

Welcome to the Business & Executive Support Career Progression Framework

The framework is a development tool designed to support your thinking about career progression and development with the Business and Executive Support team. It provides clarity and detail about the different job roles in these areas, signposts potential opportunities to seek out for personal and professional development and highlights transferable skills against each role.

Career progression frameworks are a key element of supporting individuals to grow and develop their career within a profession, which in turn support creating career pathways across Medway Council.

What should the Career Progression Framework be used for?

- Reflecting on opportunities and career pathways within your own job profession
- Considering career and progression options across other professions, or the wider organisation
- Understanding behaviours linked to a successful career within Sensory Service
- Thinking about transferable skills and personal strengths
- Identifying your skills and experience gaps in reference to career progression
- Building a personal development plan
- Preparing for development or career conversations
- Learning more about Business and Executive support colleagues and how they have successfully navigated their careers
- Learning more about Business and Executive Support team colleagues and how they have successfully navigated their careers

The Business and Executive Support Career Progression framework is designed to help staff have better career conversations, plan meaningful development, and to experience fulfilling careers. This supports our long-term strategy, Employee Value Proposition and Medway Council's commitment to valuing staff. These frameworks will also help support any recruitment and retention issues as well as support managers with succession planning.

Having career progression frameworks will mean there will be one place where individuals can gain an understanding of the skills and experience needed in each role.

For some individuals thinking about their career in a professional context will be familiar and for others it will be a shift. Integrating those frameworks into the employee experience at the right points offers a real opportunity for all individuals to actively map out their own career progression journey, as they understand how to gain skills, experience and identify the right learning for themselves in a structured way and at the right time.

For information on Career Frameworks and pathways in other areas within Medway Council, please search for 'Career Progression Frameworks' on the Council's Intranet site, MedSpace.

The Framework provides the following information within each job profession:

- Core Knowledge, skills and experience at professional levels within job professions
- Transferable skills and competencies associated with each professional level
- Development activities that may support vertical and lateral career progression

The Business and Executive Support Career Progression Framework should not be considered as an exhaustive resource, or as a guarantee of progression along any defined career pathway, but rather as a tool to support you to consider, discuss and plan your career and development at Medway Council.

Job Profession: Business and Executive Support

Business Support Apprentice

This is an entry level administrative role and will be engaged in prescribed and mainly reactive work, performing a limited number of straightforward tasks within established procedures and under regular supervision.

Business Support Assistant (Range 2)

Roles at this level will be providing a range of general administrative tasks to support service delivery. Relevant training and experience is likely to have been gained through prior generalist work or related activity. Post holders will need GCSEs in English and Maths or equivalent. Most work needs to be organised to meet deadlines within the day, although some work may need to be scheduled to meet known deadlines within the week or month. May be required to support and/or provide training to colleagues.

Personal Assistant (Range 3)

Roles at this level will encompass administrative business support as well as providing support to an Assistant, Deputy Director or Director. They may work alongside an Executive Assistant. PA's act as a gateway; at times, screening and responding to queries on their behalf. Post holders will have a clear understanding of the key priorities for the area they are supporting. They will have the confidence, skills and ability to interact with a diverse range of stakeholders at different levels, both within and outside the organisation. They may work alongside an Executive Assistant.

Business Support Officer / Business and Finance Support Officer (Range 3)

Roles at this level encompass general administrative and/or finance work, which is more varied and skilled although still fairly prescribed, with minimal day to day supervision and general guidance as to what is required. A detailed understanding of methods, systems and procedures will be required. Roles at this level may provide coaching and/or training to others who are carrying out similar duties. Work activities will tend to fall within an established working pattern, applying skills and knowledge to provide a range of administrative support activities.

Business Support Officer (with line management responsibilities) (Range 3)

Roles at this level encompass general administrative and/or finance work, which is more varied and skilled although still fairly prescribed, with minimal day to day supervision and general guidance as to what is required. A detailed understanding of methods, systems and procedures will be required. Roles at this level provide supervision, coaching and/or training to apprentices and Business Support Assistants. Work activities will tend to fall within an established working pattern, applying skills and knowledge to provide a range of administrative support activities.

Business Support Team Leader (Range 4)

Roles at this level require an in-depth knowledge of administrative or specialist methods and procedures, gained through experience and formal qualification. The knowledge is applied to provide a range of administrative support activities. Work may still have routine elements at times, but more advanced support will be provided to the service. Roles at this level will be managing a team.

Executive Assistant to Cabinet Members/Leader (Range 4)

Roles at this level require previous experience of working in a similar role and specialist knowledge of the business area they support. The post holder will be able to manage a demanding and varied workload requiring prioritisation of conflicting tasks, along with the ability to always remain calm and professional. The post holder will be able to confidently support Cabinet Members/Leader of the Council, enabling them to function and lead effectively in an organised way. A detailed understanding of methods, systems and procedures will be required.

Programme Officer (Range 5)

Roles at this level require strong programme and project management expertise, combined with a detailed understanding of governance, compliance, and policy within a local government context. The post holder will manage a varied and demanding workload, balancing strategic priorities with operational delivery, and will provide high-level support to the Director of Children and Adults to enable effective leadership and decision-making.

The role involves coordinating complex programmes, managing budgets, and leading risk and information governance processes. The post holder will liaise with internal and external stakeholders, represent the Director when required, and contribute to policy development through research, analysis, and reporting. Advanced organisational, communication, and problem-solving skills are essential, alongside the ability to manage staff, champion equality and inclusion, and ensure compliance with statutory requirements. Roles at this level may also include leading cultural change initiatives, supporting strategic engagement, and driving continuous improvement across the Directorate.

Executive Assistant (Range 5)

Roles at this level require an in-depth specialist knowledge of administrative specialist methods and procedures, as well as the business area they support gained through experience and formal qualification. The post holder will be able to manage a demanding and varied workload requiring prioritisation of conflicting tasks, along with the ability to always remain calm and professional. The post holder will be able to confidently support the Assistant Director/Director, enabling them to function and lead effectively in an organised way. A detailed understanding of methods, systems and procedures will be required. Roles at this level may include supervision, coaching and/or training others. In addition, the post holder will be expected to contribute to projects and analysis of data. They are responsible for making the Director / Assistant Director aware of and brings their focus and attention to challenging issues, providing innovative solutions to help mitigate risk.

Personal Assistant to Chief Executive (Range 5)

This role requires the post holder to have a broad knowledge and understanding across the whole Council and an in-depth knowledge of related systems and legislation. They are responsible for working closely with the Executive Assistant. The post holder will be responsible for provide a wide-ranging support service for the Chief Executive.

Executive Assistant to Chief Executive (Range 6)

In addition to the Personal Assistant to the Chief Executive above, this role will require the post holder to have detailed organisational knowledge. They will provide a wide-ranging executive support service for the Chief Executive to enable them to focus on strategic initiatives and leadership. The post holder will also provide advisory and consultancy advice to the wider Corporate Management Team, members of the Cabinet and the Council.

How might you use the Career Framework?

The Business & Executive Support Career Progression Framework aims to support your career. It provides clear and consistent information to help you to develop, and to plan your progress.

Depending on where you are in your career journey, the Framework could be used to inform conversations with your line manager by providing a foundation for discussions about your ongoing training and development needs, or preparation for the next stage in your career.

For Individuals:

You will be able to use the available frameworks to identify the skills and experience you need at any point in time for any given professional role. You will clearly be able to see how you can progress within each Role as well as how to progress through the career framework.

The frameworks will support you to plan and manage your own career, helping you plan your learning journey to support your career aspirations.

The frameworks will help you take control of and steer your development conversations more effectively, so they reflect your professional priorities and needs.

An understanding of the professional technical and experience needed for a role will also support you if you want to look for a move, as the professional requirements are reflected in recruitment.

For Managers:

The frameworks will help you structure conversations with individuals in your team providing a narrative for you to use in development conversations.

The frameworks provide a way to build a joint understanding with individuals in your team, or the professional expectations, especially where you may be in a different profession.

Using frameworks and Job Descriptions to inform discussions on recruitment can help you ensure you get the right person in post, with the right skills needed.

How the Framework is organised

This framework is organised in the following way:

Job profession

A job profession represents a group of jobs that have similar professional characteristics. Although the level of responsibility will differ, the essential nature of activities carried out is consistent across the profession and there is a reasonable expectation that people would progress within the profession between levels.

This framework covers the following job profession(s):

- Business Support Apprentice
- Business Support Assistant
- Personal Assistant
- Business Support Officer (with / without line management responsibilities)
- Business and Finance Support Officer
- Business Support Team Leader
- Executive Assistant

A single job profession tends to represent an area of specialist expertise, described at different role levels.

Some job roles may combine more than one job profession, meaning that the post holder has expertise in more than one specialism. In these circumstances, consider how your role is reflected in one or a combination of professions, and how you would like to build your career going forward. Consider where you would like to focus your energies on building experience in your area of interest and potentially increasing your specialisation within a certain profession. Use the information in the framework relating to development and transferable skills and competencies to support your thinking.

Personal and Professional Development

The Career Progression Framework highlights different ways in which staff can actively develop their personal and professional skills.

This may include:

On the job learning (learning by doing)

Learning from others (through observing and interacting with other people or groups)

Formal learning (classroom based)

There are other ways in which staff can actively develop their personal and professional skills, such as:

Stepping Up (covering an employee's annual or sick leave to gain relevant experience and development (unpaid))

Acting Up (covering the duties of a higher-graded post on a longer-term basis (paid))

Secondments (a temporary transfer of an employee to another section or department. Usually within Medway Council but can also be an external organisation)

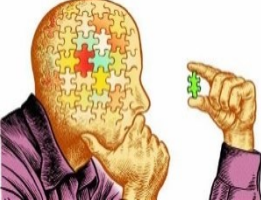
The Career progression framework points to relevant learning and development suggestions to reach the level at which they are displayed. For example, information displayed at a Level C refers to the development required to reach an Accomplished level within that job role.

In some cases, development options should not be considered as essential, but as useful suggestions to build, encourage and support staff to build expertise, confidence and experience to enable their next chosen move.

Transferable Skills

Transferable skills support a flexible approach to career planning through highlighting abilities, attributes and behaviours that underpin effective performance. They can give a preliminary basis for identifying where transferable skills could be helpful to job mobility and provide a starting point for understanding strengths. These skills can be developed and refined through working experience or learning interventions as part of any personal and professional Development.

Are you a browser, a thinker, a mover or a supporter?

How can you use the Career Progression Framework?			
			
Browsers	Thinkers	Movers	Supporters
Are you reflecting broadly on a career with Medway Council? If so, use the framework to look at the kinds of experiences and development you might need to join different job professions at different ranges. You may also be interested in transferable skills to see what pathway best suits you.	Are you thinking about your longer-term career and may be deliberating between a few directions? If so, you can use the framework to understand how to gain the kind of experience you need to progress your longer-term ambitions. You can gain insight into the kinds of development you might consider actioning.	Are you ready to progress, you know exactly where you want to go? If so, you can use this framework to gain information for your next move. You can locate the professional job role and level you are interested in and find relevant information on job titles, experience, skills, and development.	Are you a manager, a coach, a mentor or a supportive friend? If so, you can use the framework to recruit, inspire and develop staff through meaningful conversations, even if you are not a subject matter expert in the professional field.

Case Studies

NAME 1	Photo
Job Title 1	
Biog:	

NAME 2	Photo
Job Title 2	
Biog:	

Apprentice level 2/3	Job Title: Business/Executive Support Apprentice	
Duties: • <i>To learn and develop the skills to work with various teams in delivering services to Medway Council residents.</i> • <i>To develop a wide range of skills and experience</i>		
Apprenticeship Standard: Please insert link to the apprenticeship standard that applies to this role		
Level 2 Intermediate Apprenticeship	Level 3 Advanced Apprenticeship	Level 4 Higher Apprenticeship
Apprenticeships are a mixture of ‘on’ and ‘off’ the job learning. Apprentices will earn whilst they learn and gain practical and transferable skills throughout their apprenticeship. Apprentices will work within an apprenticeship framework detailing the qualifications needed to be completed, the key skills targets and any other requirements of the apprenticeship. Each framework will also include information on job roles, entry routes, length of the apprenticeships and career paths available upon completion. This Apprenticeship currently offers a Customer Service Standard apprenticeship and functional skills if required.		

Range 2	Job Title: Business Support Assistant	
Duties: Roles at this level will be providing a range of general administrative tasks to support service delivery. Relevant training and experience is likely to have been gained through prior generalist work or related activity. Post holders will need GCSEs in English and Maths or equivalent. Most work needs to be organised to meet deadlines within the day, although some work may need to be scheduled to meet known deadlines within the week or month. May be required to support and/or provide training to colleagues		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
<u>Qualifications</u> GCSEs in English and Maths (grades 4-9) or equivalent level 2 qualification	<u>Qualifications</u>	<u>Qualifications</u> Evidence of ongoing continuous professional development.
<u>Evidence requirements:</u> GCSE certificates to include Maths and English to be provided through onboarding process.	<u>Evidence requirements to progress to level B:</u>	<u>Evidence requirements to progress to level C:</u> Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
<u>Knowledge</u> - An awareness and understanding of confidentiality and data protection procedures. - An awareness of equality, diversity and inclusion.	<u>Knowledge</u> - An awareness of the service area. - An awareness of policies and legislation relevant to the service. - A good understanding of the procedures and practices relevant to the service area and own area of work.	<u>Knowledge</u> Knowledge of GDPR and its importance when handling data and information sharing.

<u>Evidence requirements (knowledge):</u> • Describe your understanding of confidentiality and the importance of data protection procedures. • Describe your understanding of equality, diversity and inclusion and provide a practical example to demonstrate your understanding.	<u>Evidence requirements (knowledge):</u> • Provide examples that show your understanding of the service area, and how your role fits into that context. • Provide a minimum of 2 examples evidencing how knowledge and/or technical ability has been applied. • Provide examples that demonstrate your familiarity with day-to-day procedures and practices.	<u>Evidence requirements (knowledge):</u> • Describe your understanding of GDPR and how you have applied best practice in your role.
<u>Experience</u> • Experience of providing administrative support to a team. • Experience of undertaking routine data entry with care and accuracy.	<u>Experience</u> • Experience of supporting with multiple copies of documents, using photocopier. • Experience of dealing with confidential and sensitive data.	<u>Experience</u> • Experience of analysing information and considering alternative solutions. • Experience of providing a comprehensive administrative and/or customer support service. • Experience of updating records on electronic or hard copy filing systems. • Experience of undertaking minute taking (if required for role).
<u>Evidence requirements (experience):</u> • Provide examples of specific tasks you have undertaken and how your supported has impacted the team. • Provide a summary detailing your experience of undertaking data entry, highlighting how you ensure attention to detail.	<u>Evidence requirements (experience):</u> • Provide a management observation which assesses your competence of using a photocopier and producing multiple copies of documents in large batches. • Provide details of the data you are handling and how you ensure the information is handled and stored appropriately.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months experience at level 2B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide examples where you have assessed data, identified issues and explored different options before making a decision. • Provide examples demonstrating your ability to manage a variety of administrative tasks efficiently whilst maintaining a high standard of service. • Provide examples where you have updated records on digital and/or manual systems, while also demonstrating that you understand the importance of accuracy, organisation and confidentiality. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise key actions and produce accurate records.
<u>Skills</u> • Ability to use Microsoft Word, Excel, Teams and Outlook. • Effectively exchange basic information, both orally and in writing. • Ability to always maintain confidentiality.	<u>Skills</u> • Ability to organise and prioritise workload to achieve deadlines.	<u>Skills</u> • Good interpersonal skills with a confident telephone manner, and the ability to create a welcoming environment for members of the public, staff and stakeholders. • Demonstrable ability to work within defined procedures and to work independently, using initiative to deal with situations, referring to supervisor/line manager for unusual or difficult problems. • Ability to input data, where accuracy, confidentiality and security are important. • Ability to demonstrate commitment to equality, diversity and inclusion.

Evidence requirements (skills): - Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions. - Ability to provide clear and accurate information both orally and in writing, evidenced through application and interview questions. - Provide an example to demonstrate how you handle sensitive information.	Evidence requirements (skills): Provide an example how you manage tasks efficiently, adapting to changing priorities and achieve deadlines.	Evidence requirements (skills): - Provide a range of examples that highlight your communication skills, professionalism and approach to customer service. - Provide a range of examples that highlights your ability to follow organisational policies and procedures whilst also using initiative to deal with straightforward situations. - Provide a range of examples that demonstrates your ability in input data accurately. - Provide an example demonstrating how you actively promote equality, diversity and inclusion in the workplace.
--	--	--

Range 3	Job Title: Personal Assistant	
Duties: Roles at this level will encompass administrative business support as well as providing support to an Assistant, Deputy Director or Director. They may work alongside an Executive Assistant. PA’s act as a gateway; at times, screening and responding to queries on their behalf. Post holders will have a clear understanding of the key priorities for the area they are supporting. They will have the confidence, skills and ability to interact with a diverse range of stakeholders at different levels, both within and outside the organisation. They may work alongside an Executive Assistant.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
Qualifications 5 GCSEs at grade 4-9 (including English and Maths). - Willingness to work towards Level 3 in Business Administration or equivalent.	Qualifications Working towards Level 3 in Business Administration or equivalent.	Qualifications - Level 3 in Business Administration or equivalent. - Evidence of ongoing continuous professional development.
Evidence requirements: - GCSE certificates to include Maths and English to be provided through onboarding process. - Commitment provided to manager.	Evidence requirements to progress to level B: Working towards Level 3 in Business Administration, or equivalent / 50% completed.	Evidence requirements to progress to level C: - Level 3 in Business Administration certificate. - Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
Knowledge - Knowledge of the principles of good customer service - Knowledge of GDPR and its importance when handling data and information sharing. - Knowledge and understanding of how teams work with other services taking a proactive approach towards helping others. - A good understanding of equality, diversity and inclusion.	Knowledge - Knowledge of the service area in which you are engaged. - Knowledge of procedures, legislation and/or practices relevant to the area in which you are working. - Knowledge of the IT systems used to perform your role. - Awareness of the Council’s financial processes and procedures relevant to role.	Knowledge - Practical and procedural knowledge across the division in which you are employed. - Practical and procedural knowledge required to process Freedom of Information (FOI) and Subject Access Requests (SAR). - Awareness of the political environment and the role of elected Members in decision-making, scrutiny, and service delivery.
Evidence requirements (knowledge): - Ability to show that you understand how to meet customer needs effectively, maintain professionalism and contribute to a positive experience. - Describe your understanding of GDPR and how you have applied the 7 principles of GDPR and best practice in your role.	Evidence requirements (knowledge): Through a written statement or a documented discussion, demonstrate an understanding of the services you support, how they fit into the wider council structure, and the importance of your role in enabling service delivery.	Evidence requirements (knowledge): - Provide a minimum of 3 examples demonstrating how you have applied practical and procedural knowledge across the division. - Provide examples of completed responses to demonstrate your familiarity with the procedures required when handling FOI’s and/or SAR’s and the steps/timelines involved.

• Demonstrate your knowledge and understanding of how teams work, highlighting collaboration, communication and initiative. • Demonstrate that you understand the principles of equality, diversity and inclusion and how they are applied in the workplace together with an example of how you have applied this in your role.	• Evidence through a documented discussion with your manager how you have applied policies and procedures relevant to your role. • Demonstrate your familiarity with the IT systems used within your role, with examples of use such as screenshots, reporting tools, witnessed use, and how you use them to carry out your duties efficiently and accurately. • Demonstrate your awareness of the Council's financial processes and procedures in relation to raising purchase orders and processing invoices, this might be through screen shots of using Integra, reports, feedback or witnessed use.	• Provide examples of work that demonstrate your awareness of the governance structure, the role of elected members and professional boundaries.
Experience • Experience of providing administrative support to a senior manager. • Experience of providing a comprehensive administrative support service across a range of services. • Experience of undertaking complex minutes and taking proactive approach to tracking actions.	Experience • Experience of dealing with confidential and sensitive data. • Experience of working in a personal assistant environment and providing excellent administrative support service in the public sector. • Experience of maintaining an effective forward planning system. • Experience of supporting with a range of complex administrative tasks such as writing reports, letters, presentations etc.	Experience • Experience of using data to positively influence performance. • Experience of supporting projects and data analysis. • Experience of building sound and productive working relationships with customers, colleagues, partners and staff groups and can engage others in a credible and persuasive way.
Evidence requirements (experience): • Provide examples that demonstrate your experience of managing high level tasks and supporting strategic functions to a senior manager. • Provide examples of providing a comprehensive administrative support including diary and meeting management, task coordination and responding to emails/letters. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions.	Evidence requirements (experience): <i>Minimum of 12 months experience at level 3A for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide examples of the data you are handling and include steps you take to ensure the information is handled and stored appropriately. • Provide a range of examples that showcase the skills, responsibilities and achievements you have gained as a personal assistant. • Provide a range of examples that show how you have proactively organised, scheduled and managed tasks effectively include any tools, methods, or programs you use. • Provide a range of documents that highlight your ability to produce high quality written and visual materials, such as reports, letters, presentations, newsletter.	Evidence requirements (experience): <i>Minimum of 18 months experience at level 3B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide 3 examples demonstrating how you have collected and analysed data to improve outcomes, efficiency or decision making, to include any output such as a report • Provide examples where you have supported projects and assisted with maintaining project documentation such as risk logs, action trackers and meeting minutes. • Provide a range of examples (that evidence variety of form and audience) where you have worked with colleagues to deliver a shared goal, built strong working relations and established trust with partners through regular communication and follow up.
Skills • Proficient in the use of Microsoft Office applications including Word, Excel, Teams, PowerPoint and Outlook. • Ability to undertake minutes quickly and accurately. • Ability to demonstrate effective organisational and planning skills	Skills • Ability to handle and process financial documentation accurately. • Ability to use own judgement and creativity to assess situations and solve straightforward problems.	Skills • Ability to model high levels of professionalism and promote a culture of professional standards.

• Good interpersonal and communication skills. Able to communicate effectively at all levels. • Ability to work within defined procedures and to work independently, using initiative to deal with situations, referring to supervisor/line manager for unusual or difficult problems. • Ability to always remain polite and courteous. • Ability to always maintain confidentiality.	• Ability to deal with considerable levels of work-related pressure. • Report writing skills and ability to take accurate notes and draft correspondence. • Ability to explain tasks to others and provide support.	• Excellent administrative skills, with experience of adapting services, where possible, to meet service needs and can take the initiative to work with other agencies where necessary. • Ability to present complex/sensitive information in an understandable way, to a range of audiences. • Ability to undertake work that requires a range of imaginative solutions and responses and involves application of fresh and innovative thinking.
<u>Evidence requirements (skills):</u> • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions. • Provide examples where you taken minutes ensuring accuracy and confidentiality. • Provide examples that show how you have successfully managed time, resources and task to achieve goals efficiently. • Ability to provide clear and accurate information both orally and in writing, evidenced through application and interview questions. • Provide a range of examples that highlights your ability to follow organisational policies and procedures whilst also using initiative to deal with straightforward situations. • Provide examples where you have maintained professionalism and respect even in challenging or high-pressure situations. • Provide examples where you have respected confidentiality within your role.	<u>Evidence requirements (skills):</u> • Provide examples where you have worked with financial data or documents, showing attention to detail, compliance with procedures and accuracy in processing. • Provide examples where you have independently identified an issue, include the thought process of possible solutions, action taken with rationale and evaluation. • Provide examples where you have shown resilience through remaining calm, focussed and effective despite tight deadlines, high workload or unexpected challenges. Your examples should include methods or tools used and any feedback. • Provide examples where you have produced clear, structured and professional written material, such as reports/briefings, for senior management. • Provide examples where you have clearly communicated instructions, guided someone through a process or helped others understand how to complete a task, supported with feedback.	<u>Evidence requirements (skills):</u> • Provide examples where you have upheld organisational values and encouraged others to do the same, this could be supported with feedback from others. • Provide a range of examples where you have used systems to support daily operations, identify inefficiencies and implemented improvements and worked with partners to coordinate or share information. • Provide a range of examples where you have tailored your communication style to suit different audiences. Examples should include a variety of mediums, appropriate tone and language, and demonstrate understanding from the receiver. • Provide a range of examples where you have applied imaginative and innovative thinking, to include feedback on the ideas shared.

Range 3	Job Title: Business Support Officer (without line management responsibility)	
Duties: Roles at this level encompass general administrative and/or finance work, which is more varied and skilled although still fairly prescribed, with minimal day to day supervision and general guidance as to what is required. A detailed understanding of methods, systems and procedures will be required. Roles at this level may provide coaching and/or training to others who are carrying out similar duties. Work activities will tend to fall within an established working pattern, applying skills and knowledge to provide a range of administrative support activities.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
<u>Qualifications</u> - A minimum of 5 GCSEs including English and Maths (grades 4-9) or equivalent. - Willingness to work towards Level 3 in Business Administration or equivalent.	<u>Qualifications</u> Working towards Level 3 in Business Administration or equivalent.	<u>Qualifications</u> - Level 3 in Business Administration or equivalent. - Evidence of ongoing continuous professional development.

<u>Evidence requirements:</u> - GCSE certificates to include Maths and English to be provided through onboarding process. - Commitment provided to manager	<u>Evidence requirements to progress to level B:</u> Working towards Level 3 in Business Administration, or equivalent / 50% completed.	<u>Evidence requirements to progress to level C:</u> - Level 3 in Business Administration certificate. - Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
<u>Knowledge</u> - Knowledge of the principles of good customer service - Knowledge of GDPR and its importance when handling data and information sharing. - Knowledge and understanding of how teams work with other services taking a proactive approach towards helping others.	<u>Knowledge</u> - A good understanding of equality, diversity and inclusion. - A detailed working knowledge of the broader activities of the service. - A good understanding of relevant policies and procedures in own area of work. - Knowledge of the IT systems used to perform your role.	<u>Knowledge</u> - Practical and procedural knowledge across the division in which you are employed. - A good understanding of the Council's Record Retention Policy and freedom of information protocols.
<u>Evidence requirements (knowledge):</u> - Show that you understand how to meet customer needs effectively, maintain professionalism and contribute to a positive experience. - Describe your understanding of GDPR and how you have applied the 7 principles of GDPR and best practice your role. - Demonstrate your knowledge and understanding of how teams work, highlighting collaboration, communication and initiative.	<u>Evidence requirements (knowledge):</u> - Demonstrate through 1:1 discussion your understanding of the principles of equality, diversity and inclusion and how they are applied in the workplace together with 2 examples of how you have applied this in your role. - Detail, through either a documented discussion or a written statement, understanding of the services you support, how they fit into the directorate, and the importance of your role in enabling service delivery. - Evidence through a documented discussion with your manager how you have applied policies and procedures relevant to your role. - Demonstrate, with screenshots, reports or witnessed use, your familiarity with the IT systems used within your role and how you use them to carry out your duties efficiently and accurately.	<u>Evidence requirements (knowledge):</u> - Provide a minimum of 3 examples demonstrating how you have applied practical and procedural knowledge across the division. - Provide response examples to demonstrate your familiarity with the procedures required when retaining data and handling FOI's and/or SAR's. Explain the steps/timelines involved.
<u>Experience</u> - Experience of providing an administrative and/or customer support service. - Experience of updating records accurately using electronic or hard copy filing systems/databases. - Experience of undertaking complex minutes and taking a proactive approach to tracking actions (if required for role).	<u>Experience</u> - Experience of dealing with confidential and sensitive data. - Experience of coaching/supporting others in their role. - Experience of providing project support.	<u>Experience</u> - Experience of confidently using specialist IT packages relevant to the service area in which you are working. - Experience of providing general information, advice and guidance on internal procedures relating to finance. - Experience of contributing to Freedom of Information requests.
<u>Evidence requirements (experience):</u> A minimum of 2 years' experience in a similar role evidenced through work history within application - Provide examples of providing a comprehensive administrative and/or customer support service. - Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions.	<u>Evidence requirements (experience):</u> <i>Minimum of 12 months experience at level 3A for career progression applications evidenced by HR records and/or performance appraisal documents.</i> Provide details of the data you are handling and include steps you take to ensure the information is handled and stored appropriately.	<u>Evidence requirements (experience):</u> Minimum of 18 months experience at level 3B for career progression applications evidenced by HR records and/or performance appraisal documents. Provide 3 examples of different IT packages that highlight your technical competence and ability to adapt to digital systems, this

• Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions.	• Provide examples where you have helped colleagues learn, grow or improve their performance. Examples should include resources used, communications shared, and evaluation with feedback. • Provide examples where you have contributed to the planning, coordination and delivery of projects while maintaining risk logs and timelines.	should include evidence such as screenshots, reports or witnessed use. • Provide examples where you have provided advise to staff on submitting expenses, raising purchase orders or processing invoices. • Provide response examples that highlight your understanding of the FOI process and your role in gathering information.
<u>Skills</u> • Ability to use Microsoft Word, Excel, Teams and Outlook. • Ability to demonstrate effective organisational and planning skills. • Good interpersonal skills with a confident telephone manner, and the ability to create a welcoming environment for members of the public, staff and stakeholders. • Ability to work within defined procedures and to work independently, using initiative to deal with situations, referring to supervisor/line manager for unusual or difficult problems. • Ability to input data, where accuracy, confidentiality and security are important. • Attention to detail with the ability to proofread. • Ability to always maintain confidentiality. • Good time management skills.	<u>Skills</u> • Ability to communicate in a manner which is easily understood and tailored to meet the needs of the audience. • Demonstrable ability to explain straightforward tasks to others, where required. Examples should include resources used, communications shared, and evaluation with feedback. • Demonstrates the ability to deal with considerable levels of work-related pressure.	<u>Skills</u> • Ability to model high levels of professionalism and promote a culture of professional standards. • Ability to use own judgement and creativity to assess situations, solve problems and adapt to new ways of working.
<u>Evidence requirements (skills):</u> • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions. • Provide examples where you where you have successfully managed time, resources and priorities to meet deadlines. • Ability to provide clear and accurate information both orally and in writing, evidenced through application and interview questions. • Provide a range of examples that highlights your ability to follow organisational policies and procedures whilst also using initiative to deal with straightforward situations. • Provide examples where you have handled sensitive information with care, adhered to data protection procedures and ensured high levels of accuracy in your work. • Provide examples where you have reviewed documents, spotted and corrected errors and ensured high standards of accuracy. • Provide examples where you have respected confidentiality within your role. • Provide examples where you have demonstrated good time management skills in your role.	<u>Evidence requirements (skills):</u> • Provide a range of examples, with variety or medium used and target audience, where you have tailored your communication style to suit different audiences, this should include correct tone and language used as well as demonstrate understanding by the receiver. • Provide examples where you have clearly communicated instructions, guided someone through a process or helped others understand how to complete a task. • Provide examples where you have shown resilience through remaining calm, focussed and effective despite tight deadlines, high workload or unexpected challenges. Your examples should include methods or tools used and any feedback.	<u>Evidence requirements (skills):</u> • Provide examples where you have upheld organisational values and encouraged others to do the same, this could be supported with feedback from others. • Provide examples where you have independently identified an issue, include the thought process of possible solutions, action taken with rationale and evaluation.

Range 3	Job Title: Business Support Officer (with line management responsibility)	
Duties: Roles at this level encompass general administrative and/or finance work, which is more varied and skilled although still fairly prescribed, with minimal day to day supervision and general guidance as to what is required. A detailed understanding of methods, systems and procedures will be required. Roles at this level provide supervision, coaching and/or training to apprentices and Business Support Assistants. Work activities will tend to fall within an established working pattern, applying skills and knowledge to provide a range of administrative support activities.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
<u>Qualifications</u> - A minimum of 5 GCSEs including English and Maths (grades 4-9) or equivalent. - Willingness to work towards Level 3 in Business Administration or equivalent.	<u>Qualifications</u> Working towards Level 3 in Business Administration or equivalent.	<u>Qualifications</u> - Level 3 in Business Administration or equivalent. - Evidence of ongoing continuous professional development.
<u>Evidence requirements:</u> - GCSE certificates to include Maths and English to be provided through onboarding process. - Commitment provided to manager	<u>Evidence requirements to progress to level B:</u> Working towards Level 3 in Business Administration, or equivalent / 50% completed.	<u>Evidence requirements to progress to level C:</u> - Level 3 in Business Administration certificate. - Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
<u>Knowledge</u> - Knowledge of GDPR and its importance when handling data and information sharing. - A good understanding of relevant policies and procedures in own area of work.	<u>Knowledge</u> - A good understanding of equality, diversity and inclusion. - A detailed working knowledge of the broader activities of the service.	<u>Knowledge</u> A good understanding of the Council’s Record Retention Policy and freedom of information protocols.
<u>Evidence requirements (knowledge):</u> - Describe your understanding of GDPR and how you have applied the 7 principles of GDPR and best practice in your role. - Demonstrate your knowledge of procedures, legislating and/or practices relevant to your role.	<u>Evidence requirements (knowledge):</u> - Demonstrate through 1:1 discussion your understanding of the principles of equality, diversity and inclusion and how they are applied in the workplace together with 2 examples of how you have applied this in your role. - Demonstrate an understanding of the services you support, how they fit into the directorate, and the importance of your role in enabling service delivery.	<u>Evidence requirements (knowledge):</u> Provide examples to demonstrate your familiarity with the procedures required when retaining data and handling FOI’s and/or SAR’s. Explain the steps/timelines involved.
<u>Experience</u> - Experience of providing a comprehensive administrative and/or customer support service. - Experience of updating records accurately using electronic or hard copy filing systems/databases. - Experience of supervising/coaching/supporting others in their role. - Experience of undertaking complex minutes and taking a proactive approach to tracking actions (if required for role).	<u>Experience</u> - Experience of dealing with confidential and sensitive data. - Experience of undertaking formal supervision. - Experience of providing project support.	<u>Experience</u> - Experience of confidently using specialist IT packages relevant to the service area in which you are working. - Experience of providing general information, advice and guidance on internal procedures relating to finance. - Experience of contributing to Freedom of Information requests.

<u>Evidence requirements (experience):</u> <i>A minimum of 2 years' experience in a similar role.</i> • Provide examples of providing a comprehensive administrative and/or customer support service. • Provide examples where you have updated records on digital and/or manual systems, while also demonstrating that you understand the importance of accuracy, organisation and confidentiality. • Provide examples where you have provided one to one support to help colleagues build confidence and competence in their roles. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions.	<u>Evidence requirements (experience):</u> <i>Minimum of 12 months at 3A with satisfactory performance. Evidenced by personal records and/or performance appraisal documents.</i> • Provide details of the data you are handling and include steps you take to ensure the information is handled and stored appropriately. • Provide examples where you have undertaken formal supervision, performance appraisals and supported staff wellbeing and development. • Provide examples where you have contributed to the planning, coordination and delivery of projects while maintaining risk logs and timelines.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months experience at level 3B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide 3 examples of different IT packages that highlight your technical competence and ability to adapt to digital systems, this should include evidence such as screenshots, reports or witnessed use. • Provide examples where you have provided advise to staff on submitting expenses, raising purchase orders or processing invoices. • Provide 1:1 discussion record which details familiarity with the procedures required when handling FOI's and/or SAR's and the steps/timelines involved.
<u>Skills</u> • Ability to use Microsoft Word, Excel, Teams and Outlook. • Ability to demonstrate effective organisational and planning skills. • Good interpersonal skills with a confident telephone manner, and the ability to create a welcoming environment for members of the public, staff and stakeholders. • Ability to work within defined procedures and to work independently, using initiative to deal with situations, referring to supervisor/line manager for unusual or difficult problems. • Ability to input data, where accuracy, confidentiality and security are important. • Attention to detail with the ability to proofread. • Ability to always maintain confidentiality. • Good time management skills.	<u>Skills</u> • Ability to communicate in a manner which is easily understood and tailored to meet the needs of the audience. • Ability to explain straightforward tasks to others, where required. • Demonstrates the ability to deal with considerable levels of work-related pressure.	<u>Skills</u> • Ability to model high levels of professionalism and promote a culture of professional standards. • Ability to use own judgement and creativity to assess situations, solve problems and adapt to new ways of working.
<u>Evidence requirements (skills):</u> • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions. • Provide examples where you where you have successfully managed time, resources and priorities to meet deadlines. • Ability to provide clear and accurate information both orally and in writing, evidenced through application and interview questions.	<u>Evidence requirements (skills):</u> • Provide a range of examples, with variety or medium used and target audience, where you have tailored your communication style to suit different audiences, this should include correct tone and language used as well as demonstrate understanding by the receiver. • Provide examples where you have clearly communicated instructions, guided someone through a process or helped others understand how to complete a task.	<u>Evidence requirements (skills):</u> • Provide examples where you have upheld organisational values and encouraged others to do the same, this could be supported with feedback from others. • Provide examples where you have independently identified an issue, include the thought process of possible solutions, action taken with rationale and evaluation.

• Provide a range of examples that highlights your ability to follow organisational policies and procedures whilst also using initiative to deal with straightforward situations. • Provide examples where you have handled sensitive information with care, adhered to data protection procedures and ensured high levels of accuracy in your work. • Provide examples where you have reviewed documents, spotted and corrected errors and ensured high standards of accuracy. • Provide examples where you have respected confidentiality within your role. • Provide examples where you have demonstrated good time management skills in your role.	• Provide examples where you have shown resilience through remaining calm, focussed and effective despite tight deadlines, high workload or unexpected challenges. Your examples should include methods or tools used and any feedback.	
--	---	--

Range 3	Job Title: Business and Finance Support Officer	
Duties: Roles at this level encompass general administrative and/or finance work, which is more varied and skilled although still fairly prescribed, with minimal day to day supervision and general guidance as to what is required. A detailed understanding of methods, systems and procedures will be required. Roles at this level may provide coaching and/or training to others who are carrying out similar duties. Work activities will tend to fall within an established working pattern, applying skills and knowledge to provide a range of administrative support activities.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
<u>Qualifications</u> - A minimum of 5 GCSEs including English and Maths (grades 4-9) or equivalent. - Willingness to work towards Level 3 in Business Administration or equivalent.	<u>Qualifications</u> Working towards Level 3 in Business Administration or equivalent.	<u>Qualifications</u> - Level 3 in Business Administration or equivalent. - Evidence of ongoing continuous professional development.
<u>Evidence requirements:</u> GCSE certificates to include Maths and English to be provided through onboarding process.	<u>Evidence requirements to progress to level B:</u> Working towards Level 3 in Business Administration, or equivalent / 50% completed.	<u>Evidence requirements to progress to level C:</u> - Level 3 in Business Administration certificate. - Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
<u>Knowledge</u> - Knowledge of GDPR and its importance when handling data and information sharing. - A good understanding of relevant policies and procedures in own area of work.	<u>Knowledge</u> - A detailed working knowledge of the broader activities of the service. - A good understanding of equality, diversity and inclusion. - An awareness of the Councils financial regulations, guidelines and procedures.	<u>Knowledge</u> An awareness of the Council's Record Retention Policy and freedom of information protocols.
<u>Evidence requirements (knowledge):</u> Describe your understanding of GDPR and how you have applied the 7 principles of GDPR and best practice in your role.	<u>Evidence requirements (knowledge):</u> Demonstrate an understanding of the services you support, how they fit into the directorate, and the importance of your role in enabling service delivery.	<u>Evidence requirements (knowledge):</u> Provide examples to demonstrate your familiarity with the procedures required when retaining data and handling FOI’s and/o SAR’s. Explain the steps/timelines involved.

• Demonstrate your knowledge of procedures, legislating and/or practices relevant to your role.	• Demonstrate that you understand the principles of equality, diversity and inclusion and how they are applied in the workplace together with 2 examples of how you have applied this in your role. • Provide an example where you have applied your knowledge of the Council's financial procedures in your role.	
Experience • Experience of providing a comprehensive administrative and/or customer support service. • Experience of using financial systems to raise purchase orders and process invoices. • Experience of updating records accurately using electronic or hard copy filing systems. • Experience of providing general information, advice and guidance on internal procedures relating to finance. • Experience of undertaking complex minute taking and taking a proactive approach to tracking actions (if required for role).	Experience • Experience of dealing with confidential and sensitive data. • Experience of coaching/supporting others in their role. • Experience of providing project support.	Experience • Experience of confidently using specialist IT packages relevant to the service area in which you are working. • Experience of providing general information, advice and guidance on internal procedures relating to finance. • Experience of contributing to Freedom of Information requests.
Evidence requirements (experience): <i>A minimum of 2 years' experience in a similar role.</i> • Provide examples of providing a comprehensive administrative and/or customer support service. • Provide examples to evidence your experience of using financial systems to raise purchase orders and process invoices. • Provide examples where you have updated records on digital and/or manual systems, while also demonstrating that you understand the importance of accuracy, organisation and confidentiality. • Provide examples where you have provided advise to staff on submitting expenses, raising purchase orders or processing invoices. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions.	Evidence requirements (experience): <i>Minimum of 12 months at 3A with satisfactory performance. Evidenced by personal records and/or performance appraisal documents.</i> • Provide details of the data you are handling and include steps you take to ensure the information is handled and stored appropriately. • Provide examples where you have helped colleagues learn, grow or improve their performance. Examples should include resources used, communications shared, and evaluation with feedback. • Provide examples where you have contributed to the planning, coordination and delivery of projects while maintaining risk logs and timelines.	Evidence requirements (experience): <i>Minimum of 18 months experience at level 3B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide 3 examples of different IT packages that highlight your technical competence and ability to adapt to digital systems, this should include evidence such as screenshots, reports or witnessed use. • Provide examples where you have provided advise to staff on submitting expenses, raising purchase orders or processing invoices. • Provide response examples that highlight your understanding of the FOI process and your role in gathering information.
Skills • Ability to use Microsoft Word, Excel, Teams and Outlook. • Ability to demonstrate effective organisational and planning skills. • Good interpersonal skills with a confident telephone manner, and the ability to create a welcoming environment for members of the public, staff and stakeholders. • Demonstrable ability to work within defined procedures and to work independently, using initiative to deal with situations, referring to supervisor/line manager for unusual or difficult problems.	Skills • Ability to communicate in a manner which is easily understood and tailored to meet the needs of the audience. • Demonstrable ability to explain straightforward tasks to others, where required. • Demonstrates the ability to deal with considerable levels of work-related pressure.	Skills • Ability to model high levels of professionalism and promote a culture of professional standards. • Ability to use own judgement and creativity to assess situations, solve problems and adapt to new ways of working.

• Ability to input data, where accuracy, confidentiality and security are important. • Attention to detail with the ability to proofread. • Ability to always maintain confidentiality. • Good time management skills.		
<u>Evidence requirements (skills):</u> • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions. • Provide examples where you where you have successfully managed time, resources and priorities to meet deadlines. • Ability to provide clear and accurate information both orally and in writing, evidenced through application and interview questions. • Provide a range of examples that highlights your ability to follow organisational policies and procedures whilst also using initiative to deal with straightforward situations. • Provide examples where you have handled sensitive information with care, adhered to data protection procedures and ensured high levels of accuracy in your work. • Provide examples where you have reviewed documents, spotted and corrected errors and ensured high standards of accuracy. • Provide examples where you have respected confidentiality within your role. • Provide examples where you have demonstrated good time management skills in your role.	<u>Evidence requirements (skills):</u> • Provide a range of examples, with variety or medium used and target audience, where you have tailored your communication style to suit different audiences, this should include correct tone and language used as well as demonstrate understanding by the receiver. • Provide examples where you have clearly communicated instructions, guided someone through a process or helped others understand how to complete a task. • Provide examples where you have shown resilience through remaining calm, focussed and effective despite tight deadlines, high workload or unexpected challenges. Your examples should include methods or tools used and any feedback.	<u>Evidence requirements (skills):</u> • Provide examples where you have upheld organisational values and encouraged others to do the same, this could be supported with feedback from others. • Provide examples where you have independently identified an issue, include the thought process of possible solutions, action taken with rationale and evaluation.

Range 4	Job Title: Executive Assistant to Cabinet Members/Leader of the Council	
Duties: Roles at this level require previous experience of working in a similar role and specialist knowledge of the business area they support. The post holder will be able to manage a demanding and varied workload requiring prioritisation of conflicting tasks, along with the ability to always remain calm and professional. The post holder will be able to confidently support Cabinet Members/Leader of the Council, enabling them to function and lead effectively in an organised way. A detailed understanding of methods, systems and procedures will be required.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
Qualifications 5 GCSEs Grade 4 - 9 (or equivalent) including English and Maths. - Willingness to work towards Level 3 in Business Administration or equivalent	Qualifications Level 3 in business administration or equivalent qualification.	Qualifications Evidence of continuous professional development.
Evidence requirements: - GCSE certificates to include Maths and English to be provided through onboarding process. - Confirmation provided to manager.	Evidence requirements to progress to level B: Certification of Level 3 in Business Administration / customer service, or equivalent.	Evidence requirements to progress to level C: Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
Knowledge - Knowledge of GDPR and its importance when handling data and information sharing. - Detailed knowledge of the service area in which you are supporting. - A good understanding of equality, diversity and inclusion.	Knowledge - Awareness of the political environment and the role of elected Members in decision-making, scrutiny, and service delivery. - Practical and procedural knowledge relevant to the area in which you are working. - Knowledge of the IT systems used to perform your role. - Ability to demonstrate the practical and procedural knowledge required to process Freedom of Information and Subject Access Requests.	Knowledge Knowledge of and ability to contribute to projects and tasks in a structured way, monitoring progress against plans and can embed these into working practice.
Evidence requirements (knowledge): - Describe your understanding of GDPR and how you have applied the 7 principles of GDPR and best practice in your role. - Describe your knowledge of the service area and how this will enable you to deliver effective solutions or improve outcomes. - Provide an example of how you promote positive approaches to equality, diversity and inclusion.	Evidence requirements (knowledge): - Provide examples of work that demonstrate your awareness of the governance structure, the role of elected members and professional boundaries. - Provide a minimum of 3 examples demonstrating how you have applied practical and procedural knowledge across the division. - Demonstrate your knowledge of IT systems used within your role, with examples of use such as screenshots, reporting tools, witnessed use, and how you use them to carry out your duties efficiently and accurately. - Provide examples of completed responses to demonstrate your familiarity with the procedures required when handling FOI’s and/or SAR’s and the steps/timelines involved.	Evidence requirements (knowledge): Provide examples to demonstrate your understanding of how to scope a project or task, define objectives and create a structured plan, identifying resources, timelines, risks and key milestones.
Experience - Proven experience and track record of successfully undertaking a similar role - Experience of coaching/supporting others in their role.	Experience Experience of using different communication methods with an adaptable style.	Experience Experience of coordinating Freedom of Information requests within timescale.

• Experience of undertaking complex minute taking and taking a proactive approach to tracking actions. • Experience of dealing with highly confidential and sensitive data. • Experience of planning ahead and having the ability to respond positively to change. • Experience of developing and maintaining effective administration and forward planning systems.	• Experience of building sound and productive working relationships with customers, colleagues, partners and staff groups and can engage others in a credible and persuasive way. • Experience of managing/resolving complex situations.	
<u>Evidence requirements (experience):</u> <i>A minimum of 3 years' experience in a similar role</i> • Describe your previous experience and achievements and how this will help you in this role. • Provide an example where you have provided coaching to a new employee or colleague to help build confidence. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions. • Provide details of the data you are handling and how you ensure the information is handled and stored appropriately. • Describe your experience in establishing stakeholder groups, ensuring consistent communication, and tracking agreed actions to maintain accountability and progress. • Describe your experience in proactively planning, identifying potential risks or issues in advance, and developing contingency plans to ensure continuity and successful outcomes.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months at 4A with satisfactory performance. Evidenced by personal records and/or performance appraisal documents.</i> • Provide a range of documents and written observations to demonstrate where you have used different methods to respond to situations. Examples should include a variety of mediums, appropriate tone and language, and demonstrate understanding from the receiver. • Provide a range of examples (that evidence variety of form and audience) where you have worked with colleagues to deliver a shared goal, built strong working relations and established trust with partners through regular communication and follow up. • Provide examples where you have successfully managed a complex situation (one that is not common within day to day tasks and requires a response). Explain the steps you took to reach a positive outcome and achieved a positive outcome.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months experience at level 4B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide examples where you have coordinated FOI requests, liaised with relevant parties and ensured responses are submitted within the statutory timescale.
<u>Skills</u> • Ability to use Microsoft Word, Excel, Teams and Outlook. • Ability to model high levels of professionalism and promote a culture of professional standards. • Ability to use own judgement and creativity to assess situations, solve problems and adapt to new ways of working. • Excellent organisational skills. • Excellent interpersonal skills with a confident telephone manner, and the ability to create a welcoming environment for members of the public, staff and stakeholders. • Ability to work within defined procedures and to work independently, using initiative to deal with situations, referring to supervisor/line manager for unusual or difficult problems. • Ability to demonstrate commitment to equality, diversity and inclusion. • Ability to always maintain confidentiality.	<u>Skills</u> • Skilled in the use of specialist IT packages relevant to the service area in which you are working. • Ability to interpret data and prepare reports as required, demonstrating precision and speed. • Ability to communicate in a manner which is easily understood and tailored to meet the needs of the audience. • Ability to confidently challenge and effectively manage conflicting priorities in the workplace. • Ability to plan with some consideration for the medium term. • Ability to deal with considerable levels of work-related pressure. • Ability to demonstrate attention to detail • Ability to build rapport and effective relationships at all levels	<u>Skills</u> • Ability to undertake work that requires a range of imaginative solutions and responses and/or involves application of fresh and innovatory thinking. • Ability to use analytical skills to interpret complex information and situations. • Ability to recognise own learning style
<u>Evidence requirements (skills):</u> • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a	<u>Evidence requirements (skills):</u> • Provide examples of how you have used different IT packages within your work that highlight your technical competence and	<u>Evidence requirements (skills):</u> • Provide a range of examples where you have significantly improved efficiency through innovation.

presentation on PowerPoint, evidenced through application, and interview questions. • Provide an example where you have upheld organisational values and encouraged others to do the same. • Provide an example where you have independently identified an issue, thought through possible solutions and acted. • Provide an example where you have used your organisational skills to manage competing priorities and meet deadlines. • Ability to provide clear and accurate information both orally and in writing. • Provide a range of examples that highlights your ability to follow organisational policies and procedures whilst also using initiative to deal with situations. • Demonstrate that you understand the principles of equality, diversity and inclusion and how they are applied in the workplace together with an example of how you have applied this in your current role. • Provide examples where you have respected confidentiality within your role.	ability to adapt to digital systems. This could be through screenshots, reports, witnessed use, for example. • Provide examples where you have interpreted data and produced insightful reports that support operational decision making. • Provide examples where you have translated complex information into accessible formats e.g. through written reports, presentations or verbal briefings, to ensure key messages are easily understood. • Provide examples where you have confidently challenged a decision and examples when you have managed conflicting priorities in the workplace. In all cases, describe the situation, the actions you took and the outcome. • Provide examples where you have planned in your role, considering medium-term needs such as staffing, service delivery or resource management. • Through documented 1:1, evidence where you have used your skills to maintain performance and focus during high pressure periods. Include any tools or methods used to support. • Provide a range of documents where you have identified inconsistencies and taken corrective action to ensure accuracy in complex tasks. • Through documented 1:1, witness statement or other documented activity, evidence your effective interaction between various stakeholders including methods of engagement, measures of success and any feedback.	• Provide examples where you have analysed complex information relevant to your role. • Through documented 1:1, evidence where you have discussed how different aids have helped with your own learning
---	--	--

Range 4	Job Title: Business Support Team Leader	
Duties: • Roles at this level require an in-depth knowledge of administrative or specialist methods and procedures, gained through experience and formal qualification. The knowledge is applied to provide a range of administrative support activities. Work may still have routine elements at times, but more advanced support will be provided to the service. Roles at this level will be managing a team.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
Qualifications • GCSEs in English and Maths (grades 4-9) or equivalent. • Level 3 in Business Administration or equivalent. • Willingness to work towards Level 3 Management qualification	Qualifications • Working towards Level 3 Management qualification or equivalent	Qualifications • Level 3 Management qualification or equivalent. • Evidence of ongoing continuous professional development.
Evidence requirements: • GCSE certificates to include Maths and English to be provided through onboarding process. • Certification of Level 3 in Business Administration / customer service, or equivalent.	Evidence requirements to progress to level B: • Working towards Level 3 in leadership and management, or equivalent / 50% completed.	Evidence requirements to progress to level C: • Level 3 in Leadership and Management certificate. • Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.

Commitment provided to line manager.		
Knowledge - Detailed knowledge and understanding of GDPR legislation and FOIs. - Detailed understanding of policies and procedures in own area of work. - A good understanding of the Council's Record Retention Policy. - Detailed knowledge of the service area in which you are supporting. - A good understanding of equality, diversity and inclusion.	Knowledge - A good understanding of the Council's induction process for new staff. - Knowledge of the Council's financial procedures. - Detailed knowledge of council systems to provide accurate management information.	Knowledge - Expert working knowledge of the broader activities of the service. - Knowledge of different learning styles.
Evidence requirements (knowledge): - Provide an example of how you have applied your detailed knowledge of GDPR and Freedom of Information legislation in your work to ensure compliance or improve data handling processes. - Provide an example of how your detailed understanding of the policies and procedures has helped you ensure compliance, improve efficiency and support colleagues. - Provide an example of how your understanding of the Council's Record Retention Policy has informed your approach o managing, storing or disposing of records in line with legal and organisation requirements. - Describe your knowledge of the service area and how this will enable you to deliver effective solutions or improve outcomes.	Evidence requirements (knowledge): - Provide examples of how supported the onboarding experience for new staff. - Provide examples of how you have applied your knowledge of the Council's financial procedures to provide advice and guidance to colleagues. - Evidence systems knowledge required to undertake your role and how you have used them to produce management information.	Evidence requirements (knowledge): - Provide 3 examples where your expert working knowledge of the broader activities of the service has enabled you to contribute beyond your immediate responsibilities to support and improve service outcomes. - Provide 3 examples that demonstrate your knowledge and application of different learning styles to support individual development.
Experience - Significant experience of providing a comprehensive administrative and/or customer support service. - Experience of coaching/supporting others in their role. - Experience of providing general information, advice and guidance on internal procedures relating to finance. - Experience of analysing and considering alternative solutions, adapting to new ways of working where necessary. - Experience of undertaking complex minute taking and taking a proactive approach to tracking actions. - Experience of dealing with highly confidential and sensitive data. - Provide an example of how you promote positive approaches to equality, diversity and inclusion.	Experience - Experience in leading a team and promoting quality and continuous improvement. - Experience of building sound and productive working relationships with customers, colleagues, partners and staff groups and can engage others in a credible and persuasive way. - Experience of managing/resolving complex situations.	Experience - Experience of responding to Freedom of Information requests. - Experience of contributing to proposals for achieving savings and/or increasing income
Evidence requirements (experience): <i>A minimum of 3 years' experience in a similar role.</i> Provide examples of providing a comprehensive administrative and/or customer support service.	Evidence requirements (experience): <i>Minimum of 18 months at 4A with satisfactory performance. Evidenced by personal records and/or performance appraisal documents.</i>	Evidence requirements (experience): <i>Minimum of 18 months experience at level 4B for career progression applications evidenced by HR records and/or performance appraisal documents.</i>

• Provide examples where you have provided one to one support to help colleagues build confidence and competence in their roles. • Provide examples where you have provided advise to staff on submitting expenses, raising purchase orders or processing invoices. • Provide an example where you had to analyse different options to solve a problem and successfully adapt to a new way of working. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions. • Provide details of the data you are handling and how you ensure the information is handled and stored appropriately.	• Provide examples where you have demonstrated leadership while encouraging high standards and ongoing development within your team. • Provide a range of examples where you have worked with colleagues to deliver a shared goal, built strong working relations and established trust with partners through regular communication and follow up. • Provide examples where you have successfully managed a complex situation (one that is not common within day to day tasks and requires a response). Explain the steps you took to reach a positive outcome and achieved a positive outcome.	• Provide response examples where you have coordinated FOI requests, liaised with relevant parties and ensured responses are submitted within the statutory timescale. • Provide examples of ideas you have shared to help achieve savings/increase income for the service, to include evaluation and feedback.
<u>Skills</u> • Ability to use Microsoft Word, Excel, Teams and Outlook. • Ability to model high levels of professionalism and promote a culture of professional standards. • Ability to use own judgement and creativity to assess situations, solve problems and adapt to new ways of working. • Ability to provide meaningful feedback to staff to enhance performance and influence outcomes. • Ability to recognise and reward excellence. • Excellent organisational skills. • Excellent interpersonal skills with a confident telephone manner, and the ability to create a welcoming environment for members of the public, staff and stakeholders. • Ability to work within defined procedures and to work independently, using initiative to deal with situations, referring to supervisor/line manager for unusual or difficult problems. • Ability to demonstrate commitment to equality, diversity and inclusion. • Ability and willingness to travel to meet requirements of the role. • Ability to always maintain confidentiality.	<u>Skills</u> • Skilled in the use of specialist IT packages relevant to the service area in which you are working. • Ability to interpret data and prepare reports as required, demonstrating precision and speed. • Ability to communicate in a manner which is easily understood and tailored to meet the needs of the audience. • Ability to confidently challenge and effectively manage conflicting priorities in the workplace. • Ability to plan with some consideration for the medium term.	<u>Skills</u> • Ability to recognise own and others' learning style. • Ability to undertake work that requires a range of imaginative solutions and responses and/or involves application of fresh and innovatory thinking. • Ability to use analytical skills to interpret complex information and situations.
<u>Evidence requirements (skills):</u> • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions. • Provide an example where you have upheld organisational values and encouraged others to do the same. • Provide an example where you have independently identified an issue, thought through possible solutions and acted. • Provide an example where you have provided constructive feedback to staff to improve performance or address behavioural issues. • Provide an example where you recognised a team member who exceeded expectations. What steps did you take to ensure they felt appreciated and motivated to continue performing at a high level.	<u>Evidence requirements (skills):</u> • Provide examples of different IT packages that highlight your technical competence and ability to adapt to digital systems. • Provide examples where you have interpreted data and produced insightful reports that support operational decision making. • Provide examples where you have translated complex information into accessible formats e.g. through written reports, presentations or verbal briefings, to ensure key messages are easily understood. • Provide examples where you have confidently challenged a decision and examples when you have managed conflicting priorities in the workplace. In all cases, describe the situation, the actions you took and the outcome.	<u>Evidence requirements (skills):</u> • Through documented 1:1, evidence where you have discussed how different aids have helped with your own learning and how you have used this learning to help others. • Provide a range of examples where you have significantly improved efficiency through innovation. • Provide examples where you have analysed complex information, such as data or unusual tasks, relevant to your role and at least one complex situation.

• Provide an example where you have used your organisational skills to manage competing priorities and meet deadlines. • Ability to provide clear and accurate information both orally and in writing. • Provide a range of examples that highlights your ability to follow organisational policies and procedures whilst also using initiative to deal with situations. • Demonstrate that you understand the principles of equality, diversity and inclusion and how they are applied in the workplace together with an example of how you have applied this in your current role. • Acknowledgement of requirement to travel to meetings off site on occasions. • Provide examples where you have respected confidentiality within your role.	• Provide examples where you have planned in your role, considering medium-term needs such as staffing, service delivery or resource management.	
---	--	--

Range 5	Job Title: Programme Officer	
Duties: • Roles at this level require strong programme and project management expertise, combined with a detailed understanding of governance, compliance, and policy within a local government context. The post holder will manage a varied and demanding workload, balancing strategic priorities with operational delivery, and will provide high-level support to the Director of Children and Adults to enable effective leadership and decision-making. • The role involves coordinating complex programmes, managing budgets, and leading risk and information governance processes. The post holder will liaise with internal and external stakeholders, represent the Director when required, and contribute to policy development through research, analysis, and reporting. Advanced organisational, communication, and problem-solving skills are essential, alongside the ability to manage staff, champion equality and inclusion, and ensure compliance with statutory requirements. • Roles at this level may also include leading cultural change initiatives, supporting strategic engagement, and driving continuous improvement across the Directorate.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
Qualifications • Educated to degree standard. • Level 3 qualification in leadership and management or equivalent	Qualifications • Working towards a Level 5 qualification in leadership and management or equivalent	Qualifications • Level 5 qualification in leadership and management or equivalent • Evidence of continuous professional development
Evidence requirements: •	Evidence requirements to progress to level B: •	Evidence requirements to progress to level C: •
Knowledge	Knowledge • Advanced knowledge of organisational governance. • Knowledge and understanding of the Council’s financial procedures.	Knowledge • Advanced knowledge of compliance best practice • Knowledge of Caldicott Guardian procedures and practices

• Knowledge of practice and policy across the directorate areas in which you are engaged. • Theoretical, practical and procedural knowledge across GDPR, information governance and health and safety. • Good knowledge of programme management methods and techniques. • Good knowledge of organisational governance. • Good knowledge of equality, diversity and inclusion	• Knowledge of and ability to plan, develop and lead on projects and tasks in a structured way. • Knowledge of the Directorate and the wider organisational context and how these interface with Council and Member activities. Good knowledge of risk and audit management	
<u>Evidence requirements (knowledge):</u> •	<u>Evidence requirements (knowledge):</u> •	<u>Evidence requirements (knowledge):</u>
<u>Experience</u> • Experience of developing policy within a public sector framework. • Experience of applying principles of data quality and protection. • Experience of writing reports. • Experience of working in a Local Government Office. • Experience of line management including undertaking supervision and performance appraisals. • Experience of delivering projects, analysing data, and achieving targets. • Experience of setting up and establishing effective internal and external networks • Experience of providing support to senior management within a local government environment. • Experience of dealing with highly confidential and sensitive data	<u>Experience</u> • Experience of delivering policy advice and contributing to the development of policy frameworks and strategy in a relevant field. • Experience of producing protocols and procedures for programmes and contributing to strategic development and service planning. • Extensive experience of taking initiative in situations, able to identify own development needs and able to coach and working with others to share best practice and new knowledge. • Experience of coordinating and contributing to local marketing campaigns. Coordinating local involvement in national campaigns. • Experience of budget management including forecasting	<u>Experience</u> • Leading complex discussions with stakeholders to define programmes and their outcomes • Experience of establishing processes and change management with stakeholders
<u>Evidence requirements (experience):</u> <i>A minimum of 3 years' experience in a similar role.</i> •	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months at 4A with satisfactory performance. Evidenced by personal records and/or performance appraisal documents.</i> •	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months experience at level 4B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> •
	<u>Skills</u> • Analyse and interpret varied and complex information or situations and to produce solutions or strategies over the long term • High levels of interpersonal and communication skills • Ability to provide an effective communication system which ensures all staff understand the service's targets and their individual roles and responsibilities. • Ability to deliver on service plan targets for the team. • Ability to understand the Service vision and interpret it to develop practical and achievable work plans. • Ability to act as a role model to promote equality and manage diversity in the workplace. • Ability to use advanced theoretical, practical and procedural knowledge across a specialist area or an equivalent level of	<u>Skills</u> • Ability to identify and create opportunities to develop and deliver programmes that support organisational objectives, while collaborating across the organisation to fulfil meaningful goals. • Ability to undertake work that requires a range of imaginative solutions and responses and involves application of fresh and innovative thinking

	organisational, procedural and policy knowledge to create a plan for the directorate alongside respective management team(s). • Ability to demonstrate a wide understanding of customer needs and being able to manage their expectations. • Ability to carry out tasks which impact on the well-being of people, including assessing needs, implementing care/welfare, implementing regulations, providing guidance on internal procedures and interpreting policies and procedures to meet specific circumstances or problems. • Ability to demonstrate an understanding of how teams work with other services and take a proactive approach towards helping others. • Ability to build consensus between departments about projects	
Evidence requirements (skills):	Evidence requirements (skills):	Evidence requirements (skills):
•	•	•

Range 5	Job Title: Executive Assistant	
Duties: • Roles at this level require an in-depth specialist knowledge of administrative specialist methods and procedures, as well as the business area they support gained through experience and formal qualification. The post holder will be able to manage a demanding and varied workload requiring prioritisation of conflicting tasks, along with the ability to always remain calm and professional. The post holder will be able to confidently support the Assistant Director/Director, enabling them to function and lead effectively in an organised way. A detailed understanding of methods, systems and procedures will be required. Roles at this level may include supervision, coaching and/or training others. In addition, the post holder will be expected to contribute to projects and analysis of data. They are responsible for making the Director / Assistant Director aware of and brings their focus and attention to challenging issues, providing innovative solutions to help mitigate risk.		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
Qualifications • 5 GCSEs Grade 4 - 9 (or equivalent) including English and Maths. • Level 3 in Business Administration or equivalent qualification.	Qualifications • Willingness to work towards Level 4 qualification, e.g. Associate Project Manager or equivalent level qualification.	Qualifications • Level 4 qualification, e.g. Associate Project Manager or equivalent level qualification • Evidence of continuous professional development.
Evidence requirements: • GCSE certificates to include Maths and English to be provided through onboarding process. • Certification of Level 3 in Business Administration / customer service, or equivalent.	Evidence requirements to progress to level B: • Commitment provided to work towards qualification.	Evidence requirements to progress to level C: • Level 4 qualification. • Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
Knowledge • Knowledge of practice and policy across the directorate areas in which you are engaged • Detailed knowledge of administrative systems, procedures and practices, relevant to the area in which you work. • Knowledge of GDPR and handling sensitive information. • Detailed knowledge of FOI and SAR process and requirements.	Knowledge • Knowledge and understanding of the Councils financial procedures. • Knowledge of the service and the wider organisational context and how this interface with Council and Member activities.	Knowledge • Knowledge of and ability to plan, develop and lead on projects and tasks in a structured way, monitoring progress against plans and can embed these into working practice. • Expert working knowledge of the broader activities of the Council.

• Knowledge of HR and Health and Safety policies and procedures relevant to role. • Knowledge of best practice in establishing effective internal and external partnerships. • Awareness of the political environment and the role of elected Members in decision-making, scrutiny, and service delivery. • A good understanding of equality, diversity and inclusion.	• Detailed knowledge of council, including IT, systems to provide accurate management information and support efficient performance in role.	
<u>Evidence requirements (knowledge):</u> • Provide an example where you have applied practice and policy knowledge to ensure consistency, compliance and effective support. • Provide an example to demonstrate your understanding of the processes and procedures used and how these have been applied to support operational efficiency. • Provide an example to demonstrate your understanding of GDPR and its principles and know how to handle, store and share personal data securely. • Provide examples to demonstrate your familiarity with the procedures required when handling FOI's and/or SAR's and the steps/timelines involved • Provide an example to demonstrate your knowledge of applying HR and Health and Safety policies and procedures when managing staff. • Provide an example to demonstrate your ability to initiate, develop and sustain partnership working as well as your awareness of governance and accountability. • Provide an example to demonstrate your awareness of the governance structure and the role of elected members. • Provide an example of how you promote positive approaches to equality, diversity and inclusion.	<u>Evidence requirements (knowledge):</u> • Demonstrate how you have applied the Council's financial procedures within your role. This could be the use of financial systems, provision of advice or guidance, or other similar documented activity. • Evidence, through documented discussion or a written statement, of how your role feeds into the service and wider organisation and why this is important, particularly in relation to professional boundaries. • Demonstrate your knowledge of IT and bespoke systems used within your role, with examples of use such as screenshots, reporting tools, witnessed use, and how you use them to carry out your duties efficiently and accurately.	<u>Evidence requirements (knowledge):</u> • Provide examples to demonstrate your understanding of how to scope a project or task, define objectives and create a structured plan, identifying resources, timelines, risks and key milestones. • Evidence through documented discussion, written statement or other documented activity how you demonstrate expertise of broader activities of the Council and how this has been used within your current role.
<u>Experience</u> • Experience of working with and providing support to Assistant Directors/Directors. • Experience of delivering projects, analysing data, producing briefing notes and achieving income targets. • Experience of undertaking complex minute taking and taking a proactive approach to tracking actions • Experience of dealing with highly confidential and sensitive data • Experience of setting up and establishing effective internal and external partnerships and working groups ensuring key parties are updated and agreed actions are followed up. • Experience of planning ahead and having the ability to respond positively to change • Experience of developing and maintaining effective administration and forward planning systems.	<u>Experience</u> • Experience of using different communication methods with an adaptable style • Experience of building sound and productive working relationships with customers, colleagues, partners and staff groups and can engage others in a credible and persuasive way • Experience of coaching/supporting others in their role • Experience of managing/resolving complex situations • Experience of managing and monitoring budgets.	<u>Experience</u> • Experience of coordinating Freedom of Information requests • Experience of undertaking supervision and conducting performance appraisals (<i>where role has line management responsibility</i>).

<u>Evidence requirements (experience):</u> <i>A minimum of 3 years' experience in a similar role.</i> • Detail your experience of working with and providing support to an Assistant Director or Director. • Detail your experience of contributing and/or delivering projects and interpreting quantitative and qualitative data to inform decisions and achieve income targets. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions. • Provide details of the data you are handling and how you ensure the information is handled and stored appropriately. • Describe your experience in establishing stakeholder groups, ensuring consistent communication, and tracking agreed actions to maintain accountability and progress. • Describe your experience in proactively planning, identifying potential risks or issues in advance, and developing contingency plans to ensure continuity and successful outcomes.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months at 5A for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide a range of documents and written observations to demonstrate where you have used different methods to respond to situations. Examples should include a variety of mediums, appropriate tone and language, and demonstrate understanding from the receiver. • Provide a range of examples (that evidence variety of form and audience) where you have worked with colleagues to deliver a shared goal, built strong working relations and established trust with partners through regular communication and follow up. • Provide an example where you have provided coaching to a new employee or colleague to help build confidence. • Provide examples where you have successfully managed a complex situation (one that is not common within day to day tasks and requires a response). Explain the steps you took to reach a positive outcome and achieved a positive outcome. • Provide examples where you have been responsible for monitoring budgets and ensuring completion of monthly monitor reports using Integra.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months experience at level 5B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide examples where you have coordinated FOI requests, liaised with relevant parties and ensured responses are submitted within the statutory timescale. • Provide records of supervisions/appraisals that you have held with your immediate staff (if applicable).
<u>Skills</u> • Proficient in the use of Microsoft Office applications including Word, Excel, Teams, PowerPoint and Outlook. • Ability to model high levels of professionalism and promote a culture of professional standards • Ability to use own judgement and creativity to assess situations, solve problems and adapt to new ways of working • Ability to communicate clearly and concisely • Excellent customer care skills • Can understand the Service vision and interpret it to develop practical and achievable work plans ensure all staff understand service targets and their individual roles and responsibilities • Ability to deliver on service plan targets for the team • Excellent organisational skills with ability to manage own workload and balance competing priorities and deadlines • Ability to apply discretion and always maintain confidentiality. • Ability to direct, coordinate and train other employees (<i>applies to roles with direct line management</i>). • Ability to anticipate and prepare for different situations.	<u>Skills</u> • Ability to make best use of resources and manage budgets effectively • Ability to demonstrate an understanding of how teams work with other services and take a proactive approach towards helping others. • Ability to plan with some consideration for the medium term • Ability to make decisions independently, showing initiative and understanding of the whole Council. • Ability to use analytical skills to interpret varied and highly complex information and situations • Ability to deal with considerable levels of work-related pressure. • Ability to demonstrate attention to detail • Ability to build rapport and effective relationships at all levels	<u>Skills</u> • Can plan projects and tasks in structured way, monitoring progress against plans and embedding into working practice • Ability to use well developed communication skills to present complex and sensitive information in an understandable way, to a range of audiences with ability to select the appropriate method for the target audience • Ability to recognise own and others' learning style • Undertakes work that requires a range of imaginative solutions and responses and involves application of fresh and innovatory thinking.
<u>Evidence requirements (skills):</u> • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put	<u>Evidence requirements (skills):</u> • Provide documented examples that demonstrate how you make best use of resources and include examples where you have contributed effectively to budget management.	<u>Evidence requirements (skills):</u> • Provide examples of project plans and evaluation, including methodology, measures of success and post project review. • Provide a range of documents that you have prepared which demonstrates your skills in handling sensitive topics with discretion

together a presentation on PowerPoint, evidenced through application, and interview questions. • Provide an example where you have upheld organisational values and encouraged others to do the same. • Provide an example where you have independently identified an issue, thought through possible solutions and acted. • Provide an example where you have used your organisational skills to manage competing priorities and meet deadlines. • Provide an example where you have had to communicate clearly and concisely in a professional setting. • Provide an example where you have providing outstanding customer service to a stakeholder. Describe how you handled the situation and the outcome. • Provide an example where you have interpreted a service vision and translated it into a practical and achievable work plan that is understood by all. • Provide an example where you have successfully delivered on service plan targets. Describe the steps you took to ensure the targets were met. • Describe a time where you have had to manage a demanding workload with competing priorities and deadlines. • Describe how you balance confidentiality and ensure sensitive information is handled appropriately. • Describe a time when you were responsible for training a new employee. What approach did you take and how did you ensure they were effectively supported. • Provide an example where you have needed to be proactive in your planning.	• Provide examples of collaborative working to demonstrate your understanding of how teams and other services work together and where proactive assistance has been provided to colleagues. • Through documented 1:1, evidence where you have used your skills to plan a project or event in the medium term (typically 9-12 months). Project plans, risk registers, evaluation and feedback should all be included. • Provide examples of independent decision making and examples where you have used initiative to resolve issues. Evidence could include reflection or feedback from others. • Provide examples where you have interpreted feedback from multiple areas and presented a summary of your findings with recommendations. • Through documented 1:1, evidence where you have used your skills to maintain performance and focus during high pressure periods. Include any tools or methods used to support. • Provide a range of documents where you have identified inconsistencies and taken corrective action to ensure accuracy in complex tasks. • Through documented 1:1, witness statement or other documented activity, evidence your effective interaction between various stakeholders including methods of engagement, measures of success and any feedback.	and clarity and adapting the tone and format depending on the audience. • Through documented 1:1, evidence where you have discussed how different aids have helped with your own learning and how you have used this learning to help others. • Provide a range of examples where you have significantly improved efficiency through innovation.
---	---	--

Range 5	Job Title: Personal Assistant to Chief Executive	
Duties: • <i>This role requires the post holder to have a broad knowledge and understanding across the whole Council and an in-depth knowledge of related systems and legislation. They are responsible for working closely with the Executive Assistant to Chief Executive. The post holder will be responsible for provide a wide-ranging support service for the Chief Executive.</i>		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
Qualifications • 5 GCSEs Grade 4 - 9 (or equivalent) including English and Maths. • Level 3 in Business Administration or equivalent qualification.	Qualifications	Qualifications • Willingness to work towards Level 4 qualification, e.g. Associate Project Manager or equivalent level qualification. • Evidence of continuous professional development.
Evidence requirements: • 5 GCSEs Grade 4 - 9 (or equivalent) including English and Maths.	Evidence requirements to progress to level B:	Evidence requirements to progress to level C: • Working towards Level 4 qualification.

Level 3 in business administration / customer service or equivalent qualification.		Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
Knowledge - Knowledge and understanding across the whole Council including strategic priorities and key stakeholders. - Knowledge of the political environment and the role of elected Members - Knowledge of GDPR and handling sensitive information with absolute discretion. - Knowledge of FOI and SAR process and requirements. - A good understanding of equality, diversity and inclusion.	Knowledge - Detailed knowledge of administrative systems, procedures and practices, relevant to the area in which you work. - Knowledge and understanding of the Councils financial procedures. - Knowledge of the service and the wider organisational context and how this interface with Council and Member activities. - Knowledge of the IT systems used to perform your role.	Knowledge - Knowledge of and ability to plan, develop and lead on projects and tasks in a structured way, monitoring progress against plans and can embed these into working practice. - Expert working knowledge of the broader activities of the Council.
Evidence requirements (knowledge): - Provide an example where you have applied practice and policy knowledge to ensure consistency, compliance and effective support. - Provide an example to demonstrate your awareness of the governance structure and the role of elected members. - Provide an example to demonstrate your understanding of GDPR and its principles and know how to handle, store and share personal data securely. - Provide examples to demonstrate your familiarity with the procedures required when handling FOI's and/or SAR's and the steps/timelines involved - Provide an example of how you promote positive approaches to equality, diversity and inclusion.	Evidence requirements (knowledge): - Evidence systems knowledge required to undertake your role and how you have used them to produce management information, this could be through documents produced, screenshots, witnessed use or other documented activity. - Demonstrate how you have applied the Council's financial procedures relevant to your role. This could be the use of financial systems, provision of advice or guidance, or other similar documented activity. - Evidence, through documented discussion or a written statement, of how your role feeds into the service and wider organisation and why this is important, particularly in relation to professional boundaries. - Demonstrate your knowledge of IT and bespoke systems used within your role, with examples of use such as screenshots, reporting tools, witnessed use, and how you use them to carry out your duties efficiently and accurately.	Evidence requirements (knowledge): - Provide examples to demonstrate scoping a project or task. Include details of how you would define objectives, develop a structured plan, and identify the necessary resources, timelines and potential risks. - Evidence through documented discussion, written statement or other documented activity how you demonstrate expertise of broader activities of the Council and how this has been used within your current role.
Experience - Experience of providing excellent administrative support to Chief Executive. - Experience of undertaking complex minute taking and taking a proactive approach to tracking actions - Experience of dealing with highly confidential and sensitive data - Experience of setting up and establishing effective internal and external partnerships and working groups ensuring key parties are updated and agreed actions are followed up. - Experience of planning ahead and having the ability to respond positively to change - Experience of developing and maintaining effective administration and forward planning systems. - Experience of coaching/supporting others in their role.	Experience - Experience of using different communication methods with an adaptable style - Experience of building sound and productive working relationships with customers, colleagues, partners and staff groups and can engage others in a credible and persuasive way - Experience of managing/resolving complex situations - Experience of managing and monitoring budgets.	Experience - Experience of coordinating Freedom of Information requests and tracking responses. - Experience of writing briefing notes and presentations for the Chief Executive.

Provide examples where you have provided one to one support to help colleagues build confidence and competence in their roles.		
<u>Evidence requirements (experience):</u> <i>A minimum of 4 years' experience in a similar role.</i> - Detail your experience of working with and providing support to a Chief Executive. - Detail your experience of contributing and/or delivering projects and interpreting quantitative and qualitative data to inform decisions and achieve income targets. - Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions. - Provide details of the data you are handling and how you ensure the information is handled and stored appropriately. - Describe your experience in establishing stakeholder groups, ensuring consistent communication, and tracking agreed actions to maintain accountability and progress. - Describe your experience in proactively planning, identifying potential risks or issues in advance, and developing contingency plans to ensure continuity and successful outcomes.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months at 5A for career progression applications evidenced by HR records and/or performance appraisal documents.</i> - Provide a range of documents and written observations to demonstrate where you have used different methods to respond to situations. Examples should include a variety of mediums, appropriate tone and language, and demonstrate understanding from the receiver. - Provide a range of examples (that evidence variety of form and audience) where you have worked with colleagues to deliver a shared goal, built strong working relations and established trust with partners through regular communication and follow up. - Provide examples where you have successfully managed a complex situation (one that is not common within day to day tasks and requires a response). Explain the steps you took to reach a positive outcome and achieved a positive outcome. - Provide examples where you have been responsible for monitoring budgets and ensuring completion of monthly monitor reports using Integra.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months experience at level 5B for career progression applications evidenced by HR records and/or performance appraisal documents.</i> - Provide examples where you have coordinated FOI requests, liaised with relevant parties and ensured responses are submitted within the statutory timescale. - Provide copies of briefing notes and presentations where you have had to undertake research and liaise with others to gather information.
<u>Skills</u> - Proficient in the use of Microsoft Office applications including Word, Excel, Teams, PowerPoint and Outlook. - Ability to model high levels of professionalism and promote a culture of professional standards - Ability to use own judgement and creativity to assess situations, solve problems and adapt to new ways of working - Excellent organisational skills. - Ability to communicate clearly and concisely - Excellent customer care skills - Can understand the Service vision and interpret it to develop practical and achievable work plans ensure all staff understand service targets and their individual roles and responsibilities - Ability to deliver on service plan targets for the team - Excellent organisational skills with ability to manage own workload and balance competing priorities and deadlines - Ability to apply discretion and always maintain confidentiality. - Ability to anticipate and prepare for different situations.	<u>Skills</u> - Ability to make best use of resources and manage budgets effectively - Ability to demonstrate an understanding of how teams work with other services and take a proactive approach towards helping others. - Ability to plan with some consideration for the medium term - Ability to make decisions independently, showing initiative and understanding of the whole Council. - Ability to use analytical skills to interpret varied and highly complex information and situations - Ability to deal with considerable levels of work-related pressure. - Ability to demonstrate attention to detail - Ability to build rapport and effective relationships at all levels	<u>Skills</u> - Can plan projects and tasks in structured way, monitoring progress against plans and embedding into working practice - Ability to use well developed communication skills to present complex and sensitive information in an understandable way, to a range of audiences with ability to select the appropriate method for the target audience - Ability to recognise own and others' learning style - Undertakes work that requires a range of imaginative solutions and responses and involves application of fresh and innovatory thinking.
<u>Evidence requirements (skills):</u> Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions.	<u>Evidence requirements (skills):</u> - Provide documented examples that demonstrate how you make best use of resources and provide examples of effective budget monitoring - Provide examples of collaborative working to demonstrate your understanding of how teams and other services work together	<u>Evidence requirements (skills):</u> - Provide examples of project plans and evaluation, including methodology, measures of success and post project review. - Provide a range of documents that you have prepared which demonstrates your skills in handling sensitive topics with discretion

• Provide an example where you have upheld organisational values and encouraged others to do the same. • Provide an example where you have independently identified an issue, thought through possible solutions and acted. • Provide an example where you have used your organisational skills to manage competing priorities and meet deadlines. • Provide an example where you have had to communicate clearly and concisely in a professional setting. • Provide an example where you have providing outstanding customer service to a stakeholder. Describe how you handled the situation and the outcome. • Provide an example where you have interpreted a service vision and translated it into a practical and achievable work plan that is understood by all. • Provide an example where you have successfully delivered on service plan targets. Describe the steps you took to ensure the targets were met. • Describe a time where you have had to manage a demanding workload with competing priorities and deadlines. • Describe how you balance confidentiality and ensure sensitive information is handled appropriately. • Provide an example where you have needed to be proactive in your planning.	and where proactive assistance has been provided to colleagues. • Through documented 1:1, evidence where you have used your skills to plan a project or event in the medium term (typically 9-12 months). Project plans, risk registers, evaluation and feedback should all be included. • Provide examples of independent decision making and examples where you have used initiative to resolve issues. Evidence could include reflection or feedback from others. • Provide examples where you have interpreted feedback from multiple areas and presented a summary of your findings with recommendations. • Through documented 1:1, evidence where you have used your skills to maintain performance and focus during high pressure periods. Include any tools or methods used to support. • Provide a range of documents where you have identified inconsistencies and taken corrective action to ensure accuracy in complex tasks. • Through documented 1:1, witness statement or other documented activity, evidence your effective interaction between various stakeholders including methods of engagement, measures of success and any feedback.	and clarity and adapting the tone and format depending on the audience. • Through documented 1:1, evidence where you have discussed how different aids have helped with your own learning and how you have used this learning to help others. • Provide a range of examples where you have significantly improved efficiency through innovation.
--	---	--

Range 6	Job Title: Executive Assistant to Chief Executive	
Duties: • <i>In addition to the Personal Assistant to the Chief Executive above, this role will require the post holder to have detailed organisational knowledge. They will provide a wide-ranging executive support service for the Chief Executive to enable them to focus on strategic initiatives and leadership. The post holder will also provide advisory and consultancy advice to the wider Corporate Management Team, members of the Cabinet and the Council.</i>		
Sector Specific framework: Please provide link to national/sector specific framework if this applies		
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
Qualifications • Good standard of education to A level or equivalent • Level 4 qualification, e.g. Associate Project Manager or equivalent qualification.	Qualifications	Qualifications • Evidence of continuous professional development.
Evidence requirements: • A level certificates or equivalent • Level 4 qualification or equivalent	Evidence requirements to progress to level B:	Evidence requirements to progress to level C: • Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.
Knowledge • Knowledge of practice and policy across the directorate areas in which you are engaged	Knowledge • Knowledge and understanding of the Council’s financial procedures.	Knowledge • Knowledge of the principles of project management.

• Detailed knowledge of administrative systems, procedures and practices, relevant to the area in which you work. • Knowledge of GDPR and handling sensitive information with absolute discretion. • Detailed practical and procedural knowledge of FOI and SAR process and requirements. • Knowledge of HR and Health and Safety policies and procedures relevant to role. • Knowledge of best practice in establishing effective internal and external partnerships. • A good understanding of the political environment and the role of elected Members in decision making, scrutiny, and service delivery. • A broad knowledge and understanding across the whole Council including strategic priorities and key stakeholders. • Knowledge of all practice and processes of Council governance. • A good understanding of equality, diversity and inclusion.	• Expert knowledge of the political environment and the role of elected Members in decision making, scrutiny, and service delivery. • Detailed knowledge of council systems to provide accurate management information.	
<u>Evidence requirements (knowledge):</u> • Provide an example where you have applied practice and policy knowledge to ensure consistency, compliance and effective support. • Provide an example to demonstrate your understanding of the processes and procedures used and how these have been applied to support operational efficiency. • Provide an example to demonstrate your understanding of GDPR and its principles and know how to handle, store and share personal data securely. • Provide examples to demonstrate your familiarity with the procedures required when handling FOI's and/or SAR's and the steps/timelines involved • Provide an example to demonstrate your knowledge of applying HR and Health and Safety policies and procedures when managing staff. • Provide an example to demonstrate your ability to initiate, develop and sustain partnership working as well as your awareness of governance and accountability. • Provide an example to demonstrate your understanding of the political context in relation to your role. • Provide an example to demonstrate your understanding of the strategic priorities and your role in collaborating with key stakeholders. • Demonstrate how you have applied your understanding of the Council's decision-making structure and the Council's constitution in your role. • Provide an example of how you promote positive approaches to equality, diversity and inclusion.	<u>Evidence requirements (knowledge):</u> • Demonstrate how you have applied the Council's financial procedures relevant to your role. This could be the use of financial systems, provision of advice or guidance, or other similar documented activity. • Demonstrate, through documented 1:1 or other documented activity, expert knowledge of the political context in which the Council operates, the roles and responsibilities of elected Members and how you engage with Members to support effective service outcomes. • Demonstrate your knowledge of IT and bespoke systems used within your role, with examples of use such as screenshots, reporting tools, witnessed use, and how you use them to carry out your duties efficiently and accurately	<u>Evidence requirements (knowledge):</u> • Evidence your understanding and application of key project management concepts such as planning, risk management, stakeholder engagement and delivery, this could be with project plans, evaluation and feedback.
<u>Experience</u> • Extensive experience of working with and supporting the Chief Executive in a local government environment. • Experience of planning, developing and leading on projects.	<u>Experience</u> • Experience of using different communication methods with an adaptable style for a wide variety of stakeholders	<u>Experience</u> • Experience of putting forward proposals for increasing income and or making savings.

• Experience of undertaking complex minute taking and taking a proactive approach to tracking actions • Experience of dealing with highly confidential and sensitive data • Experience of setting up and establishing effective internal and external partnerships and working groups ensuring key parties are updated and agreed actions are followed up. • Experience of planning ahead and having the ability to respond positively to change • Experience of developing and maintaining effective administration and forward planning systems. • Experience of working with senior management • Experience of supporting others to ensure an excellent executive support and administrative service is always offered • Experience of managing staff, and / or coaching / mentoring of others • Experience of thoroughly analysing information and considering alternative solutions and adapting to new ways of working where necessary • Experience of managing and prioritising complex and conflicting schedules.	• Experience of building sound and productive working relationships with customers, colleagues, partners and staff groups and can engage others in a credible and persuasive way • Experience of overseeing the management of business projects • Experience of providing suitable training and personal development for staff, including performance appraisals, in order that they can conduct their duties competently and responsibly • Experience of writing briefing notes and presentations for the Chief Executive.	• Experience of providing advisory and consultancy advice to the wider Corporate Management Team, members of the Cabinet, and the Authority. • Experience of undertaking extensive research and analysis.
<u>Evidence requirements (experience):</u> <i>A minimum of 4 years' experience in a similar role.</i> • Detail your experience of working with and providing support to an Assistant Director or Director. • Detail your experience of contributing and/or delivering projects and interpreting quantitative and qualitative data to inform decisions and achieve income targets. • Provide examples of minutes you have undertaken that demonstrate your ability to summarise and track key actions. • Provide details of the data you are handling and how you ensure the information is handled and stored appropriately. • Describe your experience in establishing stakeholder groups, ensuring consistent communication, and tracking agreed actions to maintain accountability and progress. • Describe your experience in proactively planning, identifying potential risks or issues in advance, and developing contingency plans to ensure continuity and successful outcomes. • Describe your experience of collaborating with senior managers. • Describe your relevant experience of providing administrative support at a senior level. • Provide an example where you have provided coaching to a new employee or colleague to help build confidence. • Describe your experience of collecting and interpreting data, exploring different opts and making informed decisions. • Describe how you have coordinated multiple tasks, balanced competing demands and maintained delivery under pressure.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months at 6A for career progression applications evidenced by HR records and/or performance appraisal documents.</i> • Provide a range of documents and written observations to demonstrate where you have used different methods to respond to situations. Examples should include a variety of mediums across multiple stakeholder groups, appropriate tone and language, and demonstrate understanding from the receiver. • Provide a range of examples (that evidence variety of form and audience) where you have worked with colleagues to deliver a shared goal, built strong working relations and established trust with partners through regular communication and follow up. • Provide a range of examples to demonstrate your strategic oversight and ability to deliver outcomes through structured project management. • Provide examples of how you have supported staff growth, assessed performance and created a culture of continuous improvement. • Provide examples to demonstrate your ability to distil complex information, tailor content for senior audiences and support strategic decision making.	<u>Evidence requirements (experience):</u> <i>Minimum of 18 months at 6B for career progression applications evidenced by HR records and/or performance appraisal documents</i> • Provide proposals, you have submitted, for cost savings or to increase income, including outcome and evaluation • Provide documented examples where you have provided expert insight and built trust with senior stakeholders. • Provide examples where you have gathered, interpreted and applied data or evidence to inform decision making. Include research methodology, analysis, report and evaluation.

Skills • Proficient in the use of Microsoft office applications including Word, Excel, Teams, Powerpoint and Outlook. • Ability to demonstrate a high level of professionalism. • Ability to understand the Council’s vision and interpret it to develop practical and achievable work plans • Ability to use well developed communication skills to present complex and sensitive information in an understandable way, to a range of audiences with ability to select the appropriate method for the target audience. • Ability to use analytical skills to interpret varied and highly complex information and prepare reports and presentations for the Chief Executive. • Undertakes work that requires a range of imaginative solutions and responses and involves application of fresh and innovatory thinking. • Ability to make decisions independently using initiative and demonstrating understanding of the whole Council. • Ability to act as a role model to promote equality and manage diversity in the workplace. • Ability to direct, coordinate and train other employees. • Ability to apply sensitivity and political awareness.	Skills • Able to identify better ways of working. • Able to manage change effectively, providing guidance and support to others. • Excellent communication and interpersonal skills, with ability to tailor style and type to suit different needs. • Ability to deal with considerable levels of work-related pressure. • Self-motivated and able to work on own initiatives to a high standard and quality.	Skills • Can plan projects and tasks in structured way, monitoring progress against plans and embedding into working practice. • Ability to recognise own and others’ learning style
Evidence requirements (skills): • Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions. • Provide an example where you have upheld organisational values and encouraged others to do the same. • Provide an example where you have used the Council’s service vision and translated it into a practical and achievable work plan that is understood by all. • Provide a range of documents that you have prepared which demonstrates your skills in handling sensitive topics with discretion and clarity and adapting the tone and format depending on the audience. • Provide examples where you have interpreted feedback from multiple areas and presented a summary of your findings with recommendations. • Provide a range of examples where you have significantly improved efficiency through innovation. • Provide examples where you have made informed decisions independently demonstrating initiative to resolve issues. • Provide an example of how you actively foster an inclusive environment, challenge discrimination and support diverse teams. • Provide examples where you have demonstrated leadership skills in your role.	Evidence requirements (skills): • Provide examples where you have improved processes and increased efficiency in your role, include evaluation and/or feedback on these improvements. • Provide examples how you have led or supported others through change, including steps you took to ensure morale was maintained and the advice/guidance you provided. • Provide a variety of examples where you have adapted your communication methods for different audiences, conveying information clearly and effectively. • Through documented 1:1, evidence: a) where you have used your skills to maintain performance and focus during high pressure periods. Include any tools or methods used to support b) where you have demonstrated how you take ownership of tasks, work independently and deliver excellent results.	Evidence requirements (skills): • Provide examples where you have contributed to plans and/or tasks, assigned responsibilities, monitored progress and introduced a tracking system. Include methodology, measures of success and post project review evaluating how this has been embedded into working practice. • Through documented 1:1, evidence where you have discussed how different aids have helped with your own learning and how you have used this learning to help others.

• Provide examples how you navigate complex interpersonal or political situations with discretion and tact.		
---	--	--

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/written correspondence

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

Structure Chart

Please insert structure chart(s) for relevant area of operations