

Grading Structure

Places for People is large and diverse – many of our Colleagues may not realise how all the different parts of the company fit together. It's important everyone to understand the opportunities available for them.

Within Places for People we have:

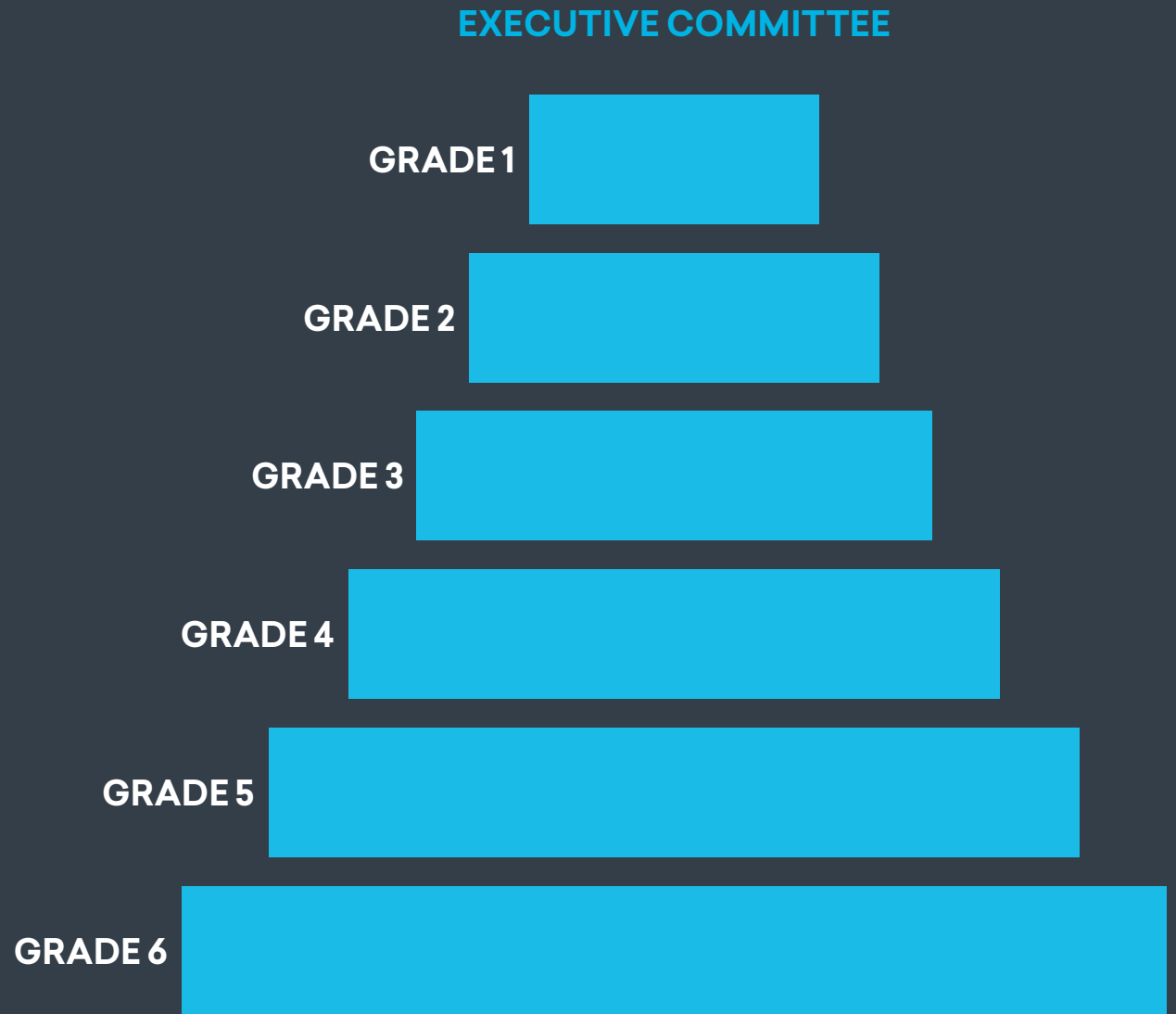
- c.11,000 Colleagues
- c.1,500 different job roles
- Working across the whole of the UK



What is a Grading Structure?

A grading structure groups roles together to show the types of roles that exist within the organisation and how they relate to each other.

It is an enabler, as it provides the foundation for other key activities and processes such as career development pathways.



EXECUTIVE COMMITTEE

These roles sit on our Executive Team, reporting directly to the CEO. These are strategic management roles. These are strategic management roles. The focus of the roles will be on years ahead, rather than day to day operations. They have responsibility for either directing a subsidiary business, a large portion of a large business, or for providing strategic and complex advice at the highest levels in the Group. The roles will work across diverse functions, and have to integrate sections of the business that are very different. Role holders will be asked to solve new and complex problems that the business has not faced before, and to deliver solutions through other people.

GRADE 1

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GRADE 2

These roles are senior management positions and are likely to require the role holders to manage and integrate related functions, and to work across the business. They will manage relationships at a senior level and will plan and organise work for at least a year ahead (although often more than this). Role holders may be responsible for a strategy for their own area, and will make a contribution to broader business strategy. They will also be responsible for the development of policies in their own area, and for driving continuous improvement across the service areas managed.

GRADE 3

These are senior professional or senior management positions. Operational management roles at this level will manage large, somewhat diverse, teams in order to deliver against business plans. Senior professional roles will provide expert advice to the business or Group, and will have the expertise and experience to be able to advise on the more complex problems within their area of expertise. There may be a requirement to develop policies and procedures at this level, and role holders will require the ability to apply knowledge in a broad range of different business situations. Development of colleagues is likely to be a requirement, either in a line management or mentoring capacity.

GRADE 4

Roles at this level will be professional roles providing expertise and advice to the organisation, or middle management roles, managing operational teams to deliver against set business plans. Role holders will be expected to work autonomously within a set framework of policies and procedures, and may be expected to contribute to developing and improving these. Role holders will require the ability to provide advice and guidance to others, and may lead and manage colleagues. There will be a need to balance competing priorities and complete work assignments over weeks and months.

GRADE 5

Roles at this level will be technical specialists or operational managers. The role holders will be expected to be able to work with minimal guidance and be able to apply their specialist skills and knowledge in a range of different situations. There will be a need to analyse problems before developing solutions, and to apply judgement in decision-making. This may involve making judgements in situations the role holder has not personally experienced before, escalating to more senior specialists if appropriate. Roles will generally be carried out within set policies and procedures. Role holders are likely to be focused on work assignments for days, weeks or months ahead.

GRADE 6

Grade 6 is the broadest grade as it covers a wide range of operational, frontline and support roles, so has two descriptors to cover the variety of roles.

These roles will be developing specialists, more senior administrative colleagues, or team leaders for operational roles. Role holders will require knowledge of a number of systems and procedures, and be able to provide advice and guidance on these. Work assignments are likely to be done over days and weeks, although they may contribute to projects or initiatives over a longer timeframe. Roles at this level often require some vocational training or knowledge acquired through experience.

Roles at this level will perform a range of tasks as part of a specific service or service team. There will be a clear specification or brief and all tasks will be done within established processes or instructions. Whilst there may not be constant supervision, managerial guidance is always available. Problems or any non-standard situation will usually be escalated to more senior role holders. Communication in these roles will be focused on exchanging information.

Career Pathways

The Career Pathway enables People to chart their career paths at Places for People. Colleagues can understand where their role sits in the business, chart where they want to go, and access the skills and experience to get there.

The Career Pathway enables us to share with colleagues what is needed to move within the grade and to progress through the organisation:

- Formal Internal Development
- External Qualifications
- LinkedIn Learning
- Experiences
- Alignment to Leadership Programmes

