



# Grading Guidance

The grading structure in DCMS reflects the range and quality of work undertaken in the Department and the points at which there are clear changes both in the nature and the demands of that work.

There are some activities that are undertaken by staff at all levels. For example, anyone who has people to manage will be involved in formal staff appraisal and arranging activities such as staff development and training. Most jobs will also provide opportunities to get involved in higher quality work in order to help staff develop and prepare for the next grade.

The following gives an outline of the qualities the Department is looking for at each of the four administrative and management grades. The examples of typical work and job demands are not exhaustive or exclusive and are only intended to give a general overview.

## Grade A

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Grade As are normally expected to have or quickly acquire a detailed understanding of the subject areas they are involved in, and the complexities and political and other sensitivities of the wider environment within which they are working.

They are expected to provide sound advice in meetings with Ministers and colleagues at all levels and to represent the Department confidently in meetings with senior figures from outside organisations. They work independently, and within the broad boundaries laid down by policy, legislation and senior colleagues, will often set the agenda in their areas of responsibility. They make their own decisions about how they should manage business, and come up with innovative ideas for how best to do so. They take responsibility for the management of staff and resources within their branch.

## Grade B

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Grade Bs are normally expected to have or quickly acquire a good knowledge of their subject area and how it fits in with the wider Departmental objectives.

They are also usually expected to develop a detailed knowledge of some specific areas. They deal regularly with colleagues, often at more senior levels in the Department and are expected to be able to explain the Department's position or procedures to a range of outside contacts including people in other Government Departments or sponsored bodies. They often work without direct supervision, take day to day decisions about how best to handle work, and offer advice on the implications of different policy options. They usually have a significant role in the day to day management of staff and workload within their branch, and may also be responsible for monitoring divisional budgets.

# Grading Guidance continued

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## Grade C

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Grade Cs will need a general knowledge and understanding of their subject area, a detailed knowledge of a few specific areas and often some wider knowledge about the Department and government policy.

They are expected to develop a range of contacts, often with people in other Government Departments and sponsored bodies. Often they work independently but within a fairly prescribed framework, and will know when to seek advice from senior colleagues. This is the first management grade, and postholders may be responsible for allocating work an setting deadlines, and authorising payments.

## Grade D

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Grade Ds are expected to have a basic understanding of the Department and of the objectives of the work of their division or unit and relevant outside bodies.

They are expected to respond promptly to requests for factual information about their area of work. They normally operate within a clearly defined framework, and will handle routine enquiries and reply to standard letters from members of the public. They will organise their own work, but will generally follow closely instructions given by senior colleagues.