work

#### 113. Typist

- Typing court orders, forms and letters within deadlines
- Creating non-standard forms
- Creating notices, posters etc as required
- Assisting in general office duties such as filing and post opening
- Covering usher and telephonist roles

## **Band E**

### **114. County Court Clerk**

- In court – sitting with judges, admin work, preparing files, interacting with barristers/solicitors
- Out of court – administrative duties, diary management, receiving fees at counter

### **115. Pre/Post Court Team Member**

- Data entry and recording
- Producing orders
- Answering queries (telephone/written correspondence/face-to-face)
- Retrieving/returning files

### **116. Senior Usher**

- Line Managing Ushers (20% of time) – arranging rotas, approving leave and time sheets, assigning duties, liaising with legal/operational management to ensure effective service
- Ushering responsibilities (80% of time) – see Usher generic role

### **117. Administrative Officer – examples:**

- **Customer Care Officer (CCO)**
  - Listing cases against diary on computer
  - Dealing with the press/work experience participants
  - Booking interpreters
  - Dealing with administrative complaints – replying. Passing on if Judicial
- **Local Budget Officer (LBO)**
  - Checking expenses claims forms
  - Sending the claims off using the appropriate system
  - Checking invoices
  - Monitoring expenditure/costs against annual budget
  - Reporting on monthly statistics

### **118. Probate Officer**

- Checking personal application forms
- Advising applicants on application process
- Preparing files and forms
- Drafting papers for Registrar
- Receipting payments
- Swearing oaths/affidavits

### **119. Family Officer**

- Receiving applications and listing cases for hearing
- Dealing with correspondence about cases
- Ensuring case papers are in court
- Recording case results on system
- Notifying parties of court orders
- Chasing reports etc
- Rearranging hearings where legal adviser agrees
- Giving information and advice to public on family law procedures

### **120. Listing Clerk**

- Listing cases to ensure best use of panel's time and in accordance with listing criteria
- Notifying parties of hearing date
- Checking availability of parties and witnesses
- Maintaining records of case progress
- Dealing with telephone enquiries

**121. Tribunal Clerk**

- Processing applications
- Arranging hearings
- Preparing files, records tribunal decisions, notifies parties
- Chasing parties and documents to ensure that hearings are effective
- Processing expenses claims

**Band D**

**122. Crown Court Clerk (& Combined Court)**

- In court – managing the case list, ensuring all parties are in court, arraigning the defendant, ensuring jurors are sworn in, recording judicial decisions, taking verdicts from juries
- Out of court – calculating and paying solicitors' and barristers' fees and witness claims, checking/signing indictments, preparing files for court, ensuring that the ushers are preparing the court, arranging video links, preparing court orders

**123. Team Leader**

- Distributing work to team members and monitoring progress
- Line managing/supervision of team members including performance appraisal, attendance, etc
- Liaison with and provision of information to external agencies
- Dealing with matters referred up by team members
- Some casework

**124. Listings Officer**

- Managing the listings team
- Organising rotas
- Listing cases, balancing workloads in each courtroom
- Maintaining relationships with Magistrates/CPS/Court User Group
- Advising on listing policy
- Monitoring availability of witnesses/barristers/judge/court room
- Tracking cases and re-listing them, monitoring outstanding cases
- Delegated powers (bail/adjourn cases)
- Organising interpreters

**125. Case Progression Officer**

- Leading small case progression team
- Identifying and resolving problems with agencies
- Chasing parties and documentation
- Checking the file against the diary
- Bringing matters back to court if necessary
- Briefing judges on case progression
- Delegated power to adjourn

**126. Judicial Liaison Manager**

- Deploying of part-time judiciary within the region
- Managing judicial itineraries
- Monitoring judicial sittings and training
- Providing reports on sittings
- Organising work shadowing of judges by lawyers
- Providing information and advice about sittings and availability
- Supervising team member(s)

## APPLICATION FOR BANDING ASSESSMENT

### 1. Application Type *(tick one)*

New Post	
Restructured Post	
Grading Review	X
Possible inconsistency	

### 2. Details of Post

Job Title	
Business Entity Code	<b>WA105</b>
Business Unit	Wales Office
Job Location	Gwydyr House, London
Current Band (if not new post)	D
Proposed Band	C
Date post/change to come into effect	01/04/09
Will any other post(s) be affected by this application? No	

### 3. Business Case

Please explain in detail why the banding assessment is necessary and the change in work requirement cannot be dealt with in any other way. If this post can be readily graded by reference to a similar or benchmark/highly populated role please give details. For all other posts please set out the key changes in the requirements of the post – e.g. level of responsibilities, skills, qualifications and experience required, and time spent on new duties - that meet the criteria of the Grading Guidance for the proposed band. Please show % time spent on core activities and duties.

The post is currently graded as Band D, but organisational change over the past few years, together with new requirements, have meant that further responsibilities have been added over time, including some that require professional knowledge. The grade no longer accurately reflects the responsibilities the post carries. The attached job description for the post shows the responsibilities, and indicative time.

In particular, the post now carries:

- a significant responsibility to monitor the performance of suppliers and service providers, and take action to address performance issues
- a responsibility to lead on health and safety issues, including monitoring compliance, providing advice, and implementing appropriate changes. This is a specialist area in terms of skills and professional knowledge needed;
- a responsibility to deliver the Wales Office sustainability strategy

These additional responsibilities require a degree of judgment and a skillset higher than those expected at Band D. The postholder needs to exercise discretion and take independent decisions, and with a view to the wider business context and taken within established regulations or framed by guidelines. The postholder will often

contribute to higher-level decision making for business planning, policy implementation and the determination of operational procedures. The postholder is particularly responsible for ensuring operational delivery, which requires careful relationship building with suppliers and service providers.

In terms of core competency level requirements for the post:

**Focussing on the customer** – level 3

**Developing our people** – level 2

**Using evidence to make decisions** – level 3

**Planning and managing resources** – level 3

**Working as a team** – level 3

#### 4. Documentation

Please attach the following documents where available:

Organisational chart showing existing and proposed structures	X
Existing job description/JAF	
New job description/JAF	X

5. Is budget provision available?

Yes

#### 6. Senior Manager Making Application

(Business unit/area manager) Wales Office

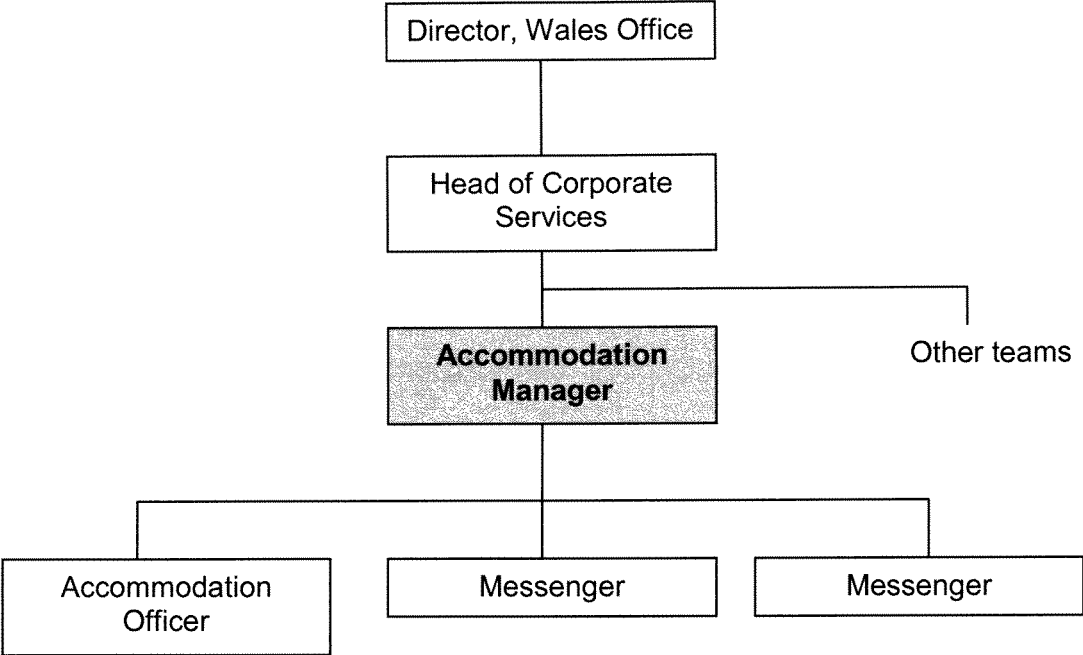
Name XXXXXXXXXX Date \_\_\_\_\_

Title Head of Corporate Services

7. Approval by Area Director/equivalent	
Name	[REDACTED]
Location	Wales Office
Signature	
Date	

Result
Date assessment made:
Assessment by reference to similar/benchmark/highly populated role YES/NO
Assessor(s) names:
Result: Approved/Rejected/Refer for JEGS (Please attach a note of the reasons for the decision)
Applicant notified:
Copy to HR Business Partner :
Notification of decision to TUS:
Forwarded to Central Record:

**Organisational chart showing post's position**



## **ACCOMMODATION TEAM BAND C POST JOB DESCRIPTION**

### Accommodation Manager

Leading on health and safety issues for the Wales Office, including assessment of risk and advising on mitigation; and continuous monitoring of Wales Office compliance with legislation (10%)

Build good relationships and work closely with MoJ facilities and suppliers to: identify building works, negotiate and quality check form of works to be done and proposed project planning, monitor implementation and check the finished quality. (40%)

Establish, populate and monitor management information systems for accommodation/estates responsibilities (20%)

Lead work to deliver the Wales Office sustainability strategy, including its regular review and refinement, implementation and liaison and co-ordination with the MoJ programme (5%)

Work with MoJ to ensure the Wales Office obtains good value from telephony contracts and liaise with Wales Office staff to ensure that users get the most appropriate solution for their needs (10%)

Ensure that ministers and the Department are effectively supported by the Messenger service (5%)

Work with MoJ to ensure the Wales Office obtains effective security support (5%)

Ensure that the Wales Office receives a good standard of service from its support suppliers such as cleaners, waste disposal companies, etc (5%)

Line manage the Accommodation Officer (Band E) and 2 messengers (Band F) (ongoing)

[REDACTED] (Wales Office)

---

**From:** [REDACTED]  
**Sent:** 02 June 2009 16:41  
**To:** [REDACTED] (Wales Office)  
**Subject:** RE: Job Evaluation process  
**Sensitivity:** Confidential

[REDACTED]  
I'm happy with that arrangement.  
[REDACTED]

-----Original Message-----

**From:** [REDACTED] (Wales Office)  
**Sent:** 02 June 2009 13:03  
**To:** [REDACTED]  
**Subject:** RE: Job Evaluation process  
**Sensitivity:** Confidential

Well [REDACTED] is still here so that is something. What I propose is that I consider the request for re-grading against the criteria in the guidance and write a brief report on my view including a recommendation and then pass to Anna for scrutiny and sign off - would you be happy with this approach please, given my previous experience in re-grading exercises to which I referred in our telephone conversation?

[REDACTED]  
HR Manager  
The Wales Office  
Gwydyr House  
Whitehall  
London SW1A 2ER

Tel: (020) 7270 0530  
Fax: (020) 7270 6146  
E-mail: [REDACTED]@walesoffice.gsi.gov.uk

---

**From:** [REDACTED]  
**Sent:** 02 June 2009 10:17  
**To:** [REDACTED] (Wales Office)  
**Subject:** RE: Job Evaluation process  
**Sensitivity:** Confidential

[REDACTED]  
The core mapping team for the Wales Office was [REDACTED] (then HO HR Business Partner as co-ordinator) with [REDACTED] and [REDACTED].  
Does this help?

-----Original Message-----

**From:** [REDACTED] (Wales Office)  
**Sent:** 29 May 2009 16:56  
**To:** [REDACTED]  
**Subject:** Re: Job Evaluation process  
**Sensitivity:** Confidential

Thanks [REDACTED] I look forward to hearing from you again.

"This Message has been sent from a Blackberry Device"

---

**From:** [REDACTED]  
**To:** [REDACTED] (Wales Office)  
**Sent:** Fri May 29 16:54:04 2009  
**Subject:** RE: Job Evaluation process

[REDACTED]  
We've just, literally, found that the Wales Office posts were mapped by the team that covered a number of head office business areas. It was led by [REDACTED]. I will track down the names of the rest of the team and let you have those on Monday.

Cheers,  
[REDACTED]

-----Original Message-----

**From:** [REDACTED] (Wales Office)  
**Sent:** 28 May 2009 18:02  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Job Evaluation process  
**Importance:** High  
**Sensitivity:** Confidential

<< Message: FW: JEGS >>

[REDACTED]  
Further to [REDACTED]'s query below and my original request on 16 April 2009 (copied above) I wonder if you are in a position to respond please as HR have reiterated to me today that you are actually the only person who can help me.

For clarification - can you tell me:

- o Who can assess the re-grading requests within the Wales Office
- o Assuming only [REDACTED] was trained, how might I access the training to undertake this work myself
- o And if there is likely to be a delay in accessing it, who could I approach to assess in the interim.

Many Thanks

[REDACTED] (Wales Office)

---

**From:** [REDACTED] (Wales Office)  
**Sent:** 09 July 2009 18:18  
**To:** [REDACTED]  
**Subject:** FW: APPLICATION FOR BANDING ASSESSMENT

**Attachments:** APPLICATION FOR BANDING ASSESSMENT.doc



APPLICATION FOR  
BANDING ASSESS... [REDACTED]

We discussed this approach a while ago. Could you give me a view please on whether you think this would be adequate documentation of evidence that a post should be re-graded.

Would very much welcome your opinion before forwarding to [REDACTED] as agreed with yourself.  
Kind Regards  
[REDACTED]

[REDACTED] (Wales Office)

---

**From:** [REDACTED]  
**Sent:** 25 September 2009 14:34  
**To:** [REDACTED]  
**Cc:** [REDACTED] (Wales Office)  
**Subject:** FW: PROTECT: STAFF Application for Banding Assessment - Accommodation Manager  
**Sensitivity:** Confidential  
**Attachments:** Application for Banding Assessment - Accommodation Manager.doc

[REDACTED]

I have gone through this and authorised it. Over to you to consider.

[REDACTED]  
Budget Manager  
Wales Office  
Gwydyr House  
Whitehall  
London SW1A 2NP

---

**From:** [REDACTED] (Wales Office)  
**Sent:** 25 September 2009 13:08  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** PROTECT: STAFF Application for Banding Assessment - Accommodation Manager  
**Sensitivity:** Confidential

[REDACTED]

Sorry to add to your burdens but 5 months after commencing in the role I have finally had agreement from MOJ that the approach I have adopted in terms of considering a request for a re-grade is fit for purpose. [REDACTED] who is the job evaluation expert met with me to discuss the above last week and is content that my conclusion that it should be re-graded to Band C is based on a valid assessment and is one with which he would agree.

As discussed previously you are now the only person left in the office who can sign this off prior to [REDACTED]'s final consideration. As this has arisen during [REDACTED]'s reign, I would if at all possible like to finalise before he goes. Fortunately it is only a 3 page document so if you could authorise and pass to him for final consideration I would be very grateful.

Kindest Regards

[REDACTED] *Chartered FCIPD*  
HR Manager  
The Wales Office

[REDACTED] (Wales Office)

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**From:** [REDACTED] n  
**Sent:** 25 September 2009 16:02  
**To:** [REDACTED] im (Wales Office)  
**Cc:** [REDACTED]  
**Subject:** FW: PROTECT: STAFF Application for Banding Assessment - Accommodation Manager  
**Sensitivity:** Confidential  
**Attachments:** Application for Banding Assessment - Accommodation Manager.doc

Thanks both. I approve the recommendation.

[REDACTED]  
[REDACTED]  
Director  
Wales Office  
Gwydyr House  
Whitehall  
London SW1A 2NP  
Tel: 020 7270 0558  
Fax: 020 7270 0588  
E-mail: [REDACTED]@walesoffice.gsi.gov.uk

---

**From:** [REDACTED]  
**Sent:** 25 September 2009 14:34  
**To:** [REDACTED]  
**Cc:** [REDACTED] (Wales Office)  
**Subject:** FW: PROTECT: STAFF Application for Banding Assessment - Accommodation Manager  
**Sensitivity:** Confidential

[REDACTED]  
I have gone through this and authorised it. Over to you to consider.

[REDACTED]  
Budget Manager  
Wales Office  
Gwydyr House  
Whitehall  
London SW1A 2NP  
[REDACTED]  
[REDACTED]

## APPLICATION FOR BANDING ASSESSMENT

**Introduction:** A request for a grading review was received from the Corporate Services Branch of the Wales Office for the post of Accommodation Manager. The Head of Corporate Services believes that the post had changed substantially over a period of time.

In line with the Process for Grading of posts the following criteria were substantiated as follows:

Explanation of need for Banding Assessment as appropriate process: This is a unique post in the context of the Wales Office and it seems to be requiring a degree of specialisation. There are no comparable posts and therefore a banding assessment was deemed the most appropriate approach.

Recommendation of Band to be assigned: Band C (the post is currently graded at Band D) was proposed by the Line Manager.

Appropriate scrutinisation and Area Director sign off:

In line with discussions with HR and [REDACTED] it was agreed that [REDACTED] FCIPD as HR Manager (with direct experience of job evaluation) should make an initial assessment of the case and a recommendation. This would then be scrutinised by [REDACTED] who was a member of the core mapping team for the Wales Office who would reject or accept the recommendation and final approval would be considered by [REDACTED] Director Wales Office.

**Assessment:** The tasks and activities associated with this post are considered in the context of their complexity, impact of decisions and the degree of opportunity to demonstrate decision making in light of the Band C descriptors.

Summary: In terms of significant technical knowledge it is clear that the post holder:

- now has significant responsibility in terms of performance managing a range of technical suppliers and service providers to ensure accommodation and estates responsibilities for the Wales Office are met to the specified standard.
- therefore effectively enables decisions to be taken involving expenditure in excess of £200k despite budgets for accommodation and estates are not devolved to branches within the Wales Office the post-holder gives advice on activities and. This level of authority correlates with that of someone at Band C.
- has to solve specific problems in relation to the health and safety requirements within Gwydyr and Discovery House and advise on options which can be complex in their nature including assessment of

risk and has to therefore persuade senior managers to take appropriate action based on his expertise.

- has to balance the peculiarities of a Georgian building and therefore issues of heritage alongside those of the H&S requirements of the modern world and an employment location.
- takes independent decisions by applying established regulations and framework guidelines and provides advice on mitigation.
- manages 3 others to ensure that the accommodation operations of the organisation are delivered; and uses specialist knowledge to manage external facility and supplier expertise including building works, information systems, sustainability, telephony solutions, security and hygiene and waste disposal factors.

Core Task and Activities: The post holder undertakes a significant role in the operational running of the Wales Office and:

- project manages all aspects of estate and accommodation fabric upgrade
- is specifically responsible for the management of the premises and assets of the Wales Office in order to achieve service delivery objectives and performance targets.
- represents the Accommodation needs of the Wales office in terms of business planning, policy implementation and determination of operational procedures.
- produces related strategies (e.g. for sustainability) for Senior Management consideration including recommending substantial expenditure in the upgrade and upkeep of a multisite organisation.
- leads a team of operational support role holders which includes all aspects of management.
- has to assess risk in tender specifications and carry out appropriate evaluation in order to ensure that the buildings are maintained in a value for money and compliant fashion

Differentiators: In comparison with his original post at Band D the post holder now:

- requires specific knowledge in the area of Health and Safety in order to ensure compliance with legislation.
- is pursuing formal training in the area of health & safety
- is required to manage others including expert suppliers and service providers
- ensures appropriate customer care delivery to employees and Ministers through the management of team members and external contractors

- deals with a complex range of assets and requires premise management expertise
- has become a standalone expert in facilities management which is significant in its remit
- gives advice that is tailored and evidence based and autonomous and is relied upon to apply guidance but all to give a considered view. This leads to decisions being taken a level commensurate with a Band C post.

**Conclusions:** Taking account of the guidance for assessing posts, it would seem that the overall balance of the role has changed and is now more reflective of the description for Band C. There is a broad range of complexity now associated with the post both in terms of breadth of specialist knowledge required. This post has developed over a number of years. There is significant management responsibility associated with the post not simply in terms of staff employed but also suppliers and services contracted. The levels of authority in terms of expenditure involved are commensurate with that of a higher graded post. The post has become stand-alone which is a significant criterion at the Band C level.

**Recommendation:** That the role of Accommodation Manager is upgraded to Band C and advertised openly.

Assessor: \_\_\_\_\_ 25/09/2009

Accept Recommendation

Validator: \_\_\_\_\_ 25/09/2009

Approve or Reject Recommendation

Director: \_\_\_\_\_ I approve \_\_\_\_\_ 25/09/2009