



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

RECRUITMENT TOOLKIT

January 2019



A Guide to Role Profiles



Welcome

The following profiles cover professional services roles from Salary Bands 1 to 10. They are not job descriptions, rather they are intended to provide a representative, (though not exhaustive), description of the work activities typically required of a role at the given level.

The generic role profiles for Salary Bands 1 to 5 encompass administrative and functional professional services activities, while the profiles for Salary Bands 6 to 10 incorporate operational and strategic leadership activities. It is recognised, however, that there may be overlap of activities across different bands.

Further guidance is provided in the form of representative skills, knowledge and experience that an individual may require to work at this level. Typical performance indicators suggest how an individual may tangibly demonstrate that they are working at the given salary band.

Using the Generic Role Profiles

The generic role profiles can be used in a number of ways, most commonly to facilitate:

- a) the evaluation of the structure and requirements of a department, for example, before recruiting to replace a member of staff or restructuring;
- b) the process of writing a comprehensive job description which accurately reflects the duties of the position and considers a range of HERA competencies;
- c) the decision-making process when considering whether a role has developed sufficiently in depth and breadth to warrant making an official application for a re-grade.

Table 1 below shows how a representative activity might translate into actual job duties suitable for inclusion in a job description for band 1-8 professional services roles:

| Band | Representative Activity | Job title | Job duties |
|------|--|--|---|
| 1 | Caring for children and participating in activities in the School Nursery. | Nursery Assistant | <p>Joining in and encouraging children with play activities (including role-play corner, imaginary games, sand and water play, table top activities, computer CD ROMs and board games).</p> <p>Helping children at meal times, sterilising bottles and carrying out any small laundry needs.</p> |
| 2 | Cash handling. | Copy Shop Assistant (Library Services) | <p>Collecting monies and cash handling for the sale of a range of goods and services, including emptying vending machines.</p> <p>Undertaking a range of administrative tasks associated with the sale of copy cards and contributing to the smooth running of the Copy Shop.</p> |
| 3 | Supporting the organisation of events / courses / conferences / workshops in a logistical and administrative capacity. | Administrative Assistant | <p>Assisting in the organisation of all events: creating and maintaining lists; liaising with participants before, during and after activities; ordering of catering, stationery; attending and ensuring smooth delivery on the day; assisting with editing, production and displaying of publicity.</p> <p>Answering telephone enquiries and responding to requests for information in a diplomatic manner, paying attention to confidentiality and discretion when called for.</p> |
| 4 | Applying knowledge of skills, equipment, systems or facilities to provide the required service. | JIB Approved Shift Electrician (Estates) | <p>On receipt of a technical written job request, surveying and diagnosing the work and coming up with technical solutions to the request; researching the ways of doing the job including any spare parts required and producing written records of the findings.</p> <p>Carrying out electrical installation work including for example, installation of cable containment, (steel conduit, tray, metal & plastic trunking), wiring lighting and power circuits, testing and inspecting electrical systems.</p> |

A Guide to Role Profiles 5

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|----------|---|--|--|
| 5 | Planning resources, monitoring progress, adjusting priorities and identifying the need for further action to ensure work is completed efficiently. | Fundraising Research Officer (LSE Advancement) | To provide a screening service for grants and donations from across the School, establishing research requirements and managing competing priorities and guiding screenings. To monitor the ODAR research screening mailbox and respond to requests and queries where appropriate. |
| 6 | Monitoring and reviewing service objectives and standards, proposing improvements in discussion with senior staff. | Student Recruitment Officer (ARD) | To develop fresh and innovative, market-specific approaches to the promotion of LSE and the recruitment of high quality students. To identify opportunities for developing and extending recruitment opportunities in designated markets. |
| 7 | Providing specialist or professional advice and recommendations within defined parameters or professional guidelines to support informed decision making. | Communications Manager (IMT) | Advise the Director of Information Management and Technology on methods to enhance communication and build positive relationships with alumni, prospective and current students, commercial organisations and donors. Advise the Director of Information Management and Technology on staffing, recurrent and capital expenditure needed to support the communications team strategy and on-going operations. |
| 8 | Leading a team of staff to deliver an administrative, professional or operational service against agreed priorities. | Head of Management Accounting (Finance Division) | Planning, coordinating and organising the work of the management accounting team (currently 5 staff). Leading the training and professional development of the management accounting team. |

Salary Band 1 – Professional Services: Administrative and Functional

Role Profile

Individuals employed in positions graded at Salary Band 1 provide a courteous administrative or functional support service to staff and / or students. They usually work as part of a team and undertake prescribed, reactive work.

They perform straightforward, routine and often repetitive tasks within established procedures and work under regular and direct supervision. They follow detailed directions to complete tasks within short timeframes and use basic communication skills to understand instructions and deliver an effective service.

Representative Administrative Activities

- Printing, photocopying and faxing documents according to clear instructions;
- Responding to routine requests for information;
- Data entry and filing duties ensuring accurate records are maintained;
- Answering the telephone in a polite manner, establishing basic facts and forwarding calls or passing on accurate messages to other staff;
- Making outgoing calls based on pre-prepared scripts;
- Sending pre-prepared emails (such as feedback questionnaires);
- Sorting and timely distribution of incoming mail;
- Making simple arrangements or bookings according to detailed instructions;
- Receiving visitors in a friendly manner promoting a positive image of the School;
- Providing assistance to new colleagues to help them learn their job and settle in to the Department quickly;
- Understanding how duties and actions can affect other team members and team objectives;
- Complying with statutory processes and procedures such as Health and Safety regulations.

Representative Functional Activities

- Undertaking cleaning or gardening duties to ensure a presentable and welcoming environment for staff, students and visitors;
- Stewarding responsibilities (welcoming visitors, handing out badges / materials, giving directions etc.) at events;
- Caring for children and participating in activities in the School Nursery;
- Customer service and sales in a shop environment;
- Moving or storing materials;
- Providing catering support such as washing up, pouring drinks, serving food;
- Cash handling following established procedures;
- Operating standard, single purpose equipment in a straightforward or repetitive way (e.g. franking machines in the post room);
- Carrying out basic equipment maintenance according to detailed instructions;
- Monitoring levels of stock and referring upwards if levels are low;
- Ensuring a tidy front of house area for customers, staff and students;
- Safekeeping of allocated equipment or keys during working hours.

Representative Knowledge, Skills and Experience

- Typically, no prior work experience is required for entry to this level;
- Knowledge and skills are usually acquired during induction and/or on the job training;
- Ability to exchange basic information in English, orally, and if required, in writing;
- Ability to follow straightforward instructions;
- Basic numeracy skills may be needed.

Typical Performance Indicators

- Development of knowledge and skills;
- Reliability and consistency;
- Compliance with health and safety regulations.

Salary Band 2 – Professional Services: Administrative and Functional

Role Profile

Individuals employed in positions graded at Salary Band 2 provide a courteous administrative or functional support service to staff and / or students. They undertake a limited range of well-established tasks according to basic procedures and under regular supervision. They respond to routine queries and issues, referring any unusual situations to more senior colleagues. Some planning and prioritisation of their own workload is required to decide on the timing and sequencing of tasks on an hour-to-hour and day-to-day basis. Consideration is given to communicating in a clear, structured manner.

Representative Administrative Activities

- Handling initial enquiries over phone and email using standard responses;
- Structuring communication logically and clearly;
- Providing standard information in response to queries in a timely manner, referring requests outside knowledge base to the appropriate person and following up if necessary;
- Accurate record keeping, filing and data entry according to clear instructions;
- Preparing straightforward materials to assist in the effective organisation of external and internal activities;
- Booking rooms / equipment / catering for meetings;
- Maintaining small existing databases and running automated reports to support management information procedures;
- Checking and processing invoices;
- Monitoring stationary stock (or similar low value resource) levels to ensure availability.

Representative Functional Activities

- Collecting, sorting and distributing mail across the School;
- Grounds and maintenance work;
- Preparing food for café and restaurant service;
- Assisting students with photocopying, finding books, or in IT spaces;
- Caring for and maintaining equipment;
- Ensuring adequate resources (e.g. equipment / stock / time) are allocated to activities;
- Clarifying work instructions as necessary and raising any concerns or issues with appropriate staff;
- Cash handling and reconciliation.

Representative Knowledge, Skills and Experience

- Some previous experience relevant to the field of work may be required (e.g. a working knowledge of routine office procedures and equipment such as word processors / printers / photocopiers);
- Knowledge and skills may have been acquired through internships, apprenticeships, short courses or practical training;
- NVQ Level 1 / 2 or equivalent;
- Ability to communicate and exchange straightforward information clearly and accurately;
- An awareness of customer service and how actions reflect on the reputation of the Department and School;
- To work on day-to-day issues without continuous reference to others;
- To understand relevant Health and Safety and security requirements.

Typical Performance Indicators

- Development of knowledge and skills;

- Duties are performed to the required standard and on time;
- Customer satisfaction;
- Compliance with regulations, including Health and Safety procedures.

Salary Band 3 – Professional Services: Administrative and Functional

Role Profile

Individuals employed in positions graded at Salary Band 3 undertake a range of routine administrative or practical tasks applying established procedures. Managerial guidance is readily available.

They demonstrate a thorough knowledge of relevant processes, procedures, systems or equipment and may have responsibility for a specific area of work from start to finish. Tasks are planned ahead for the day or coming days. There may be the need to resolve simple queries or problems and there is a broader understanding of the work of the team and department, and the ability to prioritise tasks to support others effectively.

Representative Administrative Activities

- Dealing with varied general enquires face-to-face, over the phone or by e-mail exploring customer needs and using appropriate sources of information to answer questions;
- Using discretion to identify and resolve simple problems or difficulties, referring to more senior colleagues if necessary;
- Liaising with other departments or external parties with minimum supervision;
- Preparing and formatting documents or presentations using standard templates or following clear instructions;
- Organising and maintaining electronic and paper records according to procedures including cross referencing, matching or checking to ensure accurate record keeping;
- Processing a wide range of paperwork such as reports, letters, papers, agendas, minutes, invoices etc.;
- Producing standard reports;
- Supporting the organisation of events / courses / conferences / workshops in a logistical and administrative capacity;
- Circulating relevant information and announcements to department staff;
- Following set ordering procedures to ensure adequate stock / resources for the office;
- Handling basic technological support and escalating problems;
- Ensuring the security of all confidential paperwork.

Representative Functional Activities

- Routine maintenance of equipment or buildings e.g. installation, maintenance and repair of electrical and mechanical services;
- Scheduling straightforward activities or processes such as a cleaning rota or weekly menu;
- Providing and maintaining IT and audio-visual facilities;
- Delivering, setting up and retrieving equipment according to manual handling procedures;
- Allocating and collecting keys or equipment during working hours;
- Carrying out routine work assignments assessing requirements, materials required and approach to be taken;
- Maintaining routine records such as databases or spreadsheets, reporting basic information to manager;
- Using knowledge and experience to respond appropriately to enquires from staff, students and members of the public;
- Providing technical user support e.g. on IT issues;
- Providing a front-line security service to the estate;
- Ensuring core health and safety regulations are met;
- Undertaking development activities to ensure knowledge is regularly updated to meet the requirements of the role.

Representative Knowledge, Skills and Experience

- Some previous relevant work experience and / or certification;
- NVQ Level 3 / 4 or equivalent;
- Knowledge and skills may have been gained through formal training courses;
- Familiarity with standard office software package;
- Ability to communicate courteously and effectively;
- An understanding of the key principles of customer service;
- Experience of team-working.

Typical Performance Indicators

- Development of knowledge, skills and experience which are subsequently applied to deal with similar future situations;
- Duties are performed to the required standard and on time;
- Procedures are implemented effectively;
- Customer satisfaction;
- Compliance with regulations, including Health and Safety procedures.

Salary Band 4 – Professional Services: Administrative and Functional

Role Profile

Individuals employed in positions graded at Salary Band 4 undertake a wide range of administrative or technical tasks, providing a support service to agreed standards or specifications. An understanding of established procedures and systems, or specific technical skills and practices, is required.

They resolve simple problems and issues and react appropriately to changing priorities. Supervision on a day-to-day basis is minimal, though managerial guidance is available if required. There may be some involvement in supporting short-term projects within the department and / or supervisory responsibility, such as the delivery of on-the-job training to new team members.

Representative Administrative Activities

- Acting as the first point of contact for enquiries within a particular area of work, responding or redirecting as appropriate;
- Exploring customer needs, using initiative and providing accurate and timely information and advice;
- Working as an integral part of an administrative support team, ensuring co-ordination of effort and effective work practices;
- Arranging and attending meetings in a note-taking or minute-taking capacity;
- Booking travel and accommodation for staff or visitors;
- Providing support at events such as open days, conferences, training courses etc.;
- Preparing and formatting a wide range of documents such as reports, letters, papers, agendas, minutes, invoices;
- Updating spreadsheets and databases accurately, running and presenting standard reports as required;
- Undertaking straightforward analysis, manipulation and interpretation of data;
- Using a content management system to update department web pages;
- Identifying problems and seeking ways to improve processes and current levels of service;
- Supporting financial procedures such as monitoring budgets, raising requisitions, processing invoices and claims, using online systems or ledgers to input financial data, ensuring all entries are fully reconciled;
- Operating according to internal controls and best practice, challenging non compliance and referring upwards as necessary;
- Supporting short-term projects within the department;
- Delivering on-the-job to team members, supporting, assisting and covering others when necessary;
- Undertaking development activities to ensure knowledge is regularly updated to meet the requirements of the role.

Representative Functional Activities

- Ensuring a range of practical and routine activities are scheduled and delivered to agreed deadlines and standards using prescribed or specialist methods;
- Providing hardware, software and media support to staff and students, including set up and operation;
- Assembling, testing and installing PC hardware for staff and students;
- Installing and configuring software packages according to School requirements (e.g. antivirus software), or user preferences;
- Carrying out maintenance of hardware and software including fault diagnosis, testing and repair;
- Participating in training sessions and demonstrating the use of equipment;
- Installing, maintaining and repairing services e.g. electrical, plumbing, mechanical, joinery fixtures

- and fittings within the estate as required by the appropriate trade;
- Applying knowledge of skills, equipment, systems or facilities to provide the required service;
- Maintaining accurate and up-to-date records on logs, spreadsheets or databases to meet reporting requirements;
- Allocating work, supervising staff, providing routine support and guidance through on-the-job training;
- Ensuring health and safety regulations are fully met and adhered to;
- Monitoring and renewing levels of stock, equipment or supplies according to ordering procedures;
- Identifying, establishing contact, and liaising with the appropriate staff / student / visitor / service provider.

Representative Knowledge, Skills and Experience

- Academic or vocational qualifications (NVQ Level 3 / 4) and approximately one year's work experience in a relevant role, or further equivalent experience;
- Ability to communicate clearly orally and in writing, and to deliver a high standard of customer service;
- A good standard of numeracy and literacy, and the ability to assess data and information;
- Ability to identify and resolve straightforward problems;
- Familiarity with work priorities and those of others;
- Application of relevant policies and procedures, as they affect the role.

Typical Performance Indicators

- Effective planning and organising of own (and team's) allocated work activities;
- Development of knowledge, skills and experience;
- Duties are performed to the required standard and on time;
- Assessment of problems, use of initiative and effective action to resolve them;
- Procedures are implemented effectively;
- Customer satisfaction and productivity;
- Compliance with regulations, including Health and Safety procedures.

Salary Band 5 – Professional Services: Administrative and Functional

Role Profile

Individuals employed in positions graded at Salary Band 5 apply knowledge and skills acquired through qualification and /or practical experience to provide support services within a department or specific area. An understanding of established procedures and systems, or specific technical skills and practices is required to ensure work conforms to high quality standards or specifications.

They plan and order work for the weeks ahead, but also react appropriately to changing priorities and to accommodate non-standard activities. There is minimal day-to-day supervision, (but clear guidance), and an expectation to use initiative to resolve problems and queries based on experience and judgement, mainly without reference to others. Some individuals may supervise and allocate work to more junior staff, undertake specialist activities, or provide a comprehensive secretarial service. Additional activities may involve co-ordination of events or contribution to departmental project work.

Representative Administrative Activities

- Acting as the first point of contact for enquiries within a particular area of work, responding or redirecting as appropriate;
- Effectively managing and responding to high volume information requests and queries, providing a range of options to choose from based on knowledge and experience, and highlighting potential implications or areas of concern;
- Performing support tasks to contribute to a specialist area, delivering own work from start to finish;
- Planning resources, monitoring progress, adjusting priorities and identifying the need for further action to ensure work is completed efficiently;
- Maintaining a network of contacts and liaising effectively with relevant internal departments and external organisations to facilitate the exchange of information;
- Communicating and liaising with a range of staff at all levels across the School;
- Analysing data, drawing conclusions and presenting information in a format appropriate to the audience;
- Undertaking office management duties such as monitoring monthly budgets and providing advice on financial reports to budget holders;
- Providing a comprehensive secretarial service including complex diary and calendar management, meeting and appointment prioritisation and travel coordination and booking;
- Line managing junior or temporary staff, setting clear goals and expectations, supporting them in the delivery of their objectives and providing constructive feedback and training;
- Proactively seeking ways to improve service levels, adjusting processes on the basis of reflection and feedback;
- Dealing with delicate situations with tact and diplomacy;
- Exercising discretion when dealing with sensitive and confidential matters.

Representative Functional Activities

- Using in depth specialist knowledge and technical skills to interpret customer requirements and deliver a support service within a given area;
- Installing and configuring new equipment, diagnosing and resolving technical issues or problems;
- Taking responsibility for maintaining, servicing and maintaining equipment;
- Providing a point of contact for technical advice including inductions, demonstrations and training in the use of specialist equipment for staff and students;
- Planning and prioritising work to meet deadlines and standards, and liaising with key internal and external contacts to coordinate work;
- Maintaining manual and electronic records and databases, generating reports as required;

- Analysing information, recording results and presenting findings accurately and appropriately;
- Writing user guides for equipment and processes;
- Assisting in the training and development of staff;
- Contributing to short-term projects within specialist area and / or supporting larger team projects to meet departmental objectives;
- Implementing changes to service provision as required by the School;
- Updating knowledge in line with technical developments;
- Ensuring safe practice and use of protective equipment, involving others to raise awareness of Health and Safety issues;
- Reviewing and reporting on working practice, highlighting potential risks and hazards in accordance with Health and Safety procedures.

Representative Knowledge, Skills and Experience

- Academic or vocational qualifications (NVQ Level 4/5) and approximately two years' work experience in a relevant role, or further equivalent experience;
- Good working knowledge of standard software packages, relevant systems, processes, procedures and equipment;
- Ability to communicate clearly orally and in writing with a range of people at all levels;
- Familiarity with work priorities and those of colleagues;
- Initiative and judgement to resolve day-to-day problems independently;
- Numeracy and IT skills;
- Ability to collect, analyse and present data appropriately;
- Ability to apply School policy, procedure and health and safety regulations;
- Experience delivering training;
- Experience supervising other staff.

Typical Performance Indicators

- Effective planning and organising of own and others' allocated work activities;
- Work delivered to high standards and on time;
- Procedures implemented effectively;
- Flexibility in responding to customer needs;
- High level of productivity;
- Compliance with regulations, including Health and Safety;
- Proactive development of knowledge, skills and experience.

Salary Band 6 – Professional Services: Operational and Strategic Leadership

Role Profile

Individuals employed in positions graded at Salary Band 6 have a comprehensive knowledge and understanding of regulations, procedures, systems and / or technical practices gained through significant practical experience and / or formal training. There is some guidance and general instruction from more senior colleagues, but the use of initiative and good judgement is required to resolve problems and prioritise work over the short to medium term.

They develop working practices and methods to enhance operational effectiveness within their work area and undertake detailed manipulation, analysis and interpretation of data. They may also write short reports or factual material and may be responsible for co-ordinating the activities of a team or project group.

Representative Operational and Strategic Leadership Activities

- Delivering or overseeing a range of service support tasks, advising and assisting colleagues, staff, students and others on processes or systems and coordinating activities to meet objectives;
- Allocating resources and tasks to operational support staff, ensuring service quality, efficiency and continuity;
- Monitoring and reviewing service objectives and standards, proposing improvements in discussion with senior staff;
- Providing immediate support on issues raised by junior staff or external contractors and filtering problems referred to senior management;
- Applying a detailed understanding of established School procedures, combined with the use of initiative and good judgement, to resolve problems;
- Overseeing the maintenance of information and documentation, drafting and updating policies and procedures within a specific area of work;
- Responding to oral and written enquiries from internal and external stakeholders within area of specialism;
- Diagnosing and rectifying faults with equipment, developing improved techniques or adopting new technology;
- Liaising and disseminating information within and between departments to facilitate the exchange of information for effective working;
- Undertaking short-term projects within area of specialism, or contributing to larger, department-wide project teams;
- Performing manipulation, analysis and evaluation of data or workflow processes, highlighting issues for further investigation and preparing reports to inform decision making;
- Monitoring budgets and providing advice on need to wire funds, following financial procedures in a timely manner;
- Providing support to departmental committees and working groups, including preparing and circulating agendas, minutes and supporting papers, advising on interpretation of policies and procedures, and monitoring progress on action points;
- Preparing a range of papers, reports, letters, spreadsheets, databases as required;
- Training operational support staff and / or service users on policies, procedures and systems;
- Assisting in the recruitment and selection activities for more junior staff within the department;
- Ensuring safe practice and the use of protective equipment and clothing are part of normal day-to-day working, involving others to raise awareness of risks and hazards and ensuring all tasks undertaken comply with Health and Safety regulations and procedures;

Representative Knowledge, Skills and Experience

- Degree level qualification, often with some post graduate education such as a professionally accredited course, or equivalent experience acquired through a combination of vocational training and considerable on-the-job experience, demonstrating development through a series of progressively more demanding roles;
- Comprehensive knowledge of work practices, procedures, systems and equipment within specialist area as required to advise others on their application and provide first line advice and guidance to customers;
- Working knowledge of activities of other areas of the School as relevant to the role;
- Experience responding independently to unforeseen problems and situations;
- Proven written and verbal communication skills;
- Proven management skills;

Typical Performance Indicators

- Continuing development of knowledge, skills and experience;
- Effective planning and organising of own and others' work activities;
- Ability to assess problems and take appropriate actions;
- High quality customer service;
- Level of resourcefulness.

Salary Band 7 – Professional Services: Operational and Strategic Leadership

Role Profile

Individuals employed in positions graded at Salary Band 7 apply a sound understanding of their professional, specialist or technical field in order to advise on, direct and contribute to a wide range of activities in the department. They continue to develop their knowledge and experience of the higher education sector and will understand the professional, legal and / or regulatory requirements of the environment in which they work. They plan and monitor the work of others within a discrete area or as a project / contract leader on short to medium term projects to meet clearly defined objectives and are accountable for the quality of service delivery within their own area.

There is a need to respond to changing School priorities, conduct analysis and identify practical options to resolve issues and problems with short to medium term consequences. Recommendations to management on more complex situations may also be made. Professional autonomy and discretion is applied within operational policies and precedents. Furthermore, liaison and networking within the wider School community at all levels and externally is required to support work activities or specific tasks.

Representative Operational and Strategic Leadership Activities

- Preparing a range of reports, papers, letters, spreadsheets, databases and other statistical analyses to put forward recommendations through the provision of advice, briefings, presentations or written reports to facilitate the interpretation of specific issues;
- Providing specialist or professional advice and recommendations within defined parameters or professional guidelines to support informed decision making;
- Delivering specialist services for internal customers (such as training, promotional materials, specialist IT solutions, including the development and enhancement of IT structures), to maximise service quality, efficiency and continuity;
- Assessing and advising on the technical viability of specific works, analysing complex work situations and / or testing individual solutions which may not be obvious;
- Proposing and developing procedures, protocols and systems to meet the requirements of the School;
- Contributing to service improvement discussions and annual plans for the department;
- Liaising and networking with internal and external contacts to facilitate the exchange of information for the purposes of effective working;
- Contributing to or leading assigned short-term projects, or participating in larger School-wide project teams to develop specifications and analyse business information / data, supporting the achievement of agreed project objectives;
- Servicing or membership of relevant School committees or working parties, contributing to and advising on strategy and development of policies and practices;
- Managing a defined or discrete work area, facility, service or operational support team, ensuring policies are implemented and monitoring progress to meet agreed objectives;
- Directing and supervising staff, including managing staff resources and workload, staff training, discipline and assessment of performance;
- Participating in the selection and appointment of reporting staff;
- Implementing HR policies such as attendance, grievance, disciplinary, performance, health capability;
- Managing the work of consultants and other service providers.

Representative Knowledge, Skills and Experience

- Degree and / or relevant professional qualification, and a track record of experience in a similar or related role, or equivalent experience acquired through a combination of vocational training and extensive on-the-job experience, demonstrating development through a series of progressively more demanding roles;
- Comprehensive knowledge and understanding of work practices, processes and procedures relevant to the role, including broader sector or commercial awareness;
- Detailed operational knowledge of functionality and capability of systems relevant to field of work, or detailed knowledge of service area;
- Working knowledge of activities of other areas of the School relevant to department;
- Experience of planning and progressing work activities using initiative and judgement without recourse to more senior managers;
- Proven communication and interpersonal skills;
- Proven analytical and problem solving capability;
- Proven people management skills e.g. delegation, training, performance;
- Financial training sufficient to manage and monitor budgets;
- Project management training and experience;
- Clear understanding of the regulations and codes of practice required to ensure compliance within area of expertise.

Typical Performance Indicators

- Accurate and timely professional or specialist advice resulting in effective decision making;
- Successful delivery of short-term projects;
- Complex problems resolved through application of knowledge and experience;
- Effective management of reporting or project staff resulting in an efficient, high quality, operational service within area of specialism;
- Continuing development of knowledge, skills and experience, and awareness of wider School activities and the higher education sector.

Salary Band 8 – Professional Services: Operational and Strategic Leadership

Role Profile

Individuals employed in positions graded at Salary Band 8 provide expertise within their area to support senior management and / or manage a significant team or service within the School. They assess requirements, identify trends, generate and test approaches to improve operational effectiveness within the department, and integrate and coordinate work across different parts of the School. They also identify service requirements or shortfalls to maximise service quality, efficiency and continuity.

Management of projects and initiatives, including directing staff, financial or physical resources is required, contributing to medium and longer term plans and strategic objectives of the department.

Representative Operational and Strategic Leadership Activities

- Contributing to planning, formulating and implementing departmental strategy;
- Managing projects and initiatives, including human, financial and physical resources;
- Reviewing and developing policies, procedures and systems to improve operational effectiveness;
- Leading staff to deliver and maintain an effective administrative or operational service, assigning activities to meet strategic School objectives;
- Providing input to and participating in senior strategic committees, contributing to the overall management of the department.
- Leading working groups, preparing and presenting reports at meetings;
- Identifying additional service requirements or shortfalls and devising innovative solutions to maximise quality and efficiency;
- Engaging and negotiating with appropriate funding bodies to secure consultancy or income generation opportunities for the department;
- Using substantial professional or specialist knowledge to identify issues, trends and problems that may have broad or university wide impact;
- Providing advice on the analysis and interpretation of information and data, sourcing additional related information and reporting progress to senior colleagues;
- Providing training and supporting documentation to staff in the use of new systems or procedures;
- Reporting on activities, trends and results to provide management information and recommendations on best practice to ensure continuous improvement;
- Monitoring procedures to ensure compliance with internal and external (e.g. legislative) requirements;
- Overseeing departmental budgets;
- Applying specialist expertise or broad management experience to make decisions where solutions are not obvious;
- Liaising and engaging with internal departments and external organisations in order to influence events or decisions.
- Taking responsibility for risk assessment activities and business continuity planning within specialist or professional area of work;

Representative Knowledge, Skills and Experience

- Degree and / or relevant professional qualification, and a track record of extensive experience in a similar or related role developed through a series of progressively more demanding positions;
- Comprehensive knowledge and understanding of work practices, processes and procedures relevant to the role, including broad sector or commercial awareness;
- Detailed operational knowledge of functionality and capability of systems used in the department, or detailed knowledge of service area;
- Knowledge and understanding of activities of other areas of the School relevant to department;
- Experience of project management, including coordination of people, financial and physical resources;
- Proven communication and interpersonal skills;
- Proven analytical and problem solving capability;

- Proven experience managing and developing large teams of people;
- Experience of managing and monitoring budgets;
- Clear understanding of the regulations and codes of practice required to ensure compliance within department.

Salary Band 9 – Professional Services: Operational and Strategic Leadership

Role Profile

Individuals employed in positions graded at Salary Band 9 combine a professional specialism and managerial experience and have a significant impact on the running of the School. Leading, directing and managing a major functional area or group of units, or acting as a senior individual contributor within the School, they hold a substantial independent professional responsibility, working to broad terms of reference and policy guidance.

They have ultimate responsibility for setting overall standards and influence the structure and development of service delivery within their functional area. They also undertake proactive development, alignment and implementation of a range of strategies, projects and policies central to the strategic business needs, challenges and objectives of the School.

Representative Operational and Strategic Leadership Activities

- Initiating, defining and developing policy and planning systems consistent with Departmental strategy and monitoring progress to establish effectiveness to ensure plans are delivered in accordance with operational and long-term strategic objectives;
- Taking responsibility for risk management and business continuity planning across a large / significant specialist or professional area or function with broad internal and external impact; ensuring that strengths, weaknesses, opportunities and threats are identified and addressed;
- Contributing to strategic planning to achieve institutional corporate aims;
- Setting service standards within area of responsibility to achieve School objectives;
- Taking a lead role to identify and develop systems, procedures and policies to improve operational effectiveness and efficiency;
- Leading and/or facilitating cross-functional teams in targeted reviews to improve operational effectiveness;
- Applying broad/deep knowledge and experience to provide advice and guidance to others, or to address significant problems or unresolved issues which may be multidisciplinary or cross-School in nature.
- Reviewing, monitoring and evaluating existing service provision, keeping abreast of feedback and broader developments in the external environment including legislative changes, ensuring innovative solutions are proposed to maintain or enhance the quality and effectiveness of the service.
- Engaging with appropriate funding bodies in order to identify, negotiate and secure potential consultancy or income generation opportunities for a Department;
- Representing and negotiating on behalf of a department/division at a senior level both internally and externally;
- Reporting to, and participating in, relevant School policy committees, advising and guiding on specialist areas and contributing to the development of strategy, policy and practice.
- Initiating, developing and leading networks with relevant bodies within the national and international Higher Education sector / business sector to benefit the School.
- Undertaking project management at a School-wide level ensuring outcomes are delivered on time and within budget;
- Leading, managing and developing staff within area of responsibility;
- Providing a strategic overview on production and analysis of relevant management information;
- Preparing budget plans, managing departmental budgets, implementing cost controls, monitoring expenditure and ensuring deviations are acted on promptly and services are delivered within budget;
- Managing and communicating health and safety policies, liaising with relevant specialists. Setting and defining standards where appropriate to ensure safe and compliant working practices are maintained.

Representative Knowledge, Skills and Experience

- A degree or postgraduate or professional qualification in a relevant subject;
- Significant strategic management and leadership experience, demonstrating professional development through a series of progressively demanding and influential roles;
- Evidence of continuing, significant, specialist knowledge;
- Proven ability to contribute to the formulation of School policy and strategic development;
- Experience of project management, including coordination of people, financial and physical resources;
- Proven communication and negotiation skills;
- Proven analytical and problem solving capability;
- Proven experience managing and developing large and cross-functional teams of people;
- Experience of preparing budget plans and monitoring expenditure;
- Experience of setting and defining standards in line with health and safety requirements.

Salary Band 10 – Professional Services: Operational and Strategic Leadership

Role Profile

Individuals employed in positions graded at Salary Band 10 are the most senior staff in their area of responsibility and will typically lead, direct and manage the interrelationships of a team of managers, and/or highly qualified specialists across major activities of strategic importance to the School. They are ultimately responsible for developing and delivering the strategic plans for their department and will be accountable for ensuring that the School meets both internal and external requirements.

Through consultation and negotiation, they will establish policy changes to tackle major new issues and situations. Individuals at this level make a significant impact on the long-term direction, strategy and objectives of their department and the School.

Representative Operational and Strategic Leadership Activities

- Contributing to top-level debate on School strategy and policy;
- Leading major projects and initiatives which have significant resources and strategic impact;
- Directing cross-functional teams to achieve strategic objectives;
- Leading, managing and developing staff in a major functional area or service grouping;
- Shaping services to meet the needs of the School, now and in the future;
- Representing the School externally in sector groups and in negotiations;
- Developing national and international awareness of the Higher Education sector and influencing factors (economic, social, political, technological etc.), and an understanding of the activities, objectives and strategic direction of the School;
- Building relationships with staff in other Higher Education institutions and organisations to share ideas and approaches, providing innovative solutions and contribution to the School;
- Applying high developed knowledge and understanding of the principles, theory and practice of a field of work.

Representative Knowledge, Skills and Experience

- A degree or postgraduate professional qualifications and extensive managerial experience, or in depth experience in a specialist area.
- Extensive strategic management and leadership experience, demonstrating professional development through a series of progressively demanding and influential roles;
- Breadth of vision gained from extensive experience in field of expertise;
- Proven ability to contribute to the formulation of School policy and strategic development;
- National and international awareness and understanding of the activities, objectives and strategic direction of the School.
- Proven communication, negotiation and influencing skills;
- Ability to network nationally and internationally to benefit the School;
- Proven experience managing and developing large and cross-functional teams of people;
- Understanding of financial management procedures;
- Awareness of likely effect of change in economic, social, governmental and technological environment on the School.

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