

Grade 11 HR focus role: Skills

This template has been designed to help you and your manager review your strengths in these areas and identify areas that you could develop. Note that the positive indicators are intended for use as a guide only and that not all indicators will be applicable to all roles within a grade.

Name:

Department:

Line manager or equivalent:

Current role & grade:

Role & grade being assessed against (if different from above):

Date:

Step 1:

Reflect on each of the positive indicators and consider whether you:

- **M** - *Meet* the appropriate level
- **E** - *Exceed* the appropriate level
- **D** - Need to *Develop* in this area

Step 2:

Ask your line manager or equivalent to:

- Review your levels in the same way
- Complete Column 2 on the table below

Step 3:

Meet your line manager or equivalent to:

- Discuss your results in columns 1 and 2, and agree a result in Column 3
- Discuss any areas for development you have identified and how you might work towards these, and note in Column 4

Skill area	Skills	1 - M/E/D	2 – M/E/D	3 - Agreed assessment M/E/D	4 - Agreed development needs
Resource Management (people/finance)					
<i>Resource allocation and</i>	Direct operations involving high level financial planning and resource allocation.				
<i>Financial regulations</i>	Oversee compliance with financial regulations and best practice and contribute to the update of financial regulations and central				
<i>Financial planning</i>	Deliver strategic financial planning process.				
<i>Business Cases</i>	Prepare and manage the delivery of complex business cases.				
HR Operations					
<i>Issues and processes</i>	Oversee management of HR-related activities and promote best practice at senior level in line with University policy and national legislation.				
<i>Discipline and</i>	Participate actively in University grievance, disciplinary, grading and appeal processes and Employment Tribunals.				
<i>Recruitment</i>	Chair local selection panels and participate in University senior appointment panels.				
<i>Legislation and best practice</i>	Use knowledge of policy and legislation to develop compliant local procedures. Advise and guide on complex employment-related issues.				
<i>Workforce planning</i>	Lead strategic inclusive workforce planning.				
<i>Strategic HR</i>	Deliver strategic management and development of an inclusive HR service.				

Skill area	Skills	1 - M/E/D	2 – M/E/D	3 - Agreed assessment M/E/D	4 - Agreed development needs
Committee Skills					
<i>Service and Chair</i>	Service, participate in and chair committees and groups at University and national level.				
<i>Advise and brief</i>	Deliver expert advice, guidance and briefings to senior University members and the wider HE community on issues relevant to committee business.				
<i>Oversee outputs</i>	Define and oversee the focus and outputs of local and University committees to ensure that appropriate priorities and objectives are				
Analysis and Investigation					
<i>Gather data</i>	Identify the appropriate method of analysis or investigation.				
<i>Analyse</i>	Conduct complex analysis and investigation of data, including for benchmarking purposes; source additional information when				
<i>Review and report</i>	Monitor, review and report on analysis.				
Policy, Process and Systems					
<i>Policy/systems development</i>	Initiate and manage development and implementation of new policy and processes at local and University level.				
<i>Policy advice</i>	Provide strategic policy advice and guidance at senior level on University and national issues.				
Training, Facilitation and Presentation					
<i>Briefings and presentations</i>	Deliver and facilitate presentations, briefings, training sessions and events to a diverse senior audience both internal and external to the University, including those with Trade Unions, UCEA, Government representatives.				
<i>Facilitation</i>	Facilitate meetings and events at local and University-wide level.				
IT					
<i>Software Skills</i>	Competently use Microsoft Office, web-based database systems and specialist software, e.g. CHRIS.				
Organisation and Time Management					
<i>Prioritising</i>	Prioritise a range of complex tasks for self and wider team, taking account of diverse and conflicting organisational needs; delegate effectively.				
<i>Improving organisational systems</i>	Lead the strategic development and implementation of new structures and systems to ensure effective use of resources.				
Project Management					
<i>Project leadership</i>	Identify, lead and oversee large-scale projects, which require significant staff and budget and have a wide impact.				
SPECIALIST SKILLS (applicable to some staff only)					
Equality & Diversity					
<i>Policy and development</i>	Oversee and implement University-wide mechanisms through direct collaboration with University business planning procedures in order to integrate and progress equality objectives and processes throughout the organisation.				

<i>Engagement with audience</i>	Work collaboratively with other University divisions as part of the organisation's core business processes.				
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NOTES:

- 1. Due to the diversity of environments across the University, the skills identified should be interpreted within the grade and scope of the role/post.
- 2. It is possible that a particular role will not require all of the skills identified at the relevant grade.
- 3. The possession of or requirement for, some skill areas at a higher grade will not necessarily equate to a requirement for a role to be regraded.