

**Secondment Achievement Record Grade 7**

Please use this form as required to record the achievements, progress and development of the secondee throughout the secondment. Sections 2 and 3 contain the skills and attributes identified for a Grade 7 administrative role. Please adapt the skills to suit the seconded role.

**Section 1: SUMMARY**

Name:	Dates of secondment:
Home Department:	Host Department:
Home line manager or equivalent:	Host line manager or equivalent:
Substantive role and grade:	Seconded role and grade:

**Brief summary of role** undertaken by secondee

**'Host' line manager to comment** on how the secondment went, including particular achievements and strengths, useful feedback for secondee and/or their home department

**Secondee to comment** on how they felt the secondment went, including achievements, challenges, what worked well

**Future development needs**, including any skills that could be built on following return to home dept, any new areas that have been identified during the secondment.

Signed (Host line manager) \_\_\_\_\_ Signed (secondee) \_\_\_\_\_ Signed (Host line manager) \_\_\_\_\_

Date of review \_\_\_\_\_

## Section 2: SKILLS

Skill area	Skills	Devt need at start	Devt achieved during secondment	Please comment on progress made and achievements in relevant skill areas
<b>Resource Management (people/finance)</b>				
<i>Resource allocation and budgeting</i>	Contribute to the planning and management of financial resources and processes; prepare basic budgetary and statistical reports and forecasts.			
<i>Financial regulations</i>	Understand and ensure compliance with financial regulations and best practice.			
<i>Remuneration</i>	Resolve remuneration issues.			
<i>Business cases</i>	Contribute to the preparation of business cases.			
<b>HR Operations</b>				
<i>Issues and processes</i>	Manage a wide range of HR-related issues and processes, e.g. staff review and development.			
<i>Recruitment</i>	Select and interview as part of an inclusive recruitment process and chair local selection panels.			
<i>Legislation and best practice</i>	Interpret both University policy and employment legislation and promote best practice.			
<b>Research Administration</b>				
<i>Funding applications</i>	Identify suitable funding opportunities and prepare material for funding applications and national research review exercises.			
<i>Co-ordinate administrative support</i>	Provide administrative activity for research applications.			
<i>Compliance with ethical guidelines</i>	Demonstrate understanding of ethical guidelines and relevant legislation			
<b>Teaching and Learning Support</b>				
<i>Materials and curriculum development</i>	Administer local teaching and learning support activities.			
<b>Facilities Management</b>				
<i>Maintenance</i>	Contribute to the assessment of long term facility requirements and oversee maintenance and refurbishment programmes.			
<i>Estate management strategy</i>	Manage use of facilities by local, University and external users.			
<i>Health, safety and security</i>	Administer and resolve health, safety and security issues.			
<b>Committee Skills</b>				
<i>Service and chair</i>	Service and participate in committees and groups at local and University level.			
<i>Advise and brief</i>	Advise and guide committees, groups and networks on specific issues at local committee level.			
<b>Analysis and Investigation</b>				
<i>Gather data</i>	Gather and manipulate data.			
<i>Analyse</i>	Conduct analysis and investigation of data, including for benchmarking purposes.			
<i>Review and report</i>	Monitor, review and report on analysis.			
<b>Policy, Process and Systems</b>				

Skill area	Skills	Devt need at start	Devt achieved during secondment	Please comment on progress made and achievements in relevant skill areas
<i>Policy/systems development</i>	Identify and implement changes to existing local processes. Review and shape local policy and processes in response to changes at University and national level. Interpret, adapt and implement University level systems for effective use at local level.			
<b>Training, Facilitation and Presentation</b>				
<i>Briefings and presentations</i>	Deliver straightforward briefings, presentations and training in specialist areas to colleagues.			
<i>Facilitation</i>	Facilitate meetings and events at local level.			
<b>Customer Service and Public Relations</b>				
<i>Fundraising</i>	Interpret and deliver appropriate information in response to enquiries.			
<i>Identify publicity opportunities</i>	Identify marketing and publicity opportunities within the University.			
<i>Publicity materials</i>	Develop and maintain publicity resources and materials.			
<b>IT</b>				
<i>Software skills</i>	Competently use Microsoft Office and web-based database systems, e.g. CHRIS and specialist software, e.g. pFACT.			
<i>Database skills</i>	Operate specialist databases and software, e.g. CamSIS, Recruitment Admin System (RAS).			
<b>Organisation and Time Management</b>				
<i>Prioritising</i>	Prioritise own work and that of team; work systematically on a number of tasks simultaneously.			
<i>Improving organisational systems</i>	Contribute to the development and implementation of new structures and systems for effective use of resources.			
<b>Project Management</b>				
<i>Project leadership</i>	Identify and lead small-scale projects, (e.g. at a level of up to £10k involving self/others.)			
<i>Project support</i>	Apply project management skills to support medium to large-scale projects, involving multiple stakeholders.			

**Please list additional skill areas appropriate to the role**


## Section 3: ATTRIBUTES

Attribute	Positive Indicators	Dev't need at start	Dev't achieved during secondment	Please comment on progress made and achievements in relevant attribute areas
<b>1) Communication</b>  <b>C: Communicates effectively and appropriately with a variety of stakeholders including external partners, teams, colleagues and contacts.</b>	Communicates clearly and concisely both orally and in written documents Recognises the need to adapt style and delivery according to the situation. Supports arguments and recommendations effectively. Ensures that important messages are communicated within the Institution. Shares information as appropriate and checks understanding. Ensures that communication has a clear purpose. Responds constructively and effectively to questions and comments.			
<b>2) Relationship Building</b>  <b>B: Develops and maintains existing partnerships. Builds teams and identifies means of enhancing their effectiveness</b>	Engages with stakeholders to conduct joint working activity, to agree and action complex issues. Understands the links between the University's work and that of partners, using this knowledge to inform own work. Identifies opportunities for leveraging existing partnerships or developing new ones that will support the work of both organisations. Sets up teams or working groups and involves them in achieving goals. Works inside and outside own team to share ideas and information where appropriate. Visibly assists their team to remove barriers, particularly in the face of complex tasks or high demands. Identifies common goals and interests, and uses these to unite teams Gains commitment from others by consulting and involving them. Understands relationships within the team and the way that different team members work together.			
<b>3) Valuing Diversity</b>  <b>Considers and respects the ideas, circumstances and feelings of others. Treats everyone with fairness and respect, adhering to the principles of diversity and inclusion.</b>	Promotes an inclusive environment which values equality of opportunity and diversity Role models the highest standards of behaviour. Challenges or reports inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law Demonstrates mutual respect tolerance and integrity Listens to and respects others' views and opinions			

Attribute	Positive Indicators	Dev't need at start	Dev't achieved during secondment	Please comment on progress made and achievements in relevant attribute areas
<p><b>4) Achieving Results</b></p> <p><b>B: Identifies and manages important issues and problems effectively. Plans and monitors the work of others and takes accountability for their levels of performance and success. N.B. Some elements of the positive indicators may not apply to roles that do not have line management responsibility.</b></p>	<p>Makes decisions following careful analysis of the issue and by challenging assumptions to ensure that information is accurate.</p> <p>Produces effective responses in difficult situations and resists pressure to make quick decisions where full consideration is needed.</p> <p>Develops strategies for overcoming barriers and seeks opportunities for early resolution of issues.</p> <p>Promotes the importance of identifying and managing risk.</p> <p>Sets clear goals and milestones, establishing importance and urgency.</p> <p>Provides clear direction and ensures that staff know what is expected of them.</p> <p>Demonstrates measurable individual and team progress against relevant institution goals.</p> <p>Identifies performance issues within area of responsibility and establishes interventions to ensure delivery to plan and targets.</p>			
<p><b>5) Strategic Focus</b></p> <p><b>C: Implements the University's strategy and planning activity within the team. Supports the University's mission and priorities</b></p>	<p>Demonstrates knowledge of the University's strategy and concentrates on matters that support its achievement.</p> <p>Ensures that own way of working is in line with the strategic direction of the University.</p> <p>Understands the main issues that affect the University.</p> <p>Raises awareness of strategic issues with colleagues.</p> <p>Supports and co-operates with University policy and procedures.</p> <p>Recognises the links between related activities.</p> <p>Acts in the best interests of the University rather than self-interest</p>			
<p><b>6) People Development</b></p> <p><b>C: Demonstrates effective people management skills. Promotes and facilitates the development of others. N.B. Some elements of the positive indicators may not apply to roles that do not have line management responsibility.</b></p>	<p>Encourages staff to learn and develop, giving them advice where necessary.</p> <p>Manages performance effectively using the Staff Review and Development Scheme.</p> <p>Assists staff in developing their skills through encouragement, motivation and support.</p> <p>Encourages staff to achieve and support the University's aims.</p> <p>Makes sure people know what a task or responsibility involves and that they have the necessary abilities to carry it out.</p> <p>Identifies and addresses the training needs of staff.</p> <p>Involves staff in new areas of work and decision making to enhance their knowledge and skills.</p> <p>Supports and encourages use of the services of Personal and Professional Development.</p>			

Attribute	Positive Indicators	Devt need at start	Devt achieved during secondment	Please comment on progress made and achievements in relevant attribute areas
<b>7) Negotiating and Influencing</b>  <b>C: Persuades and influences peers and managers through consideration of their interests, involvement and consultation.</b>	Canvasses opinion and builds support amongst colleagues. Promotes the benefits of a decision or situation to others. Identifies clear aims in negotiations and achieves satisfactory outcomes. Handles objections by acknowledging issues and suggesting alternatives. Ensures that everyone involved is satisfied with agreements that have been reached. Shows willingness to compromise where appropriate to achieve an acceptable solution.			
<b>8) Innovation and Change</b>  <b>C: Develops and promotes new ways of working to improve performance within team and institution.</b>	Identifies areas of good practice and shares successes which may improve ways of working across the institution. Considers new approaches or solutions to problems and demonstrates taking these forward. Develops innovative techniques within own professional field. Keeps abreast of new developments and initiatives outside the University. Encourages colleagues to respond quickly and positively to change. Recognises potential barriers to change and ways in which these might be minimised.			