

THE

HANDBOOK OF MODEL JOB DESCRIPTIONS

Revised edition

BARRY CUSHWAY



RECOMMENDED BY
INSTITUTE OF DIRECTORS

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Introduction

HOW TO USE THIS BOOK

This book consists of two main parts.

The first part, Chapters 1 to 17, contains over 200 model job descriptions, based on actual jobs and in sufficient detail to make them suitable for use in job evaluation schemes. These are separated into different categories, such as sales and marketing, for ease of reference.

The second part, Chapters 18 to 24, contains some of the common elements found in a large number of jobs, such as budgetary management and supervision. These elements are listed under the different job categories set out in the job description chapters.

To find a job description appropriate for a job in your company or organization you should find the job title in Chapters 1 to 17 that most closely matches the job you are looking for and then select any missing element from Chapters 18 to 24 and add this into the job. If, for example, you have a secretary who also has supervisory responsibilities you would select the job description for secretary from the secretarial and clerical jobs list in Chapter 15 and then add in a suitable sentence from the examples set out under the secretarial and clerical jobs category in Chapter 24, Supervision and management.

This chapter describes the features, uses and means of building job descriptions. The aim is to provide general information about writing job descriptions suitable for your purposes.

WHY HAVE A JOB DESCRIPTION?

A job description is a written statement of the content of any particular job and derived from the analysis of that job. It can be distinguished from a person specification, which describes not the content of the job, but the attributes required of an employee to do that job to the required standard.

Job descriptions can serve a number of useful purposes. Their main uses are set out below.

Legal and contractual

There is no legal requirement to give an employee a job description, although there is a requirement to describe a job briefly, or to indicate the job title, in the statement of terms and conditions of employment that forms part of the employment contract. However, having an accurate and up-to-date job description can avoid ambiguity about a jobholder's responsibilities and could be valuable information when dealing with disciplinary issues or grievances. The content of any such job description will be part of the contract between the employee and the employer.

Human resource planning

Any organization has to decide what people and skills are required to help it meet its objectives. Detailed descriptions of the objectives and tasks to be achieved together with the knowledge, skills and experience required to meet these will help to ensure that the organization is aware of the types and numbers of jobs to be filled.

Recruitment and selection

Before any job can be filled it is essential to have a clear idea of the requirements of that job. Without this information it is difficult to

decide what qualifications, experience and personal attributes might be required and to determine the appropriate salary level. A job description and a person specification will provide the required information and assist managers in deciding on the most appropriate selection process.

Job evaluation

Any job evaluation exercise is critically dependent on having accurate information about jobs. Inevitably, this means producing job descriptions.

Training and development

It is important to identify the content of jobs when analysing training needs, as without this information it will be difficult to specify the outputs, standards of performance and competencies required. When accurate job information is available, any mismatch between the expected outputs from the job and individual performance is easier to identify.

Job redesign

Change is a permanent feature of all organizations and with an increased emphasis on allowing employees to work flexibly – it is now a legal right for an employee to be able to request flexible working arrangements – employers have to give serious consideration to different ways of working. To make such decisions effectively, sound information is required about the activities currently undertaken within jobs.

Performance management

Performance management is a process for ensuring that the performance of individual jobholders is effectively managed and that they carry out their roles to the best of their ability and to the standards required by the organization. To measure and appraise performance effectively it is necessary to compare the requirements of the job with the extent to which the employee meets those requirements. This requires that

job objectives are clearly specified, as without such clarity any performance management process will not be fully effective.

Organization change

When organization structures and reporting lines are being changed, it is important to have good information about the content of all jobs. In this way, duplications and overlaps of responsibility can be identified and managers can ensure that no vital processes or tasks are overlooked.

Limitations of job descriptions

1. Job descriptions describe the requirements of the job but take no account of how the individual carries out that job. It is a fact of life that different people will do the same job in different ways. In some cases this might mean that tasks and accountabilities are added to the core job description and in other cases some of these may be neglected. The emphasis placed on different aspects of the job will depend on the background and experience of the jobholder.
2. In modern organizations, especially those using project teams, individuals may be used very flexibly and more in accordance with their abilities than in terms of the specific job they were originally employed to do. This can be difficult to reflect in a job description.
3. If job descriptions are applied too rigidly they may become inappropriate for an organization that is rapidly changing.
4. Job descriptions require frequent updating because over time the work actually carried out by the jobholder may become significantly different from the responsibilities set out in the job description.
5. The quality of a job description will often depend on the writing skills and personal perceptions of the person preparing it. This is likely to be a critical issue where the job description is used for job evaluation.

The best way of combating these problems is to try to ensure that job descriptions are written flexibly by focusing on the overall objectives,

rather than on the tasks to be carried out to meet those objectives, and to update them regularly. Where individuals change the job content, the job description should be amended to take these changes into account if they are intended to become a permanent feature of the job.

JOB DESCRIPTION FEATURES

The job descriptions contained in this book are all based on actual jobs but have been rewritten as far as necessary to ensure that they are based on accountabilities, rather than just tasks. This is an important distinction because it means that the focus is on the outputs produced by the jobs rather than on the actions carried out to achieve those outputs. To illustrate this, rather than stating that a key function is 'to respond to telephone inquiries' we might instead describe that function as 'to provide information and advice by telephone to assist system users in resolving problems'.

The format of these accountability statements is to describe what is done, what it is done to, and for what purpose. Describing jobs in this way makes the job descriptions particularly suitable for job evaluation and performance management purposes.

There are of course some jobs that exist only to carry out straightforward tasks and in these cases it will be the actions carried out that form the core content of the job description.

The knowledge, skills and experience requirements, which may more accurately be described as elements of the person specification, are also based on actual jobs, but have been edited to provide general information which can be adapted to the needs of a variety of organizations.

Excluded jobs

The job descriptions in this book are for jobs commonly found in a range of organizations, although there are also a limited number of less common jobs. Jobs that have been specifically excluded are the highly specialized roles found in public sector organizations such as local authorities, NHS Trusts and the police service. These have been excluded because in many cases the work carried out is already

described in depth by statutes and by relevant professional bodies, and also because such organizations normally have the resources to prepare their own job descriptions.

WRITING A JOB DESCRIPTION

There are no hard and fast rules about precisely what the content of a job description should be, but the headings below describe what is commonly included.

Job identification

This includes the title of the job, the department or section, any employee or job number and the name of the jobholder (commonly omitted in a job evaluation exercise to preserve objectivity). The precise title of the job should be described briefly but accurately.

Reporting line

This will include the title of the job to which this one directly reports.

Organization structure

Job descriptions can contain an extract from an organization chart showing the job's reporting relationships, including subordinate posts. Alternatively, a copy of the relevant organization chart may be attached to the job description. This information is particularly relevant when the job description is required as part of a job evaluation review. The numbers and levels of jobs reporting to the jobholder are important information for job evaluation.

Main purpose of the job

The job description should set out, in no more than one or two sentences, the key purpose of the job and this should clearly distinguish it from any other jobs in the organization.

Principal accountabilities or responsibilities

This is very much the core of the job description and should set out the activities and actions required of the jobholder. Generally, there should be no more than about 10 such statements, although there will be more for certain jobs, as a number significantly in excess of this either means that the job description is going into too much detail or that the job is overloaded.

To prepare these you should:

- identify the key areas of responsibility within the job;
- identify what end-results have to be produced to achieve the main purpose of the job. These are the results or objectives on which the jobholder would expect to have his or her performance judged. As far as possible these should be written in terms that are suggestive of measurement;
- describe how these end-results are achieved.

The statements should be written in the following form:

| What is done | to what | with what end result? |
|-----------------------|-----------------------------------|---|
| To check | invoices | to ensure that they correspond with orders received |
| To direct and control | the staff of the section | to ensure that they are well motivated and trained |
| To prepare | minutes of all committee meetings | to ensure that they provide an accurate record of discussions and resulting decisions |

Performance measures and standards

Performance criteria will need to be included where job descriptions are being used to define targets as part of a performance management process. The information to be included is the output expected from the job and the standards to which it is to be performed. These are commonly described as key result areas.

Constraints

Job descriptions will sometimes set out the limits of authority and decision making for a particular job.

Statistics

Particularly where job descriptions are used for job evaluation or performance management purposes, there may be a need to include relevant numerical and financial data. Under the Hay Guide Chart and Profile Method of Job Evaluation, for example, the financial magnitude of accountabilities is a key factor in the evaluation process, generally described as the 'dimensions' of the job. This information will include details of any budgets, equipment or other resources the jobholder is responsible for, or any data relating to outputs and workload.

Nature and scope

Job descriptions often contain a section that describes the context of the job in the organization. This will contain, for example, information about how the job relates to others in the organization, where work comes from and where it goes to, the kinds of problems dealt with and decisions made etc.

Contacts

Many job evaluation schemes take into account the nature and range of contacts a particular job might have. Where a job description is prepared for job evaluation purposes, therefore, it may be necessary to include a section with this information. It should include the main lines of communication of the job with other jobs in the organization and with external individuals and organizations, with the reasons for those links listed. Using the word 'liaison' in this context is particularly unhelpful as it can mean anything from high-powered negotiation to sending people copies of documents.

Working conditions

Job evaluation schemes often also take into account the physical, mental and emotional content of any job and the nature of the working environment and this information needs to be included to assist the evaluation process.

Knowledge, skills and experience

While the knowledge, qualifications, skills and experience required to do the job are strictly part of a person specification, rather than a job description, it is useful to include them in one composite document which can then be used for a variety of purposes. This should describe what is required for full and effective performance of the job, not what the jobholder actually has.

Competencies

Competencies are the personal characteristics and qualities of individuals that enable them to perform their jobs effectively. They can take the form of deep-seated traits or observable skills and behaviours. The key is to try to describe them in such a way that they can be measured.

Other information

There is often scope in job descriptions to include miscellaneous additional information, such as training requirements or responsibilities that may not be a permanent feature of the job. In some cases jobholders may have additional roles which are personal to them but which would not necessarily be expected of a new incumbent. Any such situation needs to be made clear in the job description.

Signatures and date

Any job description should be signed by both the jobholder and his or her direct line manager to indicate that it is an agreed document and, in view of how quickly such documents can become out of date, the date of its completion is highly relevant.

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Part 1



Job descriptions

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Administration and management

This section includes job descriptions for the following jobs:

1. Awards/grants officer
2. Business development director
3. Central services supervisor
4. Chauffeur
5. Chief executive
6. Committee administrator
7. Company secretary
8. Courier
9. Director of central services
10. Management consultant
11. Managing director
12. Member services manager
13. Nursery assistant
14. Nursery manager
15. Office maintenance worker
16. Office manager
17. VDU operator

1. AWARDS/GRANTS OFFICER

Main purpose of job

To review applications for awards or grants and communicate decisions to applicants.

Main responsibilities

1. Review applications received for grants or awards to ensure that they meet the organization's criteria and recommend action as appropriate.
2. Contact applicants as necessary to clarify points in applications and record the results of these contacts.
3. Provide advice to applicants and potential applicants about award and grant requirements and how to complete applications.
4. Respond to any general enquiries from applicants about applying for grants and awards.
5. Maintain all necessary records of applications made and the results of these.
6. Notify applicants of the outcome of their applications.
7. Set up and maintain any necessary processes to ensure that applications are monitored and controlled and dealt with in accordance with recommended criteria and timescales.
8. Maintain up-to-date knowledge of the rules relating to the allocation of grants and awards.

Knowledge, skills and experience required

The job requires:

- education to A-level standard;
- detailed knowledge of grant scheme rules;
- at least 1 year's experience of operating a grant scheme;
- good interpersonal skills;
- organizational skills.

2. BUSINESS DEVELOPMENT DIRECTOR

Main purpose of job

To develop and implement strategies, policies and processes to improve operations and service delivery to meet existing and future corporate objectives.

Main responsibilities

1. Lead in the development of strategies, policies and processes across all functions that will help to achieve the company's mission and core objectives.
2. Recruit and motivate business-orientated teams accountable for the achievement of corporate and individual targets, ensuring that comprehensive performance appraisal and development opportunities are provided in accordance with the company's human resources strategy and employment policies.
3. Provide advice and guidance to managers and staff on all aspects of business transformation.
4. Maintain regular contact with customers to keep them aware of business developments and to seek feedback from them so that the company can effectively implement a programme of continuous improvement.
5. Develop and implement policies to recruit and retain the required levels and quality of staff to ensure that planned changes are effectively implemented and corporate objectives met.
6. Develop and control multidisciplinary teams to ensure that action plans are implemented and changes achieved that will support the organization's core objectives.
7. Develop and monitor budgets for all major organization development projects.
8. Negotiate contracts with external consultants and other organizations to provide services in support of organization change and development where these cannot be met from in-house resources.
9. Develop close working relationships with other key functions in the organization to keep them aware of, and seek their views on, proposed organizational changes to ensure that there is a coordinated approach to these.

10. Develop and implement all necessary information technology policies and processes to ensure that these support the business transformation process.
11. Maintain an awareness of any possible threats to the business and develop policies and processes that will provide for such contingencies.
12. Maintain an awareness of developments in the fields of organization change and development to ensure that the company continues to take advantage of the latest thinking in these areas.
13. Commission research in the field of organization development and change to ensure that the company implements policies and approaches that will improve operational effectiveness.

Knowledge, skills and experience required

The job requires:

- education to degree level;
- professional qualifications in a relevant discipline;
- considerable experience of managing organization change;
- several years' senior management experience;
- knowledge of IT systems;
- excellent interpersonal skills;
- excellent analytical skills;
- excellent written and verbal communication skills.

3. CENTRAL SERVICES SUPERVISOR

Main purpose of job

To supervise the provision of clerical, typing, reception and secretarial support services for a group of staff in an office or unit.

Main responsibilities

1. Supervise all clerical, typing, secretarial and support staff to ensure that they are appropriately trained and carry out their responsibilities to the required standards.

2. Oversee the opening and distribution of internal and external post.
3. Supervise reception and switchboard staff to ensure that there is appropriate cover at all times.
4. Supervise the provision of work processing and typing services to all staff.
5. Monitor stationery and post requirements to ensure that there are adequate supplies provided at all times.
6. Consult client staff and functions to ensure that the services they require are being provided to the right standards.
7. Oversee the provision of a comprehensive and reliable filing and photocopying service.
8. Carry out secretarial and clerical duties as required to ensure that the service requirements of client staff are met.

Knowledge, skills and experience required

The job requires:

- education to GCSE level;
- at least 2 years' experience as a word processor operator or secretary;
- supervisory experience;
- wide experience of office work;
- organizational skills;
- good interpersonal skills.

4. CHAUFFEUR

Main purpose of job

To drive company executives, ensuring that they arrive at their destinations punctually and safely, and to maintain the company car(s).

Main responsibilities

1. Drive company executives, ensuring that they arrive at their destinations punctually and safely.
2. Carry out all necessary safety checks and routine servicing of car, eg checking oil and water levels, tyre pressures etc.

3. Maintain car in a clean condition, inside and out.
4. Carry out minor repairs where necessary.
5. Maintain mileage and car service records.

Knowledge, skills and experience required

The job requires:

- a full clean and current UK driving licence;
- previous experience as a chauffeur;
- good interpersonal skills;
- tact and discretion.

5. CHIEF EXECUTIVE

Main purpose of job

To direct and control the organization and to give strategic guidance and direction to the management and staff to ensure that the organization achieves its mission and objectives.

Main responsibilities

1. Direct and control the work and resources of the organization and ensure the recruitment and retention of the required numbers and types of well-motivated, trained and developed staff to ensure that it achieves its mission and objectives.
2. Prepare a corporate plan and annual business plan and monitor progress against these plans to ensure that the organization attains its objectives as cost-effectively and efficiently as possible.
3. Provide strategic advice and guidance to the Board and senior managers, to keep them aware of developments within the industry and to ensure that the appropriate policies are developed to meet the organization's mission and objectives and to comply with all relevant statutory and other regulations.
4. Establish and maintain effective formal and informal links with major customers, relevant government departments and agencies, local authorities, key decision makers and other stakeholders

generally, to exchange information and views and to ensure that the organization is providing the appropriate range and quality of services.

5. Develop and maintain research and development programmes to ensure that the organization remains at the forefront of its sector, applies the most cost-effective methods and approaches, and provides the required range and quality of services.
6. Prepare, gain acceptance, and monitor the implementation of the annual budget to ensure that budget targets are met, that revenue flows are maximized and that fixed costs are minimized.
7. Develop and maintain an effective marketing and public relations strategy to promote the products, services and image of the organization in the wider community.
8. Represent the organization in negotiations with customers, suppliers, government departments and other key contacts to secure the most effective contract terms for the organization.
9. Develop and maintain total quality management systems throughout the organization to ensure that the best possible products and services are provided to customers and/or clients.
10. Develop, promote and direct the implementation of equal opportunities policies in all aspects of the organization.
11. Oversee the preparation of the annual report and accounts of the organization and ensure their approval.
12. Develop and direct the implementation of policies and procedures to ensure that the organization complies with all health and safety and other statutory regulations.

Knowledge, skills and experience required

The job requires:

- a proven record of success in senior-level general or commercial management, preferably in a related industry;
- significant senior-level experience of management of people and resources;
- graduate level of intellect, preferably with a higher degree in a management discipline or a professional qualification;
- a wide knowledge of the sector;

- an understanding of financial management and wider management principles and techniques;
- political and presentational skills with an appreciation of the demands of conflicting interests and of meeting statutory requirements;
- a very high level of financial and commercial awareness;
- leadership skills;
- excellent communication skills;
- excellent organizational skills;
- excellent analytical and problem-solving skills.

6. COMMITTEE ADMINISTRATOR

Main purpose of job

To coordinate all arrangements for the effective administration of committee procedures.

Main responsibilities

1. Prepare agendas for committee meetings and ensure that these are printed and despatched to committee members at the agreed times.
2. Attend meetings of committees and prepare notes and minutes arising from those meetings to agreed standards and timetables.
3. Take follow-up action after committee meetings to ensure that decisions made are implemented and so that results can be reported back to future meetings.
4. Maintain contact with all relevant managers and staff to ensure that matters to be reported to committees are included on the appropriate agendas.
5. Prepare reports on various matters for the information of the committee.
6. Advise the chair and committee members on correct committee procedure.
7. Maintain an awareness of matters relevant to the committee and ensure that reports and information of interest are brought to the attention of committee members.

8. Prepare reports and statements on behalf of the committee to represent their views to the media.

Knowledge, skills and experience required

The job requires:

- a degree-level qualification;
- ideally a professional qualification equivalent to ICSA;
- at least 2 years' experience of committee administration;
- sound knowledge of committee procedures;
- ability to write clearly and concisely;
- good interpersonal skills.

7. COMPANY SECRETARY

Main purpose of job

To coordinate all arrangements for meetings of the Board to ensure that they are properly organized and conducted, and to implement all necessary policies and procedures to ensure that the company complies with the Memorandum, Articles of Association and its statutory obligations.

Main responsibilities

1. Coordinate all arrangements for meetings of the Board and management committees to ensure that they are properly organized and conducted and that minutes are accurately recorded and circulated.
2. Advise the Board and management committees on all statutory and constitutional requirements to ensure that business is conducted in a proper and effective manner.
3. Circulate decisions of the Board and committees to all relevant parties and take any necessary follow-up action to record progress on these.
4. Keep Board and committee members informed of all issues relevant to them and provide any necessary training and induction to

ensure that they are aware of their responsibilities and of procedure.

5. Prepare any returns and records required by statute to ensure that the organization conducts its business in a legal and proper manner.
6. Prepare the annual report of the organization in accordance with legal and constitutional requirements.
7. Maintain the share register and the membership records of the Board and management committees.
8. Oversee the arrangements for the conduct of elections to the Board and committees.
9. Take all necessary steps to ensure that the company complies with data protection legislation.
10. Provide all necessary advice on mergers and acquisitions, ensuring that a thorough risk analysis is carried out.

Knowledge, skills and experience required

The job requires:

- a qualified company secretary or lawyer;
- significant experience as a company secretary or lawyer;
- good knowledge of the organization;
- excellent organizational and time management skills;
- good interpersonal skills.

8. COURIER

Main purpose of job

To operate an internal courier service by collecting and delivering post and other items.

Main responsibilities

1. Collect all internal mail from offices and other internal sites in accordance with a prescribed schedule.
2. Deliver mail to all internal sites in accordance with a prescribed schedule.

3. Carry out ad hoc deliveries of items as required from time to time.
4. Assist in sorting post and in receiving goods and parcels.

Knowledge, skills and experience required

The job requires:

- a sound basic education;
- honesty and reliability;
- an ability to work without supervision.

9. DIRECTOR OF CENTRAL SERVICES

Main purpose of job

To direct and control all central administrative services to ensure that the company continues to function effectively and efficiently.

Main responsibilities

1. Direct and control the staff of the department to ensure that they are appropriately motivated and trained and that they carry out their responsibilities to the required standards.
2. Develop and implement all necessary administrative policies and procedures to ensure that the company continues to operate efficiently and effectively.
3. Direct and control all central services to ensure that they provide managers and staff with the level of support they require.
4. Monitor the performance of all central services to ensure that they operate to a high standard and to identify any areas of potential improvement.
5. Provide committee services to the company, including the preparation and distribution of agendas, reports and minutes.
6. Develop and control the annual budget for all central support services.
7. Provide a full company secretarial service to the company, ensuring that all statutory requirements are met.

8. Develop and implement any necessary information technology systems to ensure that administrative processes operate as efficiently and effectively as possible.
9. Develop all necessary procedures to ensure that all the company's offices and equipment are maintained to a high standard and provide a safe and healthy working environment.
10. Develop and implement all necessary policies and procedures to ensure that correct procedures are followed by managers and staff in appointing consultants, contractors or other suppliers.
11. Negotiate contracts as necessary for the effective maintenance of buildings and equipment.
12. Develop and implement a central record-keeping and information service and ensure that all necessary safeguards are in place to maintain data security.
13. Advise managers and staff of the administrative support implications of operational changes.
14. Maintain an awareness of any legislative or other changes that might affect the provision of central support services to ensure that the company continues to comply with all relevant statutory and regulatory requirements.

Knowledge, skills and experience required

The job requires:

- education to degree level;
- a suitable professional qualification;
- significant experience of providing central support services;
- considerable management experience;
- a good knowledge of all relevant legislation, particularly in relation to office premises and health and safety;
- knowledge of company law;
- knowledge of finance and budgets;
- excellent interpersonal skills;
- excellent organization skills.

10. MANAGEMENT CONSULTANT

Main purpose of job

To analyse problems, and provide advice and guidance to a range of organizations on issues and problems relating to policies, organization, procedures and methods and to recommend appropriate actions, providing assistance with implementation where required.

Main responsibilities

1. Carry out market research to identify consultancy opportunities.
2. Prepare presentations and proposals to prospective clients to sell consultancy projects.
3. Analyse client requirements and determine the most appropriate consultancy approach to meet these.
4. Identify and carry out all necessary research to define client problems.
5. Carry out research, analyse problems and identify potential solutions for a variety of client projects to present workable solutions or provide specialist advice to enable clients to resolve business problems.
6. Prepare and present reports setting out the findings, conclusions and recommendations arising from consultancy projects.
7. Maintain regular contact with the client to ensure that there is regular information about project progress.
8. Assist with implementation of consultancy recommendations as required, including providing any necessary training to client staff.
9. Maintain all required project and client data to ensure that full information is available for project planning, contract management and business development.
10. Maintain an awareness of developments in relevant field of expertise to ensure that advice given is accurate and up to date.
11. Develop and implement all required administrative and financial systems and data to ensure that accurate financial and statutory records can be maintained.

Knowledge, skills and experience required

The job requires:

- education to degree level;
- ideally, a higher qualification or a suitable professional qualification;
- significant general management experience;
- specialist expertise in a specific management discipline;
- a broad understanding of management theory and techniques;
- excellent analytical skills;
- excellent interpersonal skills;
- excellent written and verbal communication skills;
- excellent negotiating and sales skills;
- excellent organizational skills;
- decision-making skills;
- time management skills.

11. MANAGING DIRECTOR

Main purpose of job

To direct and control the company's operations and to give strategic guidance and direction to the Board to ensure that the company achieves its mission and objectives.

Main responsibilities

1. Direct and control the work and resources of the company and ensure the recruitment and retention of the required numbers and types of well-motivated, trained and developed staff to ensure that it achieves its mission and objectives.
2. Prepare a corporate plan and annual business plan and monitor progress against these plans to ensure that the company attains its objectives as cost-effectively and efficiently as possible.
3. Provide strategic advice and guidance to the chairman and the members of the Board, to keep them aware of developments within the industry and to ensure that the appropriate policies are developed to meet the company's mission and objectives and to comply with all relevant statutory and other regulations.

4. Establish and maintain effective formal and informal links with major customers, relevant government departments and agencies, local authorities, key decision makers and other stakeholders generally, to exchange information and views and to ensure that the company is providing the appropriate range and quality of services.
5. Develop and maintain research and development programmes to ensure that the company remains at the forefront in the industry, applies the most cost-effective methods and approaches, provides leading-edge products and services, and retains its competitive edge.
6. Prepare, gain acceptance, and monitor the implementation of the annual budget to ensure that budget targets are met, that revenue flows are maximized and that fixed costs are minimized.
7. Develop and maintain an effective marketing and public relations strategy to promote the products, services and image of the company in the wider community.
8. Represent the company in negotiations with customers, suppliers, government departments and other key contacts to secure the most effective contract terms for the company.
9. Develop and maintain total quality management systems throughout the company to ensure that the best possible products and services are provided to customers.
10. Develop, promote and direct the implementation of equal opportunities policies in all aspects of the company's work.
11. Prepare the annual report and accounts of the company and ensure their approval by the Board.
12. Develop and direct the implementation of policies and procedures to ensure that the company complies with all health and safety and other statutory regulations.

Knowledge, skills and experience required

The job requires:

- a proven record of success in senior-level general or commercial management, preferably in a related industry;
- significant senior-level experience of management of people and resources;

- graduate level of intellect, preferably with a higher degree in a management discipline or a professional qualification;
- a wide knowledge of the industry;
- an understanding of financial management and wider management principles and techniques;
- political and presentational skills with an appreciation of the demands of conflicting interests and of meeting statutory requirements;
- a very high level of commercial awareness;
- leadership skills;
- excellent communication skills;
- excellent organizational skills;
- excellent analytical and problem-solving skills.

12. MEMBER SERVICES MANAGER

Main purpose of job

To recruit and provide services and support to members of an association.

Main responsibilities

1. Recruit new members to the association to ensure the continued and increasing influence of the association.
2. Provide support and advice to new and existing members to ensure that they gain the maximum benefit from membership of the association.
3. Contribute to the development of association policies which reflect the needs and objectives of association members.
4. Maintain regular contact with members to obtain feedback about their needs and objectives and their opinions of the services provided by the association.
5. Maintain an accurate and up-to-date database of existing and potential members and ensure that this data is maintained in accordance with data protection principles.

6. Arrange and attend meetings of groups of members at local and national levels to discuss topics of interest to them and the association and arrange social functions.
7. Act as a conciliator between members in the event of disputes.
8. Produce regular publications to keep members informed of association activities and other matters of interest to them.
9. Represent the association at external events to promote the image of the association and to increase membership.
10. Maintain regular contact with external agencies to promote the use of the association and its members.

Knowledge, skills and experience required

The job requires:

- education to degree level;
- experience within the industry;
- detailed knowledge of the association and its services;
- at least 2 years' experience in a membership services role;
- excellent interpersonal and promotional skills;
- presentation skills;
- organizational skills;
- negotiating skills.

13. NURSERY ASSISTANT

Main purpose of job

To assist in running a daytime nursery which provides a safe, caring and stimulating environment for children.

Main responsibilities

1. Assist in the day-to-day running of the nursery to provide a safe, caring and stimulating environment for children.
2. Provide suitable toys and games to encourage learning and play.
3. Provide food and drink to children as necessary.
4. Provide assistance to children as necessary to ensure that they are well cared for.