

**Secondment Achievement Record Grade 8**

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 8 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>	Plan and manage financial resources and processes; prepare budgetary and statistical reports and forecasts.			
<i>Financial regulations</i>	Understand and oversee compliance with financial regulations.			
<i>Business cases</i>	Prepare business cases, funding applications and tenders.			
<b>HR Operations</b>				
<i>Issues and processes</i>	Manage a wide range of more complex HR-related issues and processes, e.g. Dignity at Work, flexible working' staff review and development.			
<i>Discipline and grievance</i>	Participate actively in University grievance, disciplinary, grading and appeal processes.			
<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 HR legislation and promote best practice.			
<b>Research Administration</b>				
<i>Funding applications</i>	Identify suitable funding opportunities and co-ordinate preparation and submission of funding applications and responses to national research review exercises.			
<i>Co-ordinate administrative support</i>	Provide administrative activity for research applications. Co-ordinate and manage administrative support for research applications.			
<i>Compliance with ethical guidelines</i>	Co-ordinate applications to ethics and other relevant committees.			
<b>Teaching and Learning Support</b>				
<i>Materials and curriculum development</i>	Oversee all aspects of local teaching and learning support in relation to curriculum delivery. Prepare course materials where appropriate.			
<i>Quality assurance</i>	Administer and monitor quality assurance mechanisms			
<b>Facilities Management</b>				
<i>Maintenance</i>	Assess 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>Managing use of facilities</i>	Contribute to estate management issues and development plans at local and University level.			
<i>Health, safety and security</i>	Manage all matters arising from 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>	Brief committees, groups and networks at local level on specific issues at local and University committee level.			
<b>Analysis and Investigation</b>				
<i>Gather data</i>	Identify the appropriate method of analysis or investigation.			

Skill area	Skills	Devt need at start	Devt achieved during secondment	Please comment on progress made and achievements in relevant skill areas
<i>Analyse</i>	Conduct analysis and investigation of data, including for benchmarking purposes, and source additional information when required.			
<i>Review and report</i>	Monitor, review and report on analysis.			
<b>Policy, Process and Systems</b>				
<i>Policy/systems development</i>	Develop and implement new policy and processes at local level.  Review and shape local systems, policy and process in response to changes at University and national level.			
<b>Training, Facilitation and Presentation</b>				
<i>Briefings and presentations</i>	Deliver presentations, briefings and training in specialist areas to colleagues and participants.			
<i>Facilitation</i>	Facilitate meetings and events at local level.			
<b>Customer Service and Public Relations</b>				
<i>Fundraising</i>	Initiate and co-ordinate fundraising activities and identify potential funding sources.			
<i>Identify publicity opportunities</i>	Identify marketing and publicity opportunities both in the University and nationally.			
<i>Publicity materials</i>	Develop publicity materials aimed at external customers e.g. potential students.			
<b>IT</b>				
<i>Software skills</i>	Competently use Microsoft Office, web-based database systems and specialist software, e.g. CHRIS, pFACT, Microsoft Project.			
<i>Database skills</i>	Contribute to the design and management of specialist databases and systems, e.g. CamSIS, Recruitment Admin System (RAS).			
<b>Organisation and Time Management</b>				
<i>Prioritising</i>	Prioritise own work and that of team taking into account diverse and conflicting organisational needs.			
<i>Improving organisational systems</i>	Develop and implement new structures and systems for effective use of resources.			
<b>Project Management</b>				
<i>Project leadership</i>	Identify and lead medium-scale projects, e.g. at a level of up to £100k 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>B: Communicates effectively and appropriately with senior management, external partners and with people at all levels across the University and outside the University in the wider community</b>	<p>Explains complex issues, in a way that is easy to understand.</p> <p>Works collaboratively with senior management to ensure that consistent messages are cascaded appropriately.</p> <p>Prepares communications for and on behalf of senior members of the University.</p> <p>Produces well-structured reports and written summaries.</p> <p>Ensures that important messages are being communicated and understood within the University and outside the University as appropriate.</p> <p>Communicates fluently and persuasively as required.</p> <p>Delivers difficult messages sensitively.</p>			
<b>2) Relationship Building</b>  <b>B: Develops and maintains existing partnerships. Builds teams and identifies means of enhancing their effectiveness</b>	<p>Engages with stakeholders to conduct joint working activity, to agree and action complex issues.</p> <p>Understands the links between the University's work and that of partners, using this knowledge to inform own work.</p> <p>Identifies opportunities for leveraging existing partnerships or developing new ones that will support the work of both organisations.</p> <p>Sets up teams or working groups and involves them in achieving goals.</p> <p>Works inside and outside own team to share ideas and information where appropriate.</p> <p>Visibly assists their team to remove barriers, particularly in the face of complex tasks or high demands.</p> <p>Identifies common goals and interests, and uses these to unite teams</p> <p>Gains commitment from others by consulting and involving them.</p> <p>Understands relationships within the team and the way that different team members work together.</p>			
<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>	<p>Promotes an inclusive environment which values equality of opportunity and diversity</p> <p>Role models the highest standards of behaviour.</p> <p>Challenges or reports inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory</p> <p>Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law</p> <p>Demonstrates mutual respect tolerance and integrity</p> <p>Listens to and respects others' views and opinions</p>			

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>4) Achieving Results</b>  <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.</b>	<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>			
<b>5) Strategic Focus</b>  <b>B: Takes a strategic view and creates long-term plans for the institution/area of responsibility. Promotes a shared vision for the University</b>	<p>Shows an awareness of political, economic and legislative trends and their effect on the University.</p> <p>Creates a vision for the future which supports the aims and objectives of the University.</p> <p>Formulates plans which translate strategy into action.</p> <p>Thinks beyond own specialist area or function, understanding the impact of actions on other areas of the University.</p> <p>Works to influence the University's strategy, direction and culture to increase effectiveness for the future.</p> <p>Considers long-term issues, even when having to respond to changing circumstances</p>			
<b>6) People Development</b>  <b>B: Encourages and facilitates the learning and development of others. Demonstrates enhancement of individual and team potential through giving clear direction, guidance and feedback on performance.</b>	<p>Demonstrates understanding of the talents, capabilities and needs of staff and matches these to development opportunities.</p> <p>Provides opportunities for staff to learn and progress their careers, providing advice and guidance where appropriate.</p> <p>Creates an environment where staff are clear on what is expected of them and are motivated to achieve results.</p> <p>Fairly and accurately assesses performance using the Staff Review and Development Scheme, giving constructive and developmental feedback.</p> <p>Manages performance shortfalls in a timely and supportive manner.</p> <p>Helps people identify and develop their strengths and development needs.</p> <p>Shares knowledge with staff and creates opportunities for coaching and mentoring.</p> <p>Encourages staff to see the development opportunities in everyday activities and manages their development expectations.</p> <p>Supports and encourages use of the services of the Centre for Personal and Professional Development.</p>			

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>7) Negotiating and Influencing</b></p> <p><b>C: Persuades and influences peers and managers through consideration of their interests, involvement and consultation.</b></p>	<p>Canvasses opinion and builds support amongst colleagues.</p> <p>Promotes the benefits of a decision or situation to others.</p> <p>Identifies clear aims in negotiations and achieves satisfactory outcomes.</p> <p>Handles objections by acknowledging issues and suggesting alternatives.</p> <p>Ensures that everyone involved is satisfied with agreements that have been reached.</p> <p>Shows willingness to compromise where appropriate to achieve an acceptable solution.</p>			
<p><b>8) Innovation and Change</b></p> <p><b>B: Supports, promotes and implements change. Encourages the adoption of new methods and overcomes barriers to acceptance.</b></p>	<p>Explores new and innovative ways of working and drives innovation within own area.</p> <p>Introduces new ways of working and overcomes resistance through involving people and demonstrating the benefits.</p> <p>Encourages staff to identify improvements to systems and services and to take these forward.</p> <p>Communicates the desire for the institution to succeed through original thinking.</p> <p>Draws on networks to identify new methods and techniques.</p> <p>Identifies people with the ability to accept change and supports those who find it difficult to adapt.</p> <p>Demonstrates understanding of people's fear of change</p>			