

## Payroll Admin Support

To provide administrative and customer service support to the payroll and pension team using various Microsoft Office products.

The job will include:

- Dealing with incoming and outgoing post
- Saving down emails and documents to shared folders
- Assisting with IDOXing employee documentation
- Providing administration assistance within the HR service

### MPR1

### One Level

Requirements for this level

#### **Qualifications**

- No formal qualifications are required.

#### **Knowledge**

- Knowledge of Microsoft products such as Word, Excel, Outlook and Teams.
- Will some level of knowledge of the team and function be needed, i.e. basic awareness of the function of the Payroll team and roles within it
- Awareness of GDPR requirements

#### **Experience**

- Experience of using a computer and telephone.
- Experience of communicating with others

#### **Skills**

- Able to accurately download and upload sensitive documentation, with care and accuracy
- Able to communicate with council workers via a number of different methods including in person, email, on the phone
- Numeracy and literacy skill
- Able to prioritise own workload effectively.
- Able to provide administrative support to other teams where required.
- Able to sort and distribute incoming and outgoing post.
- Ability to use bespoke ICT programmes, such as Resourcelink, Idox, Service Desk to complete basic tasks as appropriate?

#### **Evidence Requirements**

All will be assessed as part of the recruitment process including:

- Applicant statement in response to the personal specification of the job profile
- Focussed interview questions asking for examples that highlight the knowledge experience and skills listed above

## Team Support Officer

To provide administrative and customer service support to the payroll and pension team using various Microsoft Office products.

The job will involve processing absence and other pay, and pensions, related information, answering straight forward queries on behalf of the team and saving down or escalating relevant information.

Liaise with stakeholders in a way that promotes the One Medway Council Plan and Our Values and Behaviours.

- Enter information into the HR system for accurate Payroll and Pension processing.
- Extract information from the HR system to provide employees with information about their absence pay and entitlements.
- Answer queries from employees and external stakeholders about Pay and Pensions.

Maintain details and claims related to mileage and expenses payments.

### MPR2

Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Required for this level	In addition to level A	In addition to levels A and B
<b>Qualifications</b> <ul style="list-style-type: none"> <li>• GCSEs (grades 4-9), or equivalent, to include English and Maths</li> </ul>	<b>Qualifications</b>	<b>Qualifications</b>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>• Certificates provided during onboarding</li> </ul>	<b>Evidence requirements to progress to level B:</b>	<b>Evidence requirements to progress to level C:</b>
<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Understanding of the types of pay and personnel data held by an organisation</li> <li>• An awareness of activity undertaken by payroll and pensions teams</li> <li>• An awareness and understanding of confidentiality and data protection procedures</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Can differentiate between different types of pay and leave types to successfully answer, direct or escalate queries coming into the department</li> <li>• Starting to develop knowledge of Medway's HR &amp; Payroll policies and procedures</li> <li>• Some knowledge of Medway specific systems within the service area, such as Resourcelink and Top Desk</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Sufficient knowledge to provide answers to initial payroll enquires .</li> <li>• Working knowledge of key Medway Council HR and Payroll policies and procedures frequently referred to in this role.</li> <li>• Knowledge of GDPR and its importance when handling data and information sharing.</li> <li>• Applied knowledge of Medway systems relevant to the role</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>• Be able to list at least five items of data that would be recorded within an employee record and two pay types that could be present on an employee payslip</li> <li>• Can verbally describe the purpose of a HR or Payroll service</li> <li>• Demonstrates via a written statement or during interview assessment how information can be kept secure and confidential, giving a minimum of three examples</li> </ul>	<b>Evidence requirements to progress to level B:</b> <ul style="list-style-type: none"> <li>• Submission of five individual and different types of pay queries that have been received and using your acquired knowledge of pay and leave types state which ones you were able to successfully answer and which ones you directed to another team member and why</li> <li>• At least 3 different examples of referring to, explaining or sharing information from, organisational policies when responding to incoming queries</li> </ul>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>• Collate ten examples of where incoming contact has been answered personally, using knowledge of Medway specific policies or procedure, or general payroll or HR knowledge</li> <li>• Demonstrates through stakeholder contact examples, or verbal discussion and assessment with line manager, working knowledge of policies relevant to the role, such as sick pay, parental leave and pay and probation policy and procedures including application of</li> </ul>

	<ul style="list-style-type: none"> <li>Evidence systems knowledge through successfully using Resourcelink to navigate the employee and payslip areas and create, update and reallocate calls within Top Desk, supported by screen shots or manager observation</li> </ul>	<p>skills shortage and retention payments and Medpay progression procedure</p> <ul style="list-style-type: none"> <li>Write a summary of two GDPR principles and detail how these are reflected within the day-to-day activities of the role. Also comment on why these principles are important and what could happen if they are not applied.</li> </ul>
<b>Experience</b> <ul style="list-style-type: none"> <li>Some experience in a customer service or office environment.</li> <li>Experience of undertaking routine data entry with care and accuracy.</li> </ul>	<b>Experience</b> <ul style="list-style-type: none"> <li>Experience of utilising basic payroll and personnel functions within a computerised payroll/HR system.</li> <li>Experience of effectively acting as the first point of contact for a range of stakeholders, extracting and analysing information from the system to assist with pay queries and absence entitlements</li> <li>Experience of processing confidential and sensitive data with care and accuracy</li> <li>Experience of performing repetitive and complex data entry tasks with precision</li> <li>Experience of using Top Desk to carry out duties of the role with support</li> </ul>	<b>Experience</b> <ul style="list-style-type: none"> <li>Experience of using Resourcelink for payroll and HR purposes, including the entry and update of relevant data fields</li> <li>Experience of using Top Desk to carry out duties of the role independently.</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>Evidence customer service or office experience through application and during interview question and answer process to detail types of customer interaction and responsibilities</li> <li>Through interview assessment can describe the performance of regular tasks that require accuracy</li> </ul>	<b>Evidence requirements to progress to level B:</b> <ul style="list-style-type: none"> <li>12 months satisfactory performance at level A</li> <li>Physical demonstration or written/verbal description of the functionality and usage of a computerised Payroll and/or HR System. To include the addition or amendment of personnel data including contact details, post or job details, grade or salary information</li> <li>Submit three examples of different types, to evidence being the first point of contact for both internal and external stakeholders</li> <li>Give examples of five tasks performed in role that involve processing or providing advice on confidential or sensitive data, that demonstrates the steps taken to ensure information is handling with care and accuracy</li> <li>Demonstrate an understanding of the effect of erroneous or missing data when considering an employee's record and pay – how? Is the evidence to provide examples of how you identified and then steps taken to rectify erroneous or missing data within an employee personnel or pay record?</li> <li>Submission of ten or more Top Desk call references where the employee has updated and resolved the call using support where needed or including spot check by line manager ensuring accuracy of information and appropriate communication style</li> </ul>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>12 months customer service experience, evidenced by job history, references, performance appraisal documents or job profile details.</li> <li>Evidence of utilising a range of Resourcelink areas with a log of 20+ entered or amended employee records and to include the following system areas: leave management, post holding, current and fixed pay, basic personnel details OR submission of procedure notes created to perform functions within those areas.</li> <li>Submission of 20+ Top Desk call references where the employee has updated and resolved the call without requiring any manager input and within recommended SLA</li> </ul>

<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Proficient in Microsoft Word, Excel, Outlook, and Teams.</li> <li>• Good written and oral communications.</li> <li>• Able to work to deadlines.</li> <li>• Ability to maintain confidentiality at all times.</li> <li>• Able to prioritise workload</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to use a range of Microsoft tools and programmes to complete the duties of the role.</li> <li>• Good customer service skills</li> <li>• Good communication skills to liaise with stakeholders at a variety of levels across the organisation.</li> <li>• Able to manage own workload and deadlines, escalating issues where required.</li> <li>• Able to use service query or workflow management software (such as Service Desk or Microsoft Planner) to organise and undertake daily workload.</li> <li>• The ability to maintain effective computerised and manual filing systems, where care, accuracy, confidentiality, and security are important.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Able to build and maintain valuable business relationships to support the wider HR function.</li> <li>• Can work with a high level of autonomy, considering departmental objectives and deadlines, escalating queries where required.</li> <li>• Excellent customer focused approach, with ability to tailor responses to the needs of the stakeholder.</li> <li>• Able to effectively organise workload to accommodate competing priorities or requests</li> <li>• Adaptable to changing working practices and procedures</li> <li>• Good interpersonal skills</li> <li>• A confident telephone manner, and the ability to create a welcoming environment for members of the public, staff, and stakeholders.</li> </ul>
<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Assessment at interview via verbal assessment to demonstrate competency in Microsoft Word, Excel, Outlook and Teams</li> <li>• Submission of at least two examples of deadlines that were in place in previous relevant experience. Explain at interview or during assessment how these were maintained Share two examples of how you have kept information confidential during the performance of work duties (as above)</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p> <ul style="list-style-type: none"> <li>• Provide examples of activities where you used Microsoft Office tools (Word, Excel, PowerPoint) to create documents, spreadsheets, and presentations. This can be in the form of screenshots, formal training courses or guides created to support duties of the role</li> <li>• Collect feedback or testimonials from customers or colleagues that highlight your customer service skills, including case studies of situations where you handled sensitive matters effectively, by resolving problems, actively listened, showed empathy, been proactive etc.</li> <li>• Manager observation of efficient and competent stakeholder communication via email (clear, concise, professional tone etc.), telephone (active listening, speaking clearly, not interrupting etc.) and in person (positive body language, engagement etc)</li> <li>• Evidence ongoing management of deadlines relating to normal duties of the role, and what tools or systems you may use to help you with this, including examples of where potential issues have been escalated appropriately to another team member</li> <li>• Describe and evidence via existing programmes, such as Microsoft Planner or Top Desk how you would, or have, amended a planned completion date, priority and responsible persons</li> <li>• Explain through verbal assessment how filing systems can be set up and used to ensure security, for example, access controls, and ease of access to information, for example, through indexing, naming conventions etc.</li> </ul>	<p><b>Evidence requirements to progress to level C:</b></p> <ul style="list-style-type: none"> <li>• Submit written statement detailing how you have worked collaboratively with two or more areas of the wider team or organisation</li> <li>• Evidence working autonomously, using multiple specific examples where work was re-prioritised to accommodate other deadlines, and this was undertaken using own initiative</li> <li>• Provide a case study of a situation where a response needed to be tailored to the needs of the recipient, maybe requiring a unique or new approach, explain how you drew on your customer service experience and gave excellent customer service to resolve the issue at hand</li> <li>• Discuss two instances where there have been multiple competing priorities, describe what tools were used to ensure that deadlines were effectively managed and met</li> <li>• Evidence a change in your working practices or procedures, describe how this impacted you, how you ensured you adapted to the change and explain what effect this had on your day-to-day work activities</li> <li>• Provide evidence that demonstrates where you have displayed empathy and positive interpersonal skills to support problem solving such as dealing with a sensitive query</li> <li>• Provide two feedback samples or testimonials from peers to show good interpersonal skills in terms of a confident, friendly and professional manner during stakeholder contact</li> </ul>
<p style="text-align: center;"><b>Payroll Officer</b></p> <p>To provide an accurate and efficient Payroll and Pensions service to all Council stakeholders.</p>		

To provide professional and robust customer service via a range of communication methods.

Liaise with stakeholders in a way that promotes the One Medway Council Plan and Our Values and Behaviours

- Enter and update employee information to ensure accurate and timely payroll processing.
- Process salary sacrifice and other benefits, comply with court-ordered deductions, and handle pension scheme processing.
- Process absence and leave information in line with Council and statutory policies.
- Use software to analyse and interpret system information to identify and resolve errors within the pay cycle.
- Undertake regular CPD to ensure that knowledge of the Payroll and Pensions landscape is up to date, minimising the risk of erroneous payments or compliance concerns.
- Recognise and record areas of potential risk or fraud so that the department can seek to mitigate or reduce the likelihood of a negative event.

### MPR3

Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Required for this level	In addition to level A	In addition to levels A and B
<b>Qualifications</b> <ul style="list-style-type: none"> <li>• Five GCSEs (grades 4-9), or equivalent level 2 qualification, to include English and Maths</li> </ul>	<b>Qualifications</b>	<b>Qualifications</b>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>• Certificates provided during onboarding</li> </ul>	<b>Evidence requirements to progress to level B:</b>	<b>Evidence requirements to progress to level C:</b>
<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Understands payroll terminology (PAYE, NI, Gross, and Net Pay)</li> <li>• A working knowledge of all statutory pay types</li> <li>• Can demonstrate understanding of statutory deductions from pay</li> <li>• Can distinguish between gross and net pay and deduction types</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Demonstrates continuous learning and applies this knowledge in the role.</li> <li>• Understanding and interpretation of PAYE and NI rates</li> <li>• Working knowledge of salary sacrifice schemes, statutory pay calculations, and occupational leave schemes.</li> <li>• Understanding of National Minimum Wage requirements and rates</li> <li>• Basic working knowledge of the LGPS scheme</li> <li>• Understanding of the potential ways a payroll error can be corrected, in both under and overpayments</li> <li>• Knowledge of term time only work patterns</li> <li>• Developing knowledge of Medway specific systems within the service area, such as Resourcelink and Top Desk</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Significant commitment to developing personal and technical knowledge and skills</li> <li>• Knowledge of shared parental leave and pay calculations, court order and student loan deductions, RTI requirements</li> <li>• Specific knowledge of the Local Government CARE Pension Scheme (LGPS) and automatic enrolment process</li> <li>• An understanding and interest in the wider departmental tasks and responsibilities, including how this may impact service delivery.</li> <li>• Has technical and system knowledge to perform payroll corrections, understanding the reporting requirements and effect on other pay and benefits</li> </ul>

<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate knowledge of payroll terminology via verbal assessment and/or scenario-based examples, must include PAYE, NI, Gross and Net pay. Explanation should include identification of any relevant monitoring or enforcement bodies.</li> <li>• Can evidence via query responses and/or 1:1 discussion the current statutory leave and pay entitlements relating to annual leave, maternity and paternity pay</li> <li>• During discussion/interview, provide at least three examples of statutory deductions from pay, including how these would be received and implemented</li> <li>• Be able to give examples of at least two gross and net pay deductions, explaining the tax treatment of each and any effect on statutory benefits and pension contributions</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p> <ul style="list-style-type: none"> <li>• Provide a CPD log evidencing over 10 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> <li>• Using an example manual calculation, show how personal allowance, tax and NI thresholds and rates are calculated</li> <li>• Submit two examples of salary sacrifice schemes that may be, or are, operated by an employer. Discuss how they affect monthly pay and deductions and describe two potential positive and negative implications of being in a salary sacrifice scheme for either the employee or employer Evidence through examples of query resolution or pay cycle processing, knowledge of two statutory pay schemes, and two occupational absence schemes in operation within the organisation. Also explain the interaction between statutory and occupational entitlements in these scenarios.</li> <li>• Provide three examples of how national minimum wage compliance is checked as part of the onboarding process and the monthly pay cycle, demonstrating knowledge of the applicable rates across the age categories</li> <li>• Design an infographic to highlight the following key features of the LGPS: how an employee can enter the scheme, the contribution (deduction) rates and options, how the benefit is calculated and what happens if an employee leaves the organisation</li> <li>• Write a summary of the potential ways a payroll overpayment and underpayment can be addressed and/or corrected. The summary must include how to identify errors, the implications on statutory deductions and other means tested benefits</li> <li>• During discussion, explain the key points of a term time only work pattern, covering how annual leave entitlement is dealt with, what types of roles may utilise this pattern and what could happen when the employee leaves the role</li> <li>• Demonstrates knowledge of the key Resourcelink areas relating to employee pay, personnel and reporting tools</li> <li>• Has knowledge of Top Desk functionality to effectively communicate with internal stakeholders</li> </ul>	<p><b>Evidence requirements to progress to level C:</b></p> <ul style="list-style-type: none"> <li>• Provide a CPD log evidencing over 15 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> <li>• Provide evidence of <ul style="list-style-type: none"> <li>- inputting and checking a Shared Parental Leave and Pay request, demonstrate knowledge of how the leave can be utilised between the parents</li> <li>- understand the types of court order a payroll department may receive, how they can be calculated and the implications for the employer of not processing them</li> <li>- knowledge of the current student loan plan types, how these may be started and stopped and how money is collected and paid to HMRC</li> <li>- knowledge of the two regular real time information reporting reports that are sent by the employer, the deadlines for sending and implications of being erroneous or late</li> </ul> </li> </ul> <p><u>LGPS/Pension knowledge</u></p> <ul style="list-style-type: none"> <li>• Submit copies of ten PLDs completed for LGPS leavers and at least five examples of providing scheme guidance to stakeholders</li> <li>• Through discussion, demonstrate an understanding of the voluntary retirement process and timeline</li> <li>• Create a case study to explain the options for employees to increase and decrease their pension benefits, include narrative around the effect on statutory deductions and affected entitlements</li> <li>• Provide a written summary of the automatic enrolment eligibility and assessment criteria, detail the types of assessment outcomes and how automatic enrolment interacts with the LGPS.</li> <li>• Detail two distinct examples of working in collaboration with two other teams or service areas on a joint project. Summarise the situation that required the work, what tasks were carried out, what changed or was learned from the project and how this impacted routine operations</li> <li>• Supply an example of overpayment correction processing within the current year and outside of the current year, explaining the process and calculations for both and how the adjusted figures are reported to HMRC</li> </ul>
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<p><b><u>Experience</u></b></p> <ul style="list-style-type: none"> <li>• Some experience in a payroll related role</li> <li>• Experience of using a computerised Payroll system</li> </ul>	<p><b><u>Experience</u></b></p> <ul style="list-style-type: none"> <li>• Experience of using Resourcelink or a similar integrated HR &amp; Payroll system to onboard personnel and process pay.</li> <li>• Minimum of 1 year experience in a dedicated Payroll related position</li> <li>• Experience of working with a workflow or service query management tool (such as Service Desk and/or Microsoft planner)</li> </ul>	<p><b><u>Experience</u></b></p> <ul style="list-style-type: none"> <li>• Experience of mentoring, coaching or training new users and colleagues, providing peer support</li> <li>• Experience of working within a complex employing environment with a range of terms and conditions that affect pay and benefits</li> <li>• Experience of performing accurate term time only staff pay calculations.</li> <li>• Experience dealing with overpayment recovery and stakeholder management to ensure all associated monies are returned to the organisation and correctly accounted for</li> </ul>
<p><b><u>Evidence requirements:</u></b></p> <ul style="list-style-type: none"> <li>• Evidence via application process, work history and assessment of work experience in a relevant role, such as HR assistant, Team Support Officer</li> <li>• Evidence via application process, work history and/or scenario-based assessment of using, entering and amending data in a computerised HR and Payroll system</li> </ul>	<p><b><u>Evidence requirements to progress to level B:</u></b> A minimum of 12 months satisfactory performance at level A evidenced via performance appraisal documents and regular one to one review</p> <ul style="list-style-type: none"> <li>• Collate examples of five separate processes that you complete within Resourcelink (or similar HR Information System (HRIS), that directly amend, create or update an individual's pay or personnel record, providing supporting process notes</li> <li>• Provide employment records and job description of time spent in a dedicated payroll role, dealing regularly with general people data and providing customer service</li> <li>• Share a sample of activities or projects where you have utilised a service query or workflow management tool, sharing screenshots and brief guidance notes on how this was utilised in the course of your duties</li> </ul>	<p><b><u>Evidence requirements to progress to level C:</u></b> A minimum of 12 months satisfactory performance at level B evidenced via performance appraisal documents and regular one to one review</p> <ul style="list-style-type: none"> <li>• Provide case studies of at least five examples where training, mentoring or coaching of colleagues has occurred. For each item detail the subject matter, the way in which the support took place (i.e. in person, via teams etc), and include any guidance notes created during this time</li> <li>• Evidence via work history and verbal assessment of working in an organisation with multiple service conditions, describing how these conditions affected or may affect an employee's entitlement to pay and/or benefits</li> <li>• Submit two examples of performing accurate term time only calculations relating to entitlements or salary recalculations</li> <li>• Supply five examples of calculating over or underpayments. Where a computerised payroll system is used, manual calculations should also be provided to demonstrate technical knowledge. Include examples of communications with the recipient to explain the calculation and arranging repayment or additional payment</li> </ul>
<p><b><u>Skills</u></b></p> <ul style="list-style-type: none"> <li>• Proficient in Microsoft Word, Excel, Outlook and Teams</li> <li>• Excellent customer service skills</li> <li>• Excellent written and oral communications, with the ability to convey complex information in a clear manner</li> <li>• Strong arithmetic ability</li> <li>• Able to prioritise and organise own workload</li> <li>• Able to utilise initiative to find answers and knowledge where gaps exist</li> <li>• Good level of attention to detail with minimal instances of human error that result in data or pay errors</li> </ul>	<p><b><u>Skills</u></b></p> <ul style="list-style-type: none"> <li>• Able to use Excel to conditional format cells and add data validation options to department spreadsheet, ensuring better data quality</li> <li>• Able to display basic analytical variance analysis skills to interpret trends and management information in relation to the pay cycle</li> <li>• Starting to use technical skills and experience to resolve pay queries independently.</li> <li>• Able to proactively problem-solve and utilise technical and situational knowledge</li> <li>• Able to identify opportunities for improvement. Relating to the quality of data entry through identification of control or process improvement</li> </ul>	<p><b><u>Skills</u></b></p> <ul style="list-style-type: none"> <li>• Intermediate excel skill including vlookup, sum and 'IF' formulae.</li> <li>• Able to identify risk and weakness in an area of work and suggest improvements to gain efficiency and/or accuracy</li> <li>• Able to utilise technical knowledge and system skills to problem solve complex pay and system queries.</li> <li>• Able to build working relationships and collaborate with others to create efficiencies or improve the integrity of the data</li> <li>• Excellent attention to detail, utilising knowledge of Medway and local government specific agreements to identify errors and issues.</li> <li>• Can utilise technical knowledge across multiple payroll areas to analyse and answer complex queries, providing supporting calculations and excellent stakeholder management skills</li> </ul>

<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Provide examples of documents, spreadsheets, emails, and Teams meetings you have managed or created,</li> <li>• Give verbal examples of where you feel you have delivered exceptional customer service. Explain what organisational values you demonstrated during this interaction</li> <li>• Evidence communications where you have had to convey complex information in concise and jargon free language to internal and external stakeholders</li> <li>• Give detailed examples of where you have had to use mathematical and arithmetic skill to perform, or check, important financial calculations, such as leaver holiday pay</li> <li>• Reference feedback from colleagues or supervisors that highlights your proactive approach or use of initiative to research or deduce a successful query resolution</li> <li>• Discuss how you have ensured good accuracy levels during data entry activities, also highlighting an instance where you have made an error, describing what mitigating measures you sought to put in place to prevent recurrence</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p> <ul style="list-style-type: none"> <li>• Document examples of spreadsheets where you have a) applied conditional formatting to highlight certain attributes and b) restricted the values that can be entered. Explain how these tools can facilitate data integrity</li> <li>• Evidence three tasks performed regularly to identify trends or variances in data as part of the monthly payroll process. For each task provide a supporting commentary stating what data the task considers and the potential implications of not completing the activity</li> <li>• Collate ten examples of query resolution that have utilised technical payroll, policy and/or procedure interpretation and understanding to resolve fully, without any supervision</li> <li>• Submit a case study to show problem solving ability, such as responding to a new query subject using research or working through multiple potential scenarios for a calculation. Include detail on how you arrived at the required answer, what organisational values this activity represents and how this supported your development</li> <li>• Document a quality control process or procedure you have proactively adopted, created, or shaped to demonstrate an increased level of attention to detail</li> </ul>	<p><b>Evidence requirements to progress to level C:</b></p> <ul style="list-style-type: none"> <li>• Undertake an assessment to demonstrate intermediate Excel skills, to include the use of Vlookup, sum and 'IF' formulae. Provide an example of how these formulae are, or could be, used to improve data integrity in an existing report or input.</li> <li>• Submit a brief assessment of an area of risk or weakness that you have identified. Suggest improvements, mitigations and additional controls that could be implemented to address the concern</li> <li>• Provide documentary evidence of five complex queries relating to the Resourcelink HRIS that have required extensive interrogation and problem solving. Share any guidance or manuals created as part of the resolution</li> <li>• Detail two examples of collaborative working that have either reduced administrative burden or increased the integrity of data. A short summary of each instance should accompany the examples, sharing the other parties in the work group, how the collaboration took place, and the impact of the changes made</li> <li>• Write a brief report showcasing inaccuracies and errors identified through extensive knowledge of the organisations policies, procedures or terms and conditions. Detail in the report the potential impact(s) for the employee and organisation should the rectification not taken place</li> <li>• Share examples of interrogating the system, cross checking calculations and conveying this to non-payroll colleagues across the corporate and school payroll environments</li> </ul>
<p style="text-align: center;"><b>Pensions Team Leader</b></p> <p>To be responsible for the delivery of a comprehensive pensions administrative service in relation to all of the different pension's schemes operated by the Council. (e.g. LGPS, TPS and NHS pension schemes)</p> <p>To coach, mentor and develop team members.</p> <p>Liaise with stakeholders in a way that promotes the One Medway Council Plan and Our Values and Behaviours.</p> <ul style="list-style-type: none"> <li>• Ensure the year end pension returns are completed within the relevant deadlines.</li> <li>• Provide technical scheme guidance to scheme members</li> <li>• Process complicated and sensitive matters relating to retirement and pension leavers</li> <li>• Lead on the automatic enrolment process and relevant declarations</li> <li>• Supervise and develop direct reports to ensure a robust and competent pensions service</li> </ul>		
<b>MPR4</b>		
<b>Level A (Developing)</b>	<b>Level B (Practising)</b>	<b>Level C (Accomplished)</b>
Required for this level	In addition to level A	In addition to levels A and B



<b>Qualifications</b> <ul style="list-style-type: none"> <li>Five GCSEs (grades 4-9), or equivalent level 2 qualification, to include English and Maths</li> </ul>	<b>Qualifications</b>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>CIPP Payroll Technician Certification, or equivalent level 3 qualification, or completion of CIPP recognition of prior learning at level 3.</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>Certificates provided during onboarding</li> </ul>	<b>Evidence requirements to progress to level B:</b>	<b>Evidence requirements to progress to level C:</b> Provide certificate
<b>Knowledge</b> <ul style="list-style-type: none"> <li>Knowledge of the monthly reporting cycles and year end return documents for two or more of the existing pension schemes</li> <li>Knowledge of all day-to-day administration requirements relating to starters, leavers, standard retirements and opt in and opt outs for two or more schemes</li> <li>Basic knowledge of the options to increase pension benefit for members, for two or more schemes</li> <li>Understanding of the automatic enrolment criteria for monthly assessment purposes</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>Demonstrates continuous learning and applies this knowledge in the role.</li> <li>Knowledge of the technical aspects of retirement schemes in operation at the Council and the procedure by which they are processed, including an understanding of the supporting documentation of two or more schemes</li> <li>Understanding of the difference between defined benefit and defined contribution pension schemes</li> <li>Developed knowledge of additional pension contributions (APCs) and additional voluntary contributions (AVCs) within the LGPS scheme</li> <li>Understanding of the cyclical re-enrolment process, timeline and regulatory reporting required upon completion</li> <li>Developing knowledge of Medway specific systems within the service area, such as Resourcelink and Top Desk</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>Demonstrates continuous learning and applies this knowledge in the role.</li> <li>Has demonstrable understanding of the technical pension certification tiers</li> <li>Knowledge of the three types of tax arrangement relating to pension schemes</li> <li>Knowledge of state pension rates, entitlement criteria and how eligibility can be assessed and improved</li> <li>Knowledge of the retirement living standard guidance</li> <li>Levels A and B refer to knowledge for two or more schemes – would C then expect that knowledge across all schemes?</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>Provide examples of collation of monthly return data, in providers required format, for two pension schemes. Be able to outline the control checks that take place, associated deadlines and payment process.</li> <li>Collate samples of joiner, leaver, voluntary retirement and opt in and out activities processed on two schemes. There should be at least two examples for each listed action to demonstrate knowledge of the scheme process and related Resourcelink/HRIS entries.</li> <li>Show via information provided to pension members, or through application form statement, the way(s) in which additional pension can be achieved in two or more schemes. This information should include the process of applying for the increase, the tax treatment of any additional contributions and any calculators the employee can use to assist in decision making.</li> <li>Provide a written summary of the automatic enrolment eligibility and assessment criteria, detail the types of assessment outcomes and how automatic enrolment interacts with the LGPS.</li> </ul>	<b>Evidence requirements to progress to level B:</b> <ul style="list-style-type: none"> <li>Provide a CPD log evidencing over 10 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> <li>Evidence knowledge of the different types of retirement that can be applied within two schemes (e.g. LGPS, Teachers Pension or NHS), including whether there are any relevant employer costs, how each type of retirement is applied for and what supporting documents are required. Knowledge should also cover the potential timelines for processing.</li> <li>Demonstrate understanding of the terms defined benefit and defined contribution by drafting a report comparing the key differences between the two ways of accruing pension benefit, for both employees and employers. The report should reference all schemes currently operated by the council and whether they are defined benefit or contribution schemes.</li> <li>Demonstrate explaining the following to a pension member or potential member:             <ul style="list-style-type: none"> <li>the different types of additional contribution available and tax treatment any flexibility to amend contributions</li> <li>what happens if an employee leaves the scheme</li> </ul> </li> </ul>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>Provide a CPD log evidencing over 15 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> </ul> <p>Examine all the existing pension schemes in operation at Medway and prepare a summary detailing:</p> <ul style="list-style-type: none"> <li>which certification tier they meet and why, quoting relevant pension regulator criteria</li> <li>what type of tax relief they attract and how this works, giving supporting calculation</li> </ul> <p>Add to the summary detailed above:</p> <ul style="list-style-type: none"> <li>an explanation of any other ways in which tax relief can be obtained on pension contributions by employees</li> <li>the current annual state pension benefit</li> <li>detail on how individuals can check their state pension forecast and improve it if possible</li> <li>the three ‘tier’ names and amounts of pension income described by the Retirement living standards agency</li> </ul>

	<ul style="list-style-type: none"> <li>any calculators available to assist decision making</li> <li>Give an example of completing a cyclical re-enrolment activity, sharing reports or calculations undertaken as part of the process. Provide samples of any communication sent to staff and copies of declarations made to the Pensions Regulator</li> <li>Demonstrates knowledge of the key Resourcelink areas relating to employee pay, personnel, pensions and reporting tools</li> <li>Has knowledge of Top Desk functionality to effectively communicate with internal stakeholders</li> <li></li> </ul>	
<b>Experience</b> <ul style="list-style-type: none"> <li>Experience of undertaking the cyclical re-enrolment process within the specified window and ensured relevant communication to affected employees</li> <li>A minimum of two years' experience in a dedicated pensions role</li> <li>Experience of designing dedicated training or guidance material reflective of the subject matter and end users' requirements</li> </ul>	<b>Experience</b> <ul style="list-style-type: none"> <li>Experience of coordinating year end activities across the team to ensure deadlines are met</li> <li>Experience of providing supervision or mentoring to team members to further their knowledge and/or understanding of the pension administration processes</li> <li>Experience of setting and monitoring SMART objectives for direct reports, ensuring personal and professional growth</li> </ul>	<b>Experience</b> <ul style="list-style-type: none"> <li>Experience of undertaking process improvement(s) within the pension environment</li> <li>Can evidence engagement activities relating to pension schemes with stakeholders</li> <li>Experience of delivering at least one year end successfully</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>Explain the cyclical re-enrolment process, if carried out in prior employment, talk through step-by-step detailing when the re-enrolment must take place, who it might affect, what information must be sent to employees and what the consequences of non-compliance are.</li> <li>Provide evidence via reference or job profile of experience in a pension role.</li> <li>Explain informative literature created to support pension members or other internal stakeholders, comment on how these met the user needs, what made them effective and what might need amending in the future.</li> </ul>	<b>Evidence requirements to progress to level B:</b> A minimum of 18 months satisfactory performance at level A evidenced via performance appraisal documents and regular one to one review <ul style="list-style-type: none"> <li>Provide a copy of a year-end task schedule or plan that details the year end activities for all the organisation's schemes. This should include detail of all applicable deadlines and reports required.</li> <li>Submit five examples of supporting, upskilling or training peers on distinct processes or areas of day-to-day pension administration. Include how the knowledge was provided and any feedback from the recipient to indicate successful delivery.</li> <li>Submit anonymised copies of appraisal documents to show how objectives have been set, monitored and explain how these will develop the individual and provide a more robust pension service</li> </ul>	<b>Evidence requirements to progress to level C:</b> A minimum of 18 months satisfactory performance at level B evidenced via performance appraisal documents and regular one to one review <ul style="list-style-type: none"> <li>Detail two examples of process improvement within the department. This should include a map of the process before and after improvement, highlighting any change in control activities and any time saved through efficiency</li> <li>Submit two examples of stakeholder engagement activities, through discussion explain how they were designed and delivered, what worked well and what could be improved upon in the future.</li> <li>Provide a copy of a year-end task schedule or plan that details the year end activities for all the organisation's schemes. This should include detail of all applicable deadlines and reports required. Annotate to provide additional comment on process and outcome.</li> </ul>
<b>Skills</b> <ul style="list-style-type: none"> <li>Able to process or manipulate large data sets within Excel, using vlookup, sum and 'IF' formulae to analyse and calculate values as required</li> <li>Able to explain complex legislation to members in a clear and empathetic manner</li> <li>Excellent customer service skills including internal and external stakeholders</li> <li>Able to proactively problem-solve and utilise technical and situational knowledge.</li> </ul>	<b>Skills</b> <ul style="list-style-type: none"> <li>Able to create and maintain valuable business relationships with external pension stakeholders</li> <li>Able to identify and utilise data within Resourcelink and Resourcelink Reporting Suite (RRS) reports to support the daily activities of the department</li> <li>Able to document potential risks within the administrative environment and suggest remedial action and controls</li> </ul>	<b>Skills</b> <ul style="list-style-type: none"> <li>Able to create and present pension related training to an audience of non-pension professionals</li> <li>Able to identify opportunities to increase engagement around pensions and improve the financial wellbeing of pension members</li> <li>Able to demonstrate confidence in leading and responding on external audit activities such as sampling and explanatory commentary</li> </ul>

<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Share two spreadsheet examples that use formulae to calculate and validate data across multiple sheets, demonstrate being able to amend formulae as required</li> <li>• Provide examples of where you have provided a plain English explanation of a technical or complex calculation or process. At least one example should evidence empathy due to a contentious or sensitive subject matter.</li> <li>• Provide two examples of giving excellent customer service, such as preventing a complaint or receiving positive feedback</li> <li>• Evidence two examples where you have used knowledge of the relevant pension and/or procedures to find a solution to a new or technical problem, finding a previously untried approach to demonstrate innovation and proactivity</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p> <ul style="list-style-type: none"> <li>• Share an example of acting as a key contact with an external pension contact, creating a positive and collaborative relationship</li> <li>• Detail at least two reports regularly run from the system and demonstrate running them. Explain the purpose of the data in the report, who is responsible for actioning them and how they support effective pension governance</li> <li>• Share a risk register or similar formal document listing at least two identified or potential risks (even if not current) relating to routine pension processes. For each risk, detail any remedial or mitigating actions and regular review timeframe. Advise of the impact to the organisation of failure to reduce any identified risks</li> </ul>	<p><b>Evidence requirements to progress to level C:</b></p> <ul style="list-style-type: none"> <li>• Supply evidence of presenting pension information or training to peers and/or stakeholders. This must have been carried out within the previous twelve months. Supplement the evidence with a brief critical evaluation of the presentation</li> <li>• Provide suggestions of two areas where knowledge around the pension scheme, or other organisational financial wellbeing tools, could be improved. Give examples of activities or material that could be utilised to improve that area and what metrics could be utilised to analyse the impact</li> <li>• Submit two examples of liaising with external auditors to answer queries around pension calculations or returns, assisting in completing the statutory annual audit</li> </ul>
<p style="text-align: center;"><b>Payroll Team Leader</b></p> <p>To ensure that the daily processing activities of the payroll department are monitored and performed in a timely and accurate manner.</p> <p>To coach, mentor and develop team members.</p> <p>Liaise with stakeholders in a way that promotes the One Medway Council Plan and Our Values and Behaviours.</p> <ul style="list-style-type: none"> <li>• Ensure that the payroll workload is planned and executed to meet pre-determined deadlines.</li> <li>• Complete monthly reporting and payment requirements as required by HMRC, Pension Providers, and other third parties.</li> <li>• Maintain sufficient controls to minimise the risk of fraud and errors.</li> <li>• Lead, coach, and develop direct reports to maximise their potential and create resilience within the team.</li> <li>• Undertake regular CPD to ensure that knowledge of the Payroll and Pensions landscape is up to date, minimising the risk of erroneous payments or compliance concerns.</li> </ul>		
<b>MPR5</b>		
<b>Level A (Developing)</b>	<b>Level B (Practising)</b>	<b>Level C (Accomplished)</b>
Required for this level	In addition to level A	In addition to levels A and B
<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• Five GCSEs (grades 4-9), or equivalent level 2 qualification, to include English and Maths</li> <li>• CIPP Payroll Technician Certification, or equivalent level 3 qualification, or completion of CIPP recognition of prior learning at level 3.</li> </ul>	<p><b>Qualifications</b></p>	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• A formal payroll qualification from a professional body at level 5 (or equivalent)</li> </ul>

<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>• Certificates provided during onboarding</li> </ul>	<b>Evidence requirements to progress to level B:</b>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>• Certificates provided during onboarding/assessment</li> </ul>
<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Robust working knowledge of all day-to-day payroll-related activities, inputs and processes.</li> <li>• Knowledge of monthly and annual statutory deadlines</li> <li>• Knowledge of reporting and processes relating to the pay cycle.</li> <li>• Knowledge of planning and workflow management tools</li> <li>• Basic knowledge of local government terms and conditions</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Demonstrates continuous learning and applies this knowledge in the role.</li> <li>• Understanding of benefit items including calculation of benefit values.</li> <li>• Knowledge of future payroll affecting policy changes and statutory requirements.</li> <li>• Developed knowledge of local government terms and conditions.</li> <li>• Developed knowledge of Medway payroll policies and procedures and how they link to wider HR activity.</li> <li>• Knowledge of the correct treatment of overpayments and associated record amendments</li> <li>• Good knowledge of National Minimum Wage and how to ensure compliance</li> <li>• Broad knowledge of MyView processes that impact payroll, such as the entry and authorisation of expenses and irregular claims, absence bookings and holiday pay and an understanding of risk</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Demonstrates continuous learning and applies this knowledge in the role.</li> <li>• Knowledge of applicable case law</li> <li>• Advanced National Minimum Wage knowledge</li> <li>• Excellent knowledge of local government terms and conditions and the pay policy</li> <li>• Understanding of the different hierarchy levels and types that exist within Medway and Resourcelink.</li> <li>• Knowledge of completing prior period and year adjustments, including reporting updates and journal requirements.</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>• Detail the responsibilities and processes required on a regular basis from previous roles</li> <li>• Reference a schedule of deadlines relating to monthly and annual statutory reporting requirements for payroll</li> <li>• Evidence at least five reports that are, or can be, run as part of the regular pay cycle to improve data quality. Add a comment to detail how the information is analysed and what actions are taken</li> <li>• Give examples of at least two different workflow and management tools that you have used, this should include screenshots and a summary of how these tools have been utilised to manage regular responsibilities</li> <li>• Provide examples of using knowledge of local government employment terms to answer queries, identify errors or inform a calculation or process.</li> </ul>	<b>Evidence requirements to progress to level B:</b> <ul style="list-style-type: none"> <li>• Provide a CPD log evidencing over 10 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> <li>• Evidence five examples of benefits processed and/or calculated using screenshots, processes you have designed or improved or via stakeholder query management</li> <li>• Detail a proposed change to payroll process or policy. Add a paragraph assessing the impact of proposed changes on existing processes and procedures</li> <li>• Submit two case studies of the application of detailed local government terms and conditions knowledge, e.g. through change of posts or annual pay review activities</li> <li>• Provide five examples of working with wider HR stakeholders on activities that span a selection of personnel-based areas and describe one workflow that crosses between two or more areas</li> <li>• Evidence five examples of calculating overpayments, showing all adjustments necessary, coordinating or producing employee communications and raising relevant debtor accounts and invoices</li> <li>• Submit detail of two current payroll processes in place to ensure national minimum wage compliance. Include evidence of undertaking remedial action where issues or risks have been identified</li> <li>• List five actions that can be performed in MyView by either an employee or manager, explain how these can be audited or reviewed in the event of a query and describe a potential data quality risk that exists due to the way information is input</li> </ul>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>• Provide a CPD log evidencing over 15 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> <li>• <b>Case law</b></li> <li>• Supply a written statement detailing three examples of gross and net pay deductions that can affect the national minimum wage calculation, including detail on the potential implications for the organisation on failure to ensure compliance</li> <li>• Design and create an information sheet, aimed at junior staff, containing at least three specific local government employment terms, including the types of roles those terms may relate to, an explanation of any acronyms used when describing those terms and how changes to those terms are decided and communicated</li> <li>• Through discussion, demonstrate understanding of the existing hierarchies within Resourcelink, explain at least two implications that arise if the hierarchy is not maintained when changes are made. Show within the system how one hierarchy can be reviewed and detail how changes to the hierarchy can be made and through which process(es)</li> <li>• Supply samples of five out of year or prior period adjustments in the system, including the submission of any statutory reporting updated. Comment on each example how any cost implications have been recognised in the organisation's financial statements</li> </ul>

<b>Experience</b> <ul style="list-style-type: none"> <li>Minimum of 3 years direct Payroll processing experience</li> <li>Experience of providing mentoring and supervision to staff.</li> <li>Experience of creating and updating spinal columns and other annual pay increase/application of increments</li> </ul>	<b>Experience</b> <ul style="list-style-type: none"> <li>Direct line management experience including objective setting and appraisal activities.</li> <li>Experience of amending or configuring RRS reports</li> <li>Experience of monthly payroll cycle closure process including statutory reporting and payment requirements.</li> <li>Experience of actively using shared planning or workflow management tools</li> <li>Experience of successfully using the Resourcelink pay framework upload functionality</li> </ul>	<b>Experience</b> <ul style="list-style-type: none"> <li>Significant leadership experience, including change management, process improvement and performance/disciplinary activities, in line with Our Values and Behaviours.</li> <li>Experience of performing statutory year end duties and closure.</li> <li>Experience of designing and implementing successful change management activities</li> <li>Experience of creating and maintaining posts with associated service and absence conditions.</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>Payroll processing experience evidence via work history and/or references, job profiles or similar documentation</li> <li>Provide examples of training documents, sessions or feedback where training, coaching or mentoring of staff has taken place, the subject matter should be different in each example</li> </ul>	<b>Evidence requirements to progress to level B:</b> A minimum of 18 months satisfactory performance at level A evidenced via performance appraisal documents and regular one to one review <ul style="list-style-type: none"> <li>Submit examples of two annual and two mid-year appraisals that include SMART objectives and analysis of the outcomes. Describe any additional support or resources needed to ensure successful outcomes, or how unmet objectives were monitored and what can be put in place to ensure they can be achieved</li> <li>Demonstrate within Resourcelink, creating or amending two RRS reports used within the regular monthly payroll process</li> <li>Provide six worksheets or similar evidence of completing the month end activities, including RTI reporting and third-party payments. Evidence should include copies of system reports and payment confirmation where available</li> <li>Write a summary of which tools are used to record and distribute activities within the payroll team, describe how actions are assigned, monitored and marked as completed. For each tool, suggest both benefits and drawbacks of using these tools</li> <li>Evidence at least two activities that have utilised the pay framework upload functionality, copies of the upload spreadsheet and system reports to confirm success should be provided. For each example describe one alternative method of inputting the data and comment on if/how the framework method was more efficient</li> </ul>	<b>Evidence requirements to progress to level C:</b> A minimum of 18 months satisfactory performance at level B evidenced via performance appraisal documents and regular one to one review <ul style="list-style-type: none"> <li>For each of the following headings, supply a detailed case study to show how effective leadership was shown, how it impacted the end result of the activity and what organisation values were demonstrated: <ul style="list-style-type: none"> <li>Change management</li> <li>Process improvement</li> <li>Employee performance management/disciplinary activity</li> </ul> </li> <li>Provide a completed payroll year end work schedule, detailing all applicable activities, deadlines, reports and copies of any relevant regulatory body submissions</li> <li>Submit evidence of two change management activities, including the original process or activity, why a change was required, what changes were required and a description of the amended item. Explain what tools were used to ensure all stakeholders were made aware of the change and how the change was embedded into the wider team</li> <li>Collate evidence of five posts that you have actively maintained, reviewed or amended. This should ensure that the relevant service conditions, claim types and entitlements are present within Resourcelink. Add a commentary detailing how incorrect conditions could impact pay and what would be required to correct them</li> </ul>
<b>Skills</b> <ul style="list-style-type: none"> <li>Excellent customer service skills</li> <li>Excellent communication skills both written and oral, with a variety of internal and external stakeholders</li> <li>Advanced Excel skills (Sumifs/Countifs)</li> <li>Able to identify risks and design mitigating measures</li> <li>Able to problem solve pay and system queries.</li> </ul>	<b>Skills</b> <ul style="list-style-type: none"> <li>Able to interpret trends and variances, ensuring data is accurate and representative</li> <li>Able to identify areas of inefficiency and design new processes considering all stakeholders, developing key performance indicators to accurately record data.</li> </ul>	<b>Skills</b> <ul style="list-style-type: none"> <li>Able to map and consider wider stakeholder implications when effecting a resolution or new process</li> <li>Able to engage and present Payroll policy and information to internal and external senior stakeholders.</li> <li>Developed report writing skills to convey technical information concisely, utilising visualised data and persuasive language.</li> </ul>



<ul style="list-style-type: none"> <li>• Able to build working relationships and create efficiencies and new ways of working where possible.</li> <li>• Excellent attention to detail, utilising knowledge of local government specific agreements to identify errors and issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to create training and guidance materials where new processes or knowledge are acquired.</li> <li>• Basic report writing skills ensuring information is clear, formatted correctly and flows logically.</li> <li>• Good coaching and mentoring skills, with the ability to adapt your approach to meet the individual requirements of employees</li> </ul>	<ul style="list-style-type: none"> <li>• Developed analytical skills to assess the outcome of Key Performance Indicators, suggest improvements and analyse trends and patterns in performance.</li> </ul>
<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Share feedback from peers or stakeholders that support your ability to provide excellent customer service, including examples where this has been in resolving a particularly complex or detailed query or situation. Highlight how the use of appropriate language helped in the delivery and outcome</li> <li>• Through Excel assessment, demonstrate how to structure sumif and countif formulae to derive relevant data</li> <li>• Provide detail of two areas of risk that you have identified during the course of normal duties. Suggest at least one measure for each risk that has been, or could be, implemented to mitigate a potential negative outcome</li> <li>• Provide examples of interrogating the system to resolve queries relating to pay and/or post holdings, for each example comment on what enquiries were made in order to arrive at the answer, demonstrating problem solving abilities and tenacity</li> <li>• Reference a collaborative project that led to an efficiency, process or data quality improvement. Explain how was involved, what their role in the activity was, how the aim was decided and recorded and the steps that were taken to create the outcome</li> <li>• Identify three instances of using detailed local government knowledge to resolve an error or query, relating to pay or benefits, such as term time only worker calculation, continuous service query</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p> <ul style="list-style-type: none"> <li>• Share two examples of how system data is extracted and reviewed, identify two instances or ways in which numerical analysis has identified an error in the data. Comment which formulae or Excel tools are used to facilitate the analysis and suggest a way in which the data could be further reviewed or improved</li> <li>• Submit a case study of two areas where there is clear inefficiency and/or duplication of effort. Describe at least one way, for each, that the inefficiency could be improved, how this would be implemented, what key performance indicators could ensure effective monitoring and what impact that would have within the organisation</li> <li>• Supply two examples of creating guidance and/or training materials for peers, in order to share or document new processes or knowledge, these should be from within the previous twelve months and be in two different formats, e.g. word document, training video, slides</li> <li>• Provide a copy of a basic report written within the course of duties that you feel demonstrates clear and well-structured writing competencies. Explain how the level of tone and detail can be amended depending on the target audience and what tools can be used to support written detail</li> <li>• Prepare a range of examples where you have coached and mentored employees where the approach has been adapted to meet individual needs</li> </ul>	<p><b>Evidence requirements to progress to level C:</b></p> <ul style="list-style-type: none"> <li>• Provide meeting notes, stakeholder maps or similar evidence of working with other areas of the organisation when reviewing, amending or implementing a piece of payroll work. Document any changes made because of feedback provided during collaboration</li> <li>• Submit three examples of presentations, slide packs or briefing notes created for stakeholders to relay payroll policy or information (at least one should be for an external stakeholder). Provide additional commentary on how you ensured clarity, ease of use and the right terminology and language for the audience</li> <li>• Supply a copy of a report created by you that includes complex information and uses a combination of visual and literary aids to assist the reader understand the subject matter. Add a statement describing what software tools were, or could be, used to help create and present the information</li> <li>• Collate copies of monitoring key performance indicators over a period of six months. Provide suggestions to enhance or improve each KPI. Explain how KPI figures recorded over an extended period of time can be used alongside technical and organisational knowledge to indicate areas of concern to resource pinch points</li> </ul>
<p style="text-align: center;"><b>Payroll &amp; Pensions Manager</b></p> <p>To oversee the entire payroll and pension function, ensuring all processes are compliant with statutory requirements and are carried out efficiently and accurately.</p> <p>To coach, mentor and develop team leaders, ensuring business continuity and risk mitigation.</p> <p>Liaise with stakeholders in a way that promotes the One Medway Council Plan and Our Values and Behaviours.</p> <ul style="list-style-type: none"> <li>• Oversee and manage the payroll &amp; pension team to ensure the accurate and timely processing of payroll &amp; pension contributions.</li> <li>• Develop and implement payroll &amp; pension policies and procedures to ensure compliance with legal and organisational requirements.</li> <li>• Manage relationships with external stakeholders including HMRC and pension providers.</li> <li>• Lead on payroll &amp; pension-related projects and continuous improvement initiatives.</li> </ul>		
<b>MPR7</b>		
<b>Level A (Developing)</b>	<b>Level B (Practising)</b>	<b>Level C (Accomplished)</b>



Required for this level	In addition to level A	In addition to levels A and B
<b>Qualifications</b> <ul style="list-style-type: none"> <li>GCSEs grade 4 or above (or equivalent level 2 qualification) in English and Maths</li> <li>CIPP level 5 qualification or equivalent</li> </ul>	<b>Qualifications</b>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>MSc/Mba in Leadership or equivalent level 7 qualification.</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>Certificates provided during onboarding</li> </ul>	<b>Evidence requirements to progress to level B:</b>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>Provide copy of relevant certificates</li> </ul>
<b>Knowledge</b> <ul style="list-style-type: none"> <li>Detailed knowledge of the national pay arrangements applicable within a local government environment.</li> <li>Understanding of proposed pay and pension changes within the next 12 months, and how these affect existing processes, policies and occupational entitlements</li> <li>Detailed knowledge of either LGPS or Teachers scheme.</li> <li>Basic payroll accounting knowledge</li> <li>Knowledge of effective control account management</li> <li>Detailed knowledge of staff benefits, including calculation methods and applicable rates</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>Demonstrates continuous learning and applies this knowledge in the role.</li> <li>Detailed understanding of the LGA framework, the unionised environment and how this impacts the payroll and pensions department.</li> <li>Detailed knowledge of both Teachers and LGPS schemes.</li> <li>Developed payroll accounting knowledge and able to generate reconciliations and cost journals as required</li> <li>Detailed knowledge of IR35 requirements</li> <li>Confident in calculating and processing redundancy and settlement payments, ensuring correct treatment of pay in relation to statutory deductions</li> <li>Knowledge of the utilisation of an organisational PAYE Settlement Agreement (PSA) and payrolling of benefit process</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>Demonstrates continuous learning and applies this knowledge in the role.</li> <li>Knowledge of effective project management principles.</li> <li>Understanding of the key steps and general best practice relating to implementations affecting pay and benefits</li> <li>Detailed knowledge of NHS, LGPS and Teachers schemes.</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>An understanding of: <ul style="list-style-type: none"> <li>the NJC pay structure, including spinal column points (SCPs) and how they align with job evaluation outcomes.</li> <li>Awareness of annual pay negotiations between the National Employers and trade unions (e.g., UNISON, GMB, Unite)</li> <li>Familiarity with regional variations and how local authorities implement national agreements.</li> </ul> </li> <li>Evidence of 20 hours of CPD recorded within the last year, including new and proposed changes to statutory guidance and/or payroll and pensions best practice. For two recent or proposed changes, detail the revision, the impact on any procedure and occupational pay and/or entitlements</li> <li>Through verbal assessment, demonstrate knowledge of the following elements of either the LGPS or Teachers pension scheme: <ul style="list-style-type: none"> <li>How staff can be entered into the scheme and what documentation needs to be submitted to join them</li> <li>How leavers are processed, including relevant documentation</li> <li>The basis of employee and employer contributions</li> </ul> </li> </ul>	<b>Evidence requirements to progress to level B:</b> <ul style="list-style-type: none"> <li>Provide a CPD log evidencing over 15 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> <li>Involvement of implementing national pay awards and changes to terms and conditions, including how collective bargaining influences outcomes. Detail how these changes have been reflected in payroll and pensions policy and procedure</li> <li>Prepare a summary of both Teachers and LGPS schemes that encompasses and demonstrates knowledge of the following areas: <ul style="list-style-type: none"> <li>How staff can be entered into the scheme and what documentation needs to be submitted to join them</li> <li>How voluntary leavers are processed, including relevant documentation</li> <li>The basis of employee and employer contributions</li> <li>How pension benefit is determined</li> <li>The tax treatment of contributions and pension when received</li> <li>The monthly and annual reporting requirements and deadlines</li> <li>How additional pension benefit can be acquired</li> <li>Scheme accrual rates</li> </ul> </li> </ul>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>Provide a CPD log evidencing over 20 hours of relevant time across a variety of types, e.g. webinar, article reading and how you have used that knowledge in your role</li> <li>Using an activity or project carried out within the last 12 months, explain at least three elements of effective project management. Supply evidence of how you demonstrated those principles during the activity, what media and communication methods were used to ensure all stakeholders were aware of the aim of the project. Add commentary assessing what elements went well and two areas that could benefit from improvement</li> <li>Using a lived example or anticipated project, describe the key phases that occur from the inception of a project to successful delivery, this should include the identification and effect on wider stakeholders and how industry best practice is encompassed in the activities</li> <li>Prepare a summary for all schemes that encompasses and demonstrates knowledge of the following areas: <ul style="list-style-type: none"> <li>How leavers through ill health and redundancy are processed, including what documentary evidence is required to support the retirement and the applicable timelines and steps involved</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>○ How pension benefit is determined</li> <li>○ The tax treatment of contributions and pension when received</li> <li>○ The monthly and annual reporting requirements and deadlines</li> <li>○ How additional pension benefit can be acquired</li> </ul> <ul style="list-style-type: none"> <li>• Using a payslip, describe where each payslip value would be costed to, which items would be collected in a control account and how the cost of employment is reflected in financial statements</li> <li>• Evidence two pay related control accounts that are regularly reviewed in conjunction with finance and reconciled to ensure liabilities are cleared down</li> <li>• Give examples of five employer provided benefits, for each one comment on the implications to and on employee and employer statutory deductions, the calculation for any benefit in kind reporting and current year rates where available</li> </ul>	<ul style="list-style-type: none"> <li>• Provide copies of five prepared payroll journals to move or restate cost for out of year or similar adjustments, using the system to ascertain cost centres and nominal coding details as required. Explain how these adjustments are reflected by HMRC</li> <li>• Evidence through discussion the difference between the two IR35 statuses and what tools can be utilised to determine the status. Explain in each scenario how income taxes would be collected and remitted to HMRC</li> <li>• Provide five examples of calculating or reviewing payments made to workers in the event of redundancy or termination via settlement agreement. Explain when notice pay is subject to statutory deductions</li> <li>• Share guidance you have created (or would create) detailing a minimum of five common items that could be included on a PSA and the annual submission and payment process. Demonstrate technical and practical understanding of how benefits are or can be processed via payroll. Include detail on which benefits can be processed via payroll, which are scheduled for future inclusion and any future planned changes to HMRC guidelines</li> </ul>	<ul style="list-style-type: none"> <li>○ Examples of pay types that are deemed non pensionable within the scheme rules</li> <li>○ How approved and unapproved salary sacrifice schemes affect pension contributions and accrued pension benefit</li> <li>○ Previous versions of the LGPS scheme, including accrual rates</li> </ul>
<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Minimum of 5 years end to end payroll experience with at least 2 years in a senior manager role.</li> <li>• Experience of setting a short-term departmental (&lt;12m) strategy taking into account organisational priorities and deadlines.</li> <li>• Experience of setting and monitoring department budgets and relevant contracts or agreements</li> <li>• Vendor management and SLA production, ensuring agreements are robust and fit for purpose</li> <li>• Experience of working with external auditors on payroll and pensions related items.</li> <li>• Significant experience of working with an integrated HR &amp; Payroll system, working with multiple employment terms and conditions</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of managing a large multi-disciplinary team (&gt;10 individuals).</li> <li>• Proven experience in succession planning, business continuity and talent management</li> <li>• Experience with leadership of change activity, ensuring collaborative and accurate work with positive outcome.</li> <li>• Experience of Bureau customer management such as creating and/or reviewing annual agreements and maintaining business relationships.</li> <li>• Experience in ownership of the statutory year end processes and reporting.</li> <li>• Experience of deputising for line manager on a short term or interim basis</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of leading software implementation or equivalent significant systems change experience in a payroll environment.</li> <li>• At least two years' experience as a Payroll Manager in a local authority.</li> <li>• Experience of managing risk across the service area, ensuring concerns are fully documented, mitigated where possible and resolved as soon as possible.</li> <li>• Demonstrable experience creating and updating payroll or pay affecting policies, working with wider organisational stakeholders as required</li> <li>• Has represented the payroll and pensions service at senior level, inspiring confidence and demonstrating organisation values at the core of service delivery</li> </ul>
<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Demonstrable experience through work history, job profiles and previous employment references. Structure chart should be provided to show position as senior leader</li> <li>• Provide a copy of a plan/strategy that spans at least 12 months and includes key deliverables from service and divisional plans, reporting deadlines and resource critical times. Include how and when each deliverable will be reviewed and any associated key performance indicators</li> <li>• Provide a case study of setting and monitoring a budget relating to the service area. Detail how the budgeted spend is decided, what finance system reports are needed and when and how over and underspends are identified and reported</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p> <p>A minimum of 18 months satisfactory performance at level A evidenced via performance appraisal documents and regular one to one reviews</p> <ul style="list-style-type: none"> <li>• Demonstrable experience through work history, job profiles and previous employment references. A summary of the different roles within the team should accompany the submission</li> <li>• For each element listed below, provide a detailed description of work carried out to: <ul style="list-style-type: none"> <li>○ Address any resource or skills gaps created via staff promotion or exit. Suggest further ways in which proactive succession</li> </ul> </li> </ul>	<p><b>Evidence requirements to progress to level C:</b></p> <p>A minimum of 18 months satisfactory performance at level B evidenced via performance appraisal documents and regular one to one reviews</p> <ul style="list-style-type: none"> <li>• Provide the evidence of copies of the following: <ul style="list-style-type: none"> <li>○ Project plan or timeline showing your leadership role in a significant change activity</li> <li>○ Change management documentation (e.g., stakeholder engagement, training plans, testing phases).</li> <li>○ Examples of challenges resolved, such as data migration issues or user adoption barriers.</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• Provide an example of acting as a key contact and/or account manager for a payroll vendor and a key customer. This should include the review and analysis of contracts in place for the provision of a service where they exist, identifying any areas for improvement and ensuring ongoing monitoring activities</li> </ul>	<p>planning can be demonstrated and how the efficacy can be measured</p> <ul style="list-style-type: none"> <li>○ Identify at least three risks to business continuity and detail mitigations you have enacted</li> <li>○ Identify high potential employees and support their development</li> </ul> <ul style="list-style-type: none"> <li>• Compile a case study of leading a team through a significant change. Include within the document details of how tasks were allocated, recorded and monitored, the overarching objective of making the change, how success was to be defined and measured and any challenges overcome during the change process</li> <li>• Provide copies of SLA's reviewed and created to support the provision of services and meeting notes or agendas to support ongoing stakeholder relationships. Supply two examples of resolving customer concerns in a timely and efficient manner, improving service delivery and trust</li> <li>• Share a year end schedule or task list for a process you have been responsible for. Supply copies of the statutory year end reports and submissions made as part of the tax year finalisation. This must also include copies of communication and collaboration with finance and external audit teams regarding the year end activities</li> <li>• Document three examples within the last year of direct deputising for line manager in cross service or department meetings or in key project meetings</li> </ul>	<ul style="list-style-type: none"> <li>○ Outcomes: Improved processing time, reduced errors, or enhanced reporting capabilities.</li> <li>○ Collaboration with IT and vendors to ensure successful delivery</li> <li>• Demonstrable experience through work history, job profiles and previous employment references.</li> <li>• Provide copies of risk registers you have created or contributed to that give examples of identified risks, the potential impact of the risks, including how the impact has been calculated and how the risks were, or could be, mitigated</li> <li>• Submit examples of the following as evidence of working in the policy environment: <ul style="list-style-type: none"> <li>○ Copies or summaries of policies you've authored or revised (e.g., overpayments, holiday pay, expenses)</li> <li>○ Examples of policy rollouts, including communication and training</li> <li>○ Impact assessments or feedback showing how the policy improved clarity or compliance</li> </ul> </li> <li>• Provide examples of the following: <ul style="list-style-type: none"> <li>○ meeting minutes, agendas or attendance registers showing participation in senior leadership or cross department meetings</li> <li>○ demonstrating initiative and leadership in a collaborative environment to assist in the achievement of service plans</li> <li>○ how you have demonstrated each of the organisation's values in your interaction with other teams and/or service areas</li> </ul> </li> </ul>
<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Able to demonstrate effective leadership, ensuring collaboration, proactive resource planning and team goal attainment</li> <li>• Able to rectify service issues, increase stakeholder confidence and challenge the status quo</li> <li>• Able to manage and resolve conflict to arrive to a satisfactory conclusion</li> <li>• Able to confidently utilise and navigate reporting, pay, pensions and benefit related areas of Resourcelink</li> <li>• Advanced Excel skills, such as sumifs, countifs, xlookup and pivot tables. Has confidence interrogating and manipulating large amounts of data.</li> <li>• Excellent time management and organisational skills, utilising a range of tools and embedding them within the team to ensure that regular processing activities are monitored and completed within the specified calendars.</li> <li>• Can work with autonomy, using technical and situation skills for informed and evidence-based decision making</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Developed emotional intelligence, able to utilise different approaches to manage the team effectively and proactively</li> <li>• Able to negotiate professionally with variety of stakeholders to ensure equitable outcomes for the service</li> <li>• Effective and considered decision making skills, balancing the needs of the team and the organisation, advocating for the team during intense processing periods</li> <li>• Able to role model the introduction of positive change, using persuasive and counselling skills as required to bring about transformation.</li> <li>• Can plan and organise short term (&lt;12m) projects with clearly defined objectives, including identifying and engaging relevant stakeholders, delegating tasks and utilising project management tools to support effective project governance.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Able to assess and design automation and technological efficiencies to streamline processes and redesign existing protocol to take advantage of advancing digitalisation.</li> <li>• Advanced analytical and workflow management tools to ensure that the organisation can utilise management information to shape policy and meet relevant systems and statutory standards.</li> <li>• Able to encourage innovation and create a shared vision for the team, defining service wide SMART objectives and ensures regular review.</li> <li>• Can enable others to address issues or productivity bottlenecks by using approaches and perspectives that are new to them, or not usually considered.</li> <li>• Displays heightened emotional intelligence and confidence to present to councillors and senior council leaders on a range of pay and benefits topics</li> </ul>
<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Provide a report detailing a specific target or goal that required the work of multiple team members or service areas. Include how work was allocated according to expertise and available resource, how progress was monitored and how requests were communicated</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p> <ul style="list-style-type: none"> <li>• Submit two examples of working with stakeholders using distinctly different approaches, recognising their individuality and preferred ways of working</li> </ul>	<p><b>Evidence requirements to progress to level C:</b></p> <ul style="list-style-type: none"> <li>• Provide a case study of an effective and successful redesign that encompassed the use of advanced technologies and/or practices. Show the process before and after the change and list the tangible benefits and drawbacks of the project following completion</li> </ul>

<ul style="list-style-type: none"> <li>• Provide two examples of recurring or areas of concern and show undertaking of a root cause analysis to identify the cause. Explain how you used initiative that resulted in efficiency, improvement or automation to increase stakeholder satisfaction and/or confidence</li> <li>• Provide an anonymised case study detailing conflict within the team. Detail what policies supported resolution, what actions were taken to bring the matter to a satisfactory conclusion and what measures were put in place to mitigate future instances</li> <li>• Evidence, via either on -screen demonstration, or supplying procedure guides created by you: <ul style="list-style-type: none"> <li>- five regular payroll actions, eg enter new starter, add post, enter leaver</li> <li>- two benefit related processes, eg adding car</li> <li>- running of three RRS reports, including editing filters to streamline data</li> </ul> </li> <li>• Share two examples of spreadsheets using advanced formulae, or create one during discussion, demonstrating understanding of how the formulae is structured, why it might be used and any limitation or potential issues in using it</li> <li>• Share details of all planning tools used to ensure effective time management. Evidence proactive promotion across the team to aid consistency and visibility. Describe how these tools are used to meet the monthly requirements and wider service delivery plan</li> <li>• Provide three examples of using data and/or situational knowledge to make an informed decision without management intervention. Detail the impact in those instances of not making a decision</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence working as an advocate for the team and negotiating required changes, e.g. procedures, deadlines, workflows. Comment on how you balanced the needs of direct reports against the needs of the wider organisation</li> <li>• Submit two examples of analysing current ‘state of play’ and using logic and rationale to effect decisions that directly affected the team and their workloads</li> <li>• Collate five examples of leading and/or supporting change within the team, detail the tools and methods used to embed and persuade adoption. Summarise the outcome and comment on what interpersonal skills were needed to derive success</li> <li>• Share examples of project planning tools and documents that have been utilised to plan, resource and deliver key objectives. Provide copies of communications with stakeholders and summarise any lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>• Submit examples of using software tools to monitor objectives, business as usual activities or other relevant management information. Suggest two further enhancements that would increase accuracy or granularity</li> <li>• Share a team wide SMART objective plan that delivered multiple successful outcomes, detail how the objectives were decided, what tools and processes were used to meet the objectives and how success was measured. If an objective was not met, critically assess the barriers to success and suggest short term measures that could mitigate them</li> <li>• Collate examples of where you have encouraged team members to utilise new and different approaches in problem solving. Include methods by which new solutions were generated and feedback from team members on how you assisted this change of perspective</li> <li>• Evidence the preparation of briefing papers, reports or other communications for senior leaders and members. Supply examples of answering sensitive or challenging questions with confidence and fact-based management information, demonstrating awareness of the political environment</li> </ul>
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**\*Evidence requirements:**

Where examples are requested, this should be a **minimum of 3 different pieces of work** (unless otherwise stated), but one piece of work may be used to demonstrate multiple competencies as appropriate. If one individual piece of work does not meet all the required criteria, please ensure additional documentation is provided to evidence all the relevant criteria as detailed in the framework has been met in full.

The discussion / evidence could include, but is not limited to, evidence such as:

- Case files
- Screen shots
- Feedback or testimonials from colleagues
- Meeting notes / minutes
- Spreadsheets
- Project plans
- Feedback from other professionals
- Presentations
- KPI data
- Service Outcomes
- Observation of practice

- Reports
- Witness Statements
- Professional discussion with manager
- Training records
- Email correspondence etc.

Evidence may be supplemented with records/manager notes of discussions at 1:1s or by line manager observations

**!!!!INSERT UP TO DATE STRUTURE CHART HERE!!!**