

# THE CAREER DEVELOPMENT TOOLKIT:

**LSE Career Pathways in  
Academic Administration**





To help you explore potential roles and career movement opportunities available at the School, the common roles Salary Band 3 to 8 in Academic Departments have been mapped. This is not intended as an exhaustive list, but merely an example of how your transferable skills could make you a good candidate for a range of roles across the School.

Each role sets out:

- **A summary of the role**
- **The main knowledge, skills and experience required for the role**
- **The Key personal attributes for the role**
- **The relevant training available to help develop the key requirements for the role**
- **Additional suggestions for development**

Following the guidance set out in Section 4 of this toolkit you can use these role maps to put together a Personal Development Plan for how you might develop yourself to be in the best place you can to get one of these roles. Don't forget to make use of our [internal workshops](#) and [eLearning offer](#) in your plan, we've added learning you can search for on MyStaffDevelopment on each page below.

## Programme Assistant/Reception (Band 3)

### Summary of Role

- Provides comprehensive reception/enquiry services for a Department providing services to staff, students and visitors.
- Provides day to day administration including taking messages, copying, filing, managing the post, responding to queries

### Skills, Knowledge and Experience

- Previous administrative experience in an office and reception environment or similar equivalent experience
- Good IT skills including Microsoft Office software
- Ability to provide good customer service skills
- Ability to follow process and take direction

### Key Personal Attributes

- Positive, can-do attitude
- Demonstrates initiative
- Willingness to learn
- Strong communication and customer service skills
- Attention to detail/accuracy

### Relevant Training and Key Attributes for Band 3

- Required skills: Writing your CV and job applications, marketing your skills, framing your experience and training, and effective interview skills
  - Developing Your CV and Interview Skills
  - Career Development and Marketing Yourself
  - PS staff career development eLearning pathway
- Required skills: Understanding yourself and how to work with others in the workplace
  - Emotional Intelligence
- Required skills: Strong communication and customer service skills
  - Assertive Communication Skills
  - Effective Writing Skills
  - Customer Service Excellence
  - *Required skills: Managing own workload*
  - Time Management
- Required skills: Administrative support skills
  - Presentation Skills
  - Microsoft Word
  - Microsoft Excel
  - PowerPoint

### Additional training components that would be required could include specific training on

- Working successfully within a team
- The opportunity for staff to take on a practical component/internship scheme to give them the experience they might require for a higher level

### Additional Opportunities to Upskill:

- Job Shadowing
- Mentoring (both as a Mentor and a Mentee)
- Learn for You
- Other projects that come up within the School (ad hoc)



## Programme Co-ordinator/Administrator (Band 4)

### Summary of Role

- This post is responsible for providing administrative support for teaching programmes within a Department

### Skills, Knowledge and Experience

- Previous administrative experience in an office environment
- Good IT skills including Microsoft Office software and online learning resource
- Demonstrate excellent customer service skills
- Experience of web editing and working in a virtual learning environment
- Ability to plan and organise own workload and consistently meet deadlines
- Ability to draft correspondence and other documents with accuracy showing good presentational skills and attention to detail
- Demonstrate the ability to make decisions and use initiative and to manage tasks with a minimum of supervision
- Demonstrate effective contribution to team working.

### Key Personal Attributes

- Positive, can-do attitude
- Proactive/has initiative
- Strong communication and customer service skills
- Attention to detail/accuracy

### Additional Opportunities to Upskill

- Job Shadowing
- Mentoring (acquiring a Mentor)
- Secondments
- Learn for You
- Getting involved in a School forum/network
- Other projects that come up within the School (ad hoc)

### Relevant Training and Key Attributes for Band 4

- Required skills: Writing your CV and job applications, marketing your skills, framing your experience and training, and effective interview skills
  - Developing Your CV and Interview Skills
  - Career Development and Marketing Yourself
- Required skills: Influencing others and understanding to how to work with others in the workplace
  - Influencing and Persuading
  - Emotional Intelligence
- Required skills: Problem solving/initiative
  - Creative Problem Solving
  - Decision Making
- Required skills: Strong communication and customer service skills
  - Assertive Communication Skills
  - Effective Writing Skills
  - Customer Service Excellence
- Required skills: Supporting student wellbeing
  - Mental Health First Aid in Higher Education
- Required skills: Managing own workload
  - Time Management
- Required skills: Administrative support skills
  - Minute Writing
  - Presentation Skills
  - Microsoft Word
  - Microsoft Excel
  - PowerPoint

### Additional training components that would be required could include specific training on

- Working successfully within a team
- The opportunity for staff to take on a practical component/internship scheme to give them the experience they might require for a higher level

A certificate of completion could be awarded upon completion of all required training.

**BAND 4**

## Programme Administrator/Officer (Band 5)

### Summary of role

- To be accountable and responsible for the smooth running of a Programme or Programmes
- To provide an effective and efficient administrative support to the Programme Students, Staff, Programme Director and faculty to be the first point of contact for current students

### Skills, Knowledge and Experience

- Previous relevant experience of working as an administrator in an education setting or similar equivalent experience
- Excellent IT skills in using Microsoft Office software and custom databases (eg, Sits and Moodle or similar)
- Demonstrate and role model excellent customer service skills
- Experience of servicing committees and meetings
- Evidence of planning and organising own workload' considering all relevant factors
- Previous experience or can demonstrate ability to monitor budgets.
- Demonstrates the skills and experience to be able to supervise and develop staff
- Demonstrate effective contribution to team working

### Key Personal Attributes

- Positive, can-do attitude
- Proactive/has initiative
- Strong communication and customer service skills
- Attention to detail/accuracy
- Ability to take ownership of tasks and see them through

### Relevant Training and Key Attributes for Band 5

- Required skills: Writing your CV and job applications, marketing your skills, framing your experience and training, and effective interview skills
  - Developing Your CV and Interview Skills
  - Career Development and Marketing Yourself
- Required skills: Influencing others and understanding to how to work with others in the workplace/'managing up'
  - Influencing and Persuading
  - Emotional Intelligence
  - Aspiring manager's pathway
- Required skills: Problem solving/initiative
  - Creative Problem Solving
  - Decision Making
- Required skills: Strong communication and customer service skills
  - Assertive Communication Skills
  - Effective Writing Skills
  - Customer Service Excellence
- Required skills: Working on projects/project management
  - Introduction to project management
- Required skills: Supporting student wellbeing
  - Mental Health First Aid in Higher Education
- Required skills: Managing own workload
  - Time Management
- Required skills: Administrative support skills
  - Minute Writing
  - Presentation Skills
  - Microsoft Word
  - Microsoft Excel
  - PowerPoint
- Staff should ensure they have a good understanding of key LSE systems, i.e. SITS, Moodle, LFY, One Finance, etc.

**BAND 5**

Continued...



## Programme Administrator/Officer (Band 5) continued...

### Additional training components that would be required could include specific training on

- Working successfully within a team
- Supervision of staff
- Servicing committees/working groups
- Monitoring budgets
- The opportunity for staff to take on a practical component/internship scheme to give them the experience they might require for a higher level/management role

A certificate of completion could be awarded upon completion of all required training.

### Additional opportunities to upskill

- Job Shadowing
- Mentoring (both as a Mentor and a Mentee)
- Secondments
- Learn for You
- Other projects that come up within the School (ad hoc)
- Aspiring manager's learning pathway



## Programme Manager (Band 6)

### Summary of Role

- To be accountable and responsible for the smooth running of a programme or programmes
- Managing a team to provide an effective and efficient administrative service to the programme Students, Staff, Programme Director and faculty and to be the first point of contact for current students
- Manage the programme budgets, resources, governance, student selection and marketing

### Skills, Knowledge and Experience

- Educated to degree level or equivalent
- Significant experience of academic programme management within the Higher Education environment
- Excellent IT skills in using Microsoft Office software and custom databases (eg, SITS and Moodle or similar)
- Demonstrate and role model excellent customer service skills, managing complex and sensitive situations
- Experience of effectively managing budgets, including monitoring, planning and forecasting
- Experience of communications, marketing and managing committees
- Demonstrable service delivery attitude including evidence of responding to simple and more complex enquiries
- Ability to adopt a proactive approach and use own initiative to resolve problems and make suggestions
- Experience of managing staff, allocating work and ensuring work is completed to a high standard a Demonstrates commitment to continuous improvement o

### Relevant Training and Key Attributes for Band 6

- Required skills: Writing your CV and job applications, marketing your skills, framing your experience and training, and effective interview skills
  - Developing Your CV and Interview Skills
  - Career Development and Marketing Yourself
- Required skills: Introduction to management and developing your management skills
  - LSE Manager Programme
  - Developing Yourself as a Manager
  - Introduction to Project Management
  - From Manager to Leader
  - Leading and Shaping Performance
  - Managing Pivotal Conversations
  - Managing Performance
  - Operational Management Level 5 Apprenticeship
- Required skills: Influencing others and understanding to how to work with others in the workplace/'managing up', thinking strategically
  - Influencing and Persuading
  - Strategic Thinking
  - Emotional Intelligence
- Required skills: Problem solving/initiative
  - Creative Problem Solving
  - Decision Making
- Required skills: Strong customer service skills
  - Customer Service Excellence
- Required skills: Marketing and understanding who your students are, the university sector, effective communication skills
  - Introduction to Marketing
  - Assertive Communication Skills

Staff should also ensure they have a good understanding of key LSE systems, i.e. SITS, Moodle, LFY, One Finance, etc.

### Key Personal Attributes

- Positive, can-do attitude
- Proactive
- Solution-focused
- Strong communication skills
- Self-motivated
- Level headed
- Decisive
- Collaborative
- Ability to build relationships and work with different stakeholders

**BAND 6**

Continued...

## Programme Manager (Band 6) continued

### Additional training components that would be required could include specific training on

- People management
- From team member to manager eLearning
- Supporting staff with their career development
- Leading a team and/or project
- Managing committees
- Budgeting

### Additional Sessions of Potential Interest

- Introduction to Change Management at LSE
- Leading Effective Meetings

### Some opportunities could include

- Job Shadowing
- Mentoring (both as a Mentor and a Mentee)
- Secondments
- Other projects that come up within the School (ad hoc)



**BAND 6**



## Department Manager (Band 7) Smaller Department

### Summary of Role

- Working closely with the Head of Department to ensure the efficient management of departmental, human, financial and accommodation resources
- Acting as the interface between the Department and a wide range of academic and administrative staff across the School
- Taking overall responsibility for the smooth day-to-day running of the Department and assisting in the development and implementation of wider administrative policies with the Department and the School.

### Key Personal Attributes

- Personal responsibility/accountability
- Strong leadership skills
- Solution-focused and decisive
- Excellent communication skills
- Ability to handle difficult situations and/or staff situations
- An understanding of complex business processes
- An awareness of how academic departments run
- An ability to build a network within the School

### Skills, Knowledge and Experience

- Educated to degree level or equivalent
- Significant experience of working in a similar role within higher education or academic/research environment
- Excellent IT skills in using Microsoft office software and custom databases (eg, SITS and Moodle or similar) .
- Considerable experience of managing staff
- Experience of managing financial resources such as cash and staff budgets
- Experience of managing and overseeing the physical, financial and human resources of a small-to medium sized unit
- Experience of planning on a long term and strategic basis
- Ability to influence and persuade others across all areas of the School and at all levels

The skills required in this role place emphasis on key personal attributes and the experience that an individual has rather than particular training. Staff at this band level should have a School-wide focus, getting involved in strategic engagement and managing projects at a high level. They should have the ability to provide strategic advice and demonstrate definitive leadership skills in both a School and Department capacity. Alongside School initiatives, staff at this level should be able to effectively lead a small Department of Professional Services staff, overseeing all personnel, finance, and department operations and activities, while working closely with the Head of Department, and alleviating their workload where possible.

### Relevant Training and Key Attributes for Band 7

- Required skills: High level operational and strategic management/leadership skills
  - Introduction to Leadership

### Additional Sessions of Potential Interest

- From Manager to Leader
- Leading and Shaping Performance
- Leading Effective Meetings
- Assertive Communication Skills
- Influencing and Persuading
- Emotional Intelligence
- Strategic Thinking

Staff should also ensure they have a good understanding of LSE systems relevant to their band level, i.e. One Finance.

### Additional opportunities that could assist in gaining more relevant insight and experience could include

- Job Shadowing
- Mentoring (both as a Mentor and a Mentee)
- Secondments
- Volunteering in key areas
- School-wide projects that come up ad hoc
- Senior leader apprenticeship

**BAND 7**

## Department Manager (Band 8) Larger Department

### Summary of Role

- Working closely with the Head of Department to ensure the efficient management of departmental, human, financial and accommodation resources
- Acting as the interface between the Department and a wide range of academic and administrative staff across the School
- Taking overall responsibility for the smooth day-to-day running of the Department and assisting in the development and implementation of wider administrative policies with the Department and the School.

### Skills, Knowledge and Experience

- Educated to degree level or equivalent
- Significant experience of working in a similar role within higher education or academic/research environment
- Excellent IT skills in using Microsoft office software and custom databases (eg, SITS and Moodle or similar) .
- Considerable experience of managing a large team including the management of other people managers
- Experience of managing financial resources such as cash and staff budgets
- Experience of managing and overseeing the physical, financial and human resources of a large unit
- Experience of planning on a long term and strategic basis
- Ability to influence and persuade others across all areas of the School and at all levels

Staff at this band level should have a School-wide focus, getting involved in strategic engagement and managing projects at a School-wide level. They should have the ability to provide strategic leadership skills in both a School and Department capacity. Alongside School initiatives, staff at this level should be able to effectively lead a large Department of Professional Services staff, overseeing all personnel, finance, and department operations and activities, while working closely with the Head of Department, and alleviating their workload where possible.

Staff at this level should be experienced managers and leaders capable of managing, leading and advising and developing other people managers

### Key Personal Attributes

- Personal responsibility/accountability
- Strong leadership skills
- Solution-focused and decisive
- Excellent communication skills
- Ability to handle difficult situations and/or staff situations
- An understanding of complex business processes
- An awareness of how academic departments run
- An ability to build a network within the School

### Key Training Programme

- *Introduction to Leadership Programme*

### Additional Sessions of Potential Interest

- From Manager to Leader
  - Leading and Shaping Performance
  - Leading Effective Meetings
  - Assertive Communication Skills
  - Influencing and Persuading
  - Emotional Intelligence
  - Strategic Thinking
- Staff should also ensure they have a good understanding of LSE systems relevant to their band level, i.e. One Finance.

### Additional opportunities that could assist in gaining more relevant insight and experience could include

- Job Shadowing
- Mentoring (both as a Mentor and a Mentee)
- Secondments
- Volunteering in key areas
- School-wide projects that come up ad hoc
- Senior leader apprenticeship

**BAND 8**

**[info.lse.ac.uk/staff/divisions/Human-Resources](https://info.lse.ac.uk/staff/divisions/Human-Resources)**

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**Management and Leadership Development**

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