

APPENDIX C

Level	Knowledge & Skills	Decision Making	Resources	Customer and Community Impact
1	TO BE AGREED BY MEMBERS			
2	TO BE AGREED BY MEMBERS			
3	Expert knowledge of council wide services and/or specific specialist area People and operational management	Accountability and responsibility for all processes, procedures and work standards within business/specialist area	Unit managers – accountable for all resources CoP leads - responsible for all people support/mentoring within CoP	Major impact across the Councils’ policies and activities or on significant customer groups
4	Deeper knowledge of specific specialist area	Taking more complex decision or applying greater discretion to the policy guidelines	Efficient use of all resources including professional standards and procedures, technical resources and assets	Major impact on service provision, the public or other organisations
5	Working knowledge of specialist area, fully qualified	Beginning to set work standards and applying discretion to policy implementation	Efficient use of all resources including professional standards and procedures, technical resources and assets	Significant implications for the specialism or significant effect on employees or customers
6	Deeper understanding of council wide services or specific expertise in specialist area or working knowledge with team supervision responsibilities	Rules based - some discretion within policy guidelines	Team leaders –direct supervision of a group of people carrying out work/tasks within the same area of work	Improving the customer experience by creating a seamless response to customer need
7	Working knowledge of council wide services – good practical knowledge of more involved tasks across a range of disciplines or better practical knowledge of more involved tasks in one specialist area	Rules based - some choices based on the policy framework	Efficient use of all necessary systems and tools to interface with the customer	A quicker, more simple and responsive customer journey and processing, resulting in higher customer satisfaction
8	Good, but developing knowledge of council wide services	Rules based – no discretion, adherence to readily understood rules and procedures	Able to use all necessary systems and tools to interface with the customer	Responding to and meeting customer expectations, empowering customers to self-serve
9	Basic knowledge of how the councils work	Directed work	Able to use all necessary systems and tools	Predominantly working with internal customers to support the work of the councils

Level	Roles	Indicative salary	Indicative spinal column points
1	<ul style="list-style-type: none"> Executive Directors 	TO BE AGREED BY MEMBERS	
2	<ul style="list-style-type: none"> Heads of Service equivalent 	TO BE AGREED BY MEMBERS	
3	<ul style="list-style-type: none"> Lead Specialist Specialist Manger Case Management Manager Customer Service Manager Support Services Manager 	£40,254 - £44,164	47 - 51
4	<ul style="list-style-type: none"> Senior Specialist Customer Enabling Manager Locality Officer Manager 	£33,128 - £36,676	39 - 43
5	<ul style="list-style-type: none"> Specialist Case Management Team Leader 	£28,922 - £32,072	34 - 38
6	<ul style="list-style-type: none"> Specialist Customer Service Team Leaders Case Management Expert/Specialised Customer Enabling Team Members Locality Officer (Community) 	£23,188 - £26,539	27 - 31
7	<ul style="list-style-type: none"> Senior Customer Service Team Members Senior Case Management Team Member 	£19,817 - £22,443	22 - 26
8	<ul style="list-style-type: none"> Customer Service Team Members Case Management Team Member Locality officer (Operations) 	£16,998 - £19,317	17 - 21
9	<ul style="list-style-type: none"> Transactional admin {scanning/trainee, etc} 	£15,189 - £16,604	12 - 16