



Our ref: FOI 2016/07773
 Your ref:

Date 6 September 2016

Dear [Redacted]

Thank you for your email of 9 August 2016 requesting the following information:

“Please release any documentation that gives guidance on Job Evaluation and Job Grading including what is and isn’t expected of Job Holders at each Job Grade.

Please release information on the current Pay Scales including documentation regarding Pay Negotiations for the current period”.

We are treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed within the Ministry of Defence, and we can confirm that all the information in scope of your request is held.

However, some of the information falls entirely within the scope of the absolute exemption provided for at Section 41 of the FOIA (Information provided in confidence). Therefore, documentation regarding pay negotiations for the current period has been withheld.

The information you have requested can be found below.

Dstl has a Career Level Structure, comprising of nine levels; competencies associated with each level can be found in the attached document (Career Level Framework – Supporting information). This is complemented by the Civil Service Competency Framework at the following link:

www.gov.uk/government/publications/civil-service-competency-framework

Dstl’s current pay scales (Pay Award 2015/16) are:

STAFF PAY SCALES 2015/16										
Zone	Zone Step	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9
Top of Performance	PZ	£16,119	£20,835	£26,498	£34,168	£42,192	£51,595	£61,439	£71,370	£119,821

Zone (PZ)										
Salary Point(SP)	SP	£14,394	£16,445	£21,257	£27,033	£35,208	£43,477	£53,165	£62,681	£72,811
Development Zone (DZ)	DZ3		£15,556	£20,105	£25,571	£33,305	£41,198	£50,724	£59,806	£70,186
	DZ2		£14,992	£19,377	£24,644	£32,097	£39,778	£49,335	£58,168	£68,996
	DZ1		£14,428	£18,648	£23,717	£30,889	£38,357	£47,947	£56,529	£67,806
Graduate Development Zone	G3				£22,167					
	G2				£21,502					
	G1				£20,837					

STUDENT AND APPRENTICESHIP PAY SCALES 2015/16

Type	Salary		
	1 st Year	2 nd Year	3 rd year
A' level gap-year students and Year in Industry students ¹	£12,940	N/A	N/A
Vacation students and Dstl scholars ¹	£14,828	£15,351	£15,873
Undergraduate industrial placement students ¹	£15,873	N/A	N/A
Apprentices ²	£10,605	£14,394	£14,394

1. For joiners after 1 June 2016.

2. Pay scales are based on Government guidance and best practice, and take into account National minimum wage requirements.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you may apply for an independent internal review by contacting the Information Rights Compliance team, 2nd Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.gov.uk>.

Yours sincerely,

Dstl Secretariat

Dstl Career Level Framework

The Career Level Framework is Dstl's mechanism for grading which defines the increasing contribution expected as individuals' progress. It describes the work/responsibilities associated with each level, and so forms the basis for describing staff resourcing requirements, performance management and reward.

Background

The framework and career level structure allows Dstl to offer a variety of careers, where Science & Technology (S&T) / professional skills and management work have equal seniority and reward. Staff are able to choose whether to take on managerial roles or whether to develop as experts for S&T or professional roles. This choice is critical to enable Dstl to develop, motivate and retain staff.

Dstl's operating departments have a role based structure which allows us to grow a mix of people from deep world class experts to broad systems people, a mix of domain specific expertise and cross cutting expertise, including leadership and technical consultancy. It allows us to be agile and responsive – flexing resource onto critical projects as priorities change. This is a design model which is often used in project and professional S&T consultancy/advice based organisations.

Critically, this model enables us to develop and sustain the capabilities required by our MOD and OGD customers and develop the broader skills that allow the lab to sustain its business performance

Jobs which are required to be delivered in a consistent manner across the lab will have a level agreed by the Executive.

How to use this framework

Once managers have described the work to be undertaken, they will use this framework to augment the role profile, which may be used for recruitment and for on-going performance management. The framework describes, broadly and generically, the expected contribution. Because of the breadth of work done at Dstl, this means that individuals and line managers will discuss and agree what this means for them in their area of work. You are not expected to meet every criterion, as these are indicative. However, you should set objectives (which will enable you to provide examples of how you contribute) which correspond with these descriptors.

The framework is progressive; i.e. the criteria required for the next higher level includes and builds on the level below.

Initially people join at an assigned level and as they develop their skills and expertise, they may take on work at the next level up. This is done by mutual agreement with their line manager who sets relevant objectives through our formal performance management process. Once a person is demonstrably contributing competently and consistently at the higher level (typically for a minimum period of 12 months) they can apply for a career level review.

This process ensures we are not promoting on the basis of potential but we are recognising and rewarding people who have not only proved their ability but have already made a contribution at the higher level. It is important to note that progression to the higher level can only happen if the department can confirm an ongoing business requirement into the future ie there must be a role at the higher level. This process confirms that a position at the higher level now exists. This "business need" approach ensures people can develop and progress when they and the business are ready

and it also mitigates against promoting or raising expectation for promotion when the organisation has no need for more senior people.

Because the work is more predictable and consistent, Dstl Support Functions are likely to have a more rigid career structure with levels assigned to jobs and roles. Where this is the case, progression may be more appropriate through the JO process.

N.B. throughout the framework the terms *technical*, *professional* and *functional* are used to indicate a person's area of expertise which is of value to the organisation. This includes, for example project management or commercial expertise as well as science and technology. Similarly, *department*, is used to define a business unit and should be interpreted to include functions and domains as well as operating departments.

Career Level 1 - Work

Theme of Work	Undertaking routine and repetitive tasks under close supervision and guidance once trained
Contribution	<p>Jobs at this level are accountable for making or doing something using tried and tested tools and techniques where the output can be specified beforehand and usually measured in terms of quality and timeliness. Work at this level involves:</p> <ul style="list-style-type: none"> • Working on a series of self-contained tasks • Working to a specified procedure with a given set of tools, equipment or raw materials. The output may be a specific action, a physical object, input or retrieval of data or a response to a question. • The taking of on-the-spot decisions which can affect waste and efficiency, and may impact on the short-term perception of Dstl. • The consequences of decisions taken are normally obvious within minutes, hours or weeks

Career Level 1 – Person Requirements

Pen Picture

A person at this level is likely to have a satisfactory standard of general education, or an aptitude for the particular work area demonstrated through basic qualifications, previous experience, interview or short test. They need to understand which procedures are critical, especially those affecting safety or security of the site or of employees

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Work at this level requires a person to:</p> <ul style="list-style-type: none"> • Follow instructions carefully • Focus on one aspect at a time and the problem in hand • Recognise the consequences of activity or lack of an activity causes to the outcome • Be watchful for minor variations in what is being worked on, enabling the reporting of faults and potential improvements 	<p>Work requires routine manual or mental skills which are basic and widely applicable but require some formal training and experience to master. Examples of types of work undertaken include:</p> <ul style="list-style-type: none"> • Routine field and laboratory work • Using machinery, equipment and tools e.g. routine maintenance, fault recognition • Data collection and retrieval • Filing or photocopying 	<p>Effective performance requires only the minimal influencing of others to achieve results. Examples of influencing abilities at this level include:</p> <ul style="list-style-type: none"> • Accurate communicating of conditions affecting the job in hand • Highlighting opportunities for improvement to a supervisor • Dealing with internal and external customers in a courteous manner

Career Level 2 - Work

Theme of Work	Delivering routine quality product or service to specified standards within established routines and with a minimum of supervision. Can allocate tasks and schedules to others within agreed guidelines.
Contribution	In addition to the contribution at level 1, work at this level contributes to and/or guides the work of others, and makes recommendations to team leaders to ensure that waste is minimised and the quality of process and product are optimised

Career Level 2 – Person Requirements

Pen Picture

The person is likely to have gained through experience, the knowledge and understanding of the broad principles and applications relevant to the work area and applies these in a competent manner. They are beginning to develop an understanding of customer/supplier relationships and may be undertaking continued professional development (CPD), such as working toward the initial stages of a professional body or skill

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>In addition to the requirements for level 1, work at this level requires a person to:</p> <ul style="list-style-type: none"> • See the effect of own or team activities on customer service, or on efficiency • Recommend improvements to team leader on this basis 	<p>May have some formal qualifications, e.g. N/SVQ or BTEC/HNC. Examples of types of work undertaken include:</p> <ul style="list-style-type: none"> • Operating machinery and test equipment and recording results that may include standard data analysis • Setting up experimental processes or undertaking duties where a special understanding of safety is required. • Anticipating and solving basic technical and maintenance problems • Managing standard reports and paperwork • Using Dstl management systems • Understands the concept of cost implications and value for money. 	<p>Effective performance requires interaction with others such as making straightforward requests of other people to achieve results. Examples of influencing abilities at this level include:</p> <ul style="list-style-type: none"> • Providing logistical support, e.g. arranging meetings and events, keeping diaries • Seeking and communicating data and processes to deal with day to day problems • Responding to customer requests and queries

Career Level 3 – Work

Theme of Work	Providing a professional service to colleagues, directly supporting projects, programmes or other pieces of work. Working within tried and tested process, practice or policy to tackle non-routine challenges on a case-by-case basis. Understands the purpose of such processes and strives for best practice to achieve this. Understands the need to achieve value for money.
Contribution	Jobs at this level are accountable for solving specific problems in a closely defined area. Work at this level involves: <ul style="list-style-type: none"> • Working within organisation procedures or within known technical/professional guidelines • Providing a service/area of specialisation • Using tried and tested diagnostic routines to identify issues and solutions from a range of known options • Choosing most cost effective options • The consequences of decisions taken are normally clear within a time horizon of three to six months.

Career Level 3 – Person Requirements

Pen Picture

The person will have significant relevant skills and experience in their area of work and/or formal education broadly equivalent to degree standard. They will usually be working towards membership of an appropriate professional body or similar accreditation. They are starting to take responsibility for their own work, decision-making, planning and analysis and developing an awareness of the environment in which Dstl operates.

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Building on Level 2, work at this level requires a person to:</p> <ul style="list-style-type: none"> • Generate different options for known problems • Break problems into separate parts • Support others to be effective and efficient on shared work • Look to fill gaps in knowledge when they interrupt the flow of work • Sort and accumulate relevant data • Anticipate straightforward technical, functional and administrative problems • Embrace new ideas • Judge when to refer decisions 	<p>This level requires a person with skills practised at a professional level. Examples of types of work undertaken include:</p> <ul style="list-style-type: none"> • Making decisions generally within accepted guidelines and through applying appropriate practices • Planning, designing, carrying-out, developing and reporting on small-scale projects or trials (with guidance) • Providing initial interpretations of the data obtained • Planning own work to ensure it meets timeframes and standard of quality and understands the relationship between this and cost. • Thinking innovatively to anticipate and solve simple problems 	<p>This level requires a person to be able to relate to, communicate with, and interpret requests of others in order to achieve results. Examples of influencing abilities at this level include:</p> <ul style="list-style-type: none"> • Presenting results of data analysis and manipulation (within guidance) • Making clear requests and recommendations in verbal and written formats • Recording information and lessons learnt and sharing this in an effective way • Starting to advise customers and suppliers • Beginning to allocate, coordinate and guide the work of others • Considering their approach and adapting their language and style to be more effective.

Career Level 4 – Work

Theme of Work	Undertaking more independent pieces of work with minimal guidance. Tackling the root causes of problems to prevent re-occurrence, and anticipating future problems. May oversee the work of others with less experience. Seeks ways to achieve greater efficiency and value for money.
Contribution	In addition to Level 3, work at this level can include allocating work and/or coaching and guiding others. It involves specialist work that requires the analysis and practised application of data and/or processes, either as part of a dedicated team or as an individual contribution. Job holders may be accountable for specific customer relationships, facilities or technical standards.

Career Level 4 – Person Requirements

Pen Picture

The person will have the theoretical technical or professional knowledge and a range of experience that can be applied to carrying out less routine work, including an awareness of the commercial and intellectual property framework in which they operate. They will have the confidence to make reliable and consistent judgements with minimal guidance and will take a proactive approach to customer relationships, facility operations, standards, continuous improvement and management of work within a team context. CPD will be aimed at upgrading membership status of a relevant professional body or similar accreditation. They will be demonstrating behaviours which set a good example to others.

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Building on level 3, work at this level requires a person to:</p> <ul style="list-style-type: none"> Accumulate levels of specialist knowledge to analyse and expertly apply to 'case by case' problems Look for the root cause of problems rather than just focus on symptoms Think innovatively and/or creatively to overcome current problems. Actively seek out colleagues with similar or complementary areas or work & expertise; share knowledge and adapt work appropriately. 	<p>This level requires a person who is building significant experience on top of a strong theoretical base. Examples of types of work undertaken include:</p> <ul style="list-style-type: none"> Initiating and developing studies and basic research/testing as necessary (within departments or functions) With minimal guidance, planning, designing, carrying out, developing and reporting small projects, sub-projects or trials, including some technical/professional oversight of colleagues Contributing to customer deliverables Anticipating and solving non-routine problems Challenging and probing to identify appropriate changes that will deliver results 	<p>This level requires a person to be able to relate to and communicate with people as part of their regular activity. Examples of influencing abilities at this level include:</p> <ul style="list-style-type: none"> Developing understanding of different audience needs and adapting own style for best effect. Preparing non-routine reports and documents and ensuring that presentation is accurate and appropriate for the audience Communicating concepts of research, test or policy area, using most appropriate format Managing own work and to a limited extent that of others Interpreting guidelines for others Providing sound advice to customers Making presentations to groups Gaining support and commitment from peers

Career Level 5 - Work

Theme of Work	Providing in-depth specialist/professional contribution and/or managing a small unit, facility, or study or project team with an awareness of the interdependencies between different technical and functional areas. Striving to achieve and maintain highest levels of delivery in a cost effective manner.
Contribution	Building from level 4, work at this level includes responsibility for managing projects, delivering products and/or advice (within specialist /technical areas to a defined scope), and/or formal people management responsibility. Leads others through inspiring and influencing them to achieve individual goals. The consequences of decisions taken are normally clear within a time horizon of three to twelve months (although the full impact of some technical recommendations may take longer to come to fruition).

Career Level 5 – Person Requirements

Pen Picture

In addition to relevant technical knowledge, experience and reputation as a competent local expert, the person will have gained a broader view of Dstl and its working environment, including the impact that commercial and intellectual property related considerations have on their work. They will have developed confidence in dealing with customers and identifying new opportunities and will be carrying out complex tasks in a fully flexible and adaptable manner. There will be clear signs that the person has started to demonstrate leadership qualities including line, technical and/or project management and aspects of people development, as well as demonstrating desired behaviours, cognisant of being a role model. CPD is aimed at developing leadership and a deep specialism and/or more broad knowledge across a technical or professional area and the achievement of full professional membership of a relevant body or similar accreditation.

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Building on level 4, this level requires a person to:</p> <ul style="list-style-type: none"> Evaluate what has happened in the past, and pass on lessons learned, which may impact on current work Use this to inform planning and decision making, and recommendations for change as appropriate Challenge current norms and accepted technical/functional practices Share knowledge and ideas with others Use a network of internal specialists Co-ordinate others to undertake problem solving activities and/or implement solutions Understand the impact of advice and solutions both for Dstl and for other stakeholders. Continually seek out developments in specialist and related areas. 	<p>This level requires a person to have a depth of technical/professional expertise together with the broader view of Dstl and its environment. Examples of types of work undertaken include:</p> <ul style="list-style-type: none"> Working on complex and non-routine problems, including design and development (though within a framework of accepted practice and procedure) Identifying milestones and managing resources Making connections between technical or functional areas Overseeing the technical and safety aspects of projects and standards of work Assessing and mitigating risk on major projects Contributing to budget planning and monitoring financial performance Setting objectives and giving constructive and timely feedback May be delivering some or all of their work at non-Dstl sites. 	<p>This level of job requires a person to be able to get things done through others, regardless of whether they have line authority. Examples of influencing abilities at this level include:</p> <ul style="list-style-type: none"> Leading and influencing a team Providing professional advice in complex situations Interpreting guidelines or precedents for the use of others Identifying and shaping requirements Writing clearly and unambiguously Providing a contribution to other teams Helping others to identify gaps in their knowledge and encouraging CPD Setting objectives and delivering through delegation Taking ownership for decisions to be communicated Being consulted on technical plans Adapting their style as appropriate, to tailor solutions to customer requirements and demonstrate responsiveness to customer needs.

Career Level 6 – Work

Theme of Work	Providing expert professional contribution, linking the strategic intent with the day to day activities at a project, system or departmental level and/or leadership of a team, possibly across a range of studies and programmes. Taking a systemic view across projects, departments, capabilities and domains and supporting others to achieve and maintain the highest levels of delivery, which focus on benefits realisation.
Contribution	<p>Work at this level is accountable for constructing plans for goal completion through considering a number of options and contingencies. May be responsible for operating practices and systems or have formal people management responsibility (including selection, recognition and performance management). Work at this level may involve:</p> <ul style="list-style-type: none">• Leading on deep technical or professional specialisation• The continuous improvement of an integrated system, process or organisational unit• Managing the resources of people, materials, money and information to achieve a balanced set of results• Ensuring cost effectiveness and efficiency, containing costs and increasing efficiency• Identifying interdependence between their work and that of others and exploiting these to improve delivery to customers• Consistently seeking broader application/exploitation of their work. <p>The consequences of decisions taken are normally clear within a time horizon from one to two years.</p>

Career Level 6 – Person Requirements

Pen Picture

The person will have either a deep or wide knowledge of technical/professional capability which has led to internal recognition as one of the experts in the field. They will be confident in leading and/or managing others, contributing to business and technical planning and supporting change activities. They will have established networks across Dstl and in customer/stakeholder communities, and will have a good understanding of the different drivers for each of these. They will begin to have a maturity in their management and leadership skills which enable them to flex their style appropriately and to best effect and will role-model desired behaviours. CPD is aimed at the development of leadership skills and towards a higher class of professional membership or similar accreditation.

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Building on Level 5, work at this level requires a person to:</p> <ul style="list-style-type: none"> • Extrapolate from the past or present to forecast and plan for the future • Work back from a goal to establish clear pathways and contingencies to goal completion • Make choices about the allocation of resources for established operating practices and customers • Spot connections, sequences or common relationships • Bring together ideas to create new concepts • Manage uncertainty by identifying variables and putting in controls in a systematic way • See the implications of decisions from a range of perspectives, including customer and other stakeholders. • Identify opportunities to maximise the impact of S&T, across the defence & security environment and OGDs. 	<p>People at this level require skills, knowledge and experience practised at a high professional level. Examples of work to be undertaken include:</p> <ul style="list-style-type: none"> • Translating customer requirements into programmes and developing potential new opportunities as appropriate. • Team leadership, setting objectives and managing performance and development • Providing technical leadership and advice • Contributing to longer-term technical planning • Supporting change initiatives • Identifying opportunities to exploit knowledge • Achieving value for money through managing a budget (cost centre/project) • Apply the concepts of one area of technology/capability to others • Reviewing the work of others • Adapting communications to suit the needs of different audiences. • May be delivering their work at non Dstl sites • Applying commercial and Intellectual Property know-how to maximise value for money from S&T. • May be managing or assuring the work of suppliers • Managing customer &/or supplier relationships to effect long term benefits for defence & security. 	<p>By adopting an approach which adapts to the needs of others, people at this level will have an aptitude for building relationships communicating with and persuading people over whom they may have no formal authority. Examples of influencing abilities at this level include:</p> <ul style="list-style-type: none"> • Leading and influencing team members • Interpreting and translating the strategic intent to a meaningful and relevant level. • Communicating, owning and acting on key messages • Setting success criteria, measuring and sharing success • Ensuring clarity of goals, direction and standards • Interpreting requirements of project sponsors and keeping stakeholders informed • Dealing with stress and conflict with tact and flexibility • Networking with peers and within professional bodies • Debating effectively and being able to ‘think on feet’ • Acting as a mentor and a role model

Career Level 7 - Work

Theme of Work	Providing the leading professional contribution in their area of expertise <i>or</i> managing a group <i>or</i> complex programmes to coordinate the strategic intent and the activities which will deliver it. Taking a broad perspective across Dstl's programme & capabilities to ensure maximum benefit for customers and stakeholders such as value for money, judicious procurement, effective partnering and assurance of work.
Contribution	<p>Jobs at this level are accountable for leading pieces of work that represent significant components of Dstl's technical or development strategy, or major business teams. In addition to taking responsibility for the operating practices and systems and driving for excellence, work may involve:</p> <ul style="list-style-type: none"> • Technical leadership and advising customers up to the highest levels of government. • Deploying deep technical or functional specialisation, leading to internal and external acknowledgement of expertise • Going beyond the 'best available option' by creating new options, identifying, encouraging, and implementing innovative solutions • Ensuring continuous improvement at a systems level and making constructive contribution to systems improvement outside own area • Continuously striving for best practice in managing the resources of people, materials, money and information, to achieve optimal results • Managing not only individual reports, but those who are themselves managing teams • Heading a specialist function to deliver a service and/or undertaking specialist work at a policy or accepted best practice level • Programme leadership coordinating multi functional teams on major projects • Generating ideas and providing decision makers with key information and advice. • Inspiring and influencing others to exploit their potential • Owning and communicating key messages to motivate and inform others. • Managing professional relationships with suppliers which realise long term benefits for defence & security. <p>The consequences of decisions taken are normally known within a time horizon from one to two years, although the full impact of some improvement activities and innovative solutions may not become clear for longer.</p>

Career Level 7 – Person Requirements

Pen Picture

In technical roles, the person's knowledge and experience will have led to external recognition as an expert and they will be widely consulted. Within leadership, management and professional roles the person's expertise has led to highly developed interpersonal and professional skills enabling them to lead, manage and influence across Dstl and effect tangible change. A person is likely to have spent time developing knowledge and understanding of the customer and/or stakeholders communities, possibly through interchange or detached duty assignments or through in-depth engagement. They will be confident in planning and managing their own programmes and contributing to others across Dstl, perhaps on a corporate basis. CPD will include improving leadership and will normally have resulted in a higher class of membership of a relevant professional body, or similar accreditation.

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Building on Level 6 work at this level requires the person to:</p> <ul style="list-style-type: none"> • Work with connections even if the links are complex and/or unclear • Co-ordinate by drawing together a number of separate strands and making new connections within defined systems • Foresee and plan for changing requirements and future needs • Envisage alternate routes and contingencies when required • Work to break down internal barriers • Identify what is not in place but should be • Know how to use benchmarking, and how and when to go beyond to create best practice • Be adept at involving relevant contributions from others both across and outside Dstl • Stimulate debate on broader issues • Make and own decisions • Create and identify opportunities to enable customers / stakeholders to develop understanding of the broader issues or implications of S&T, 	<p>People at this level require exceptional knowledge and understanding of the principles, theories and practices of technical/professional areas and the business context in which they are delivered. They will be recognised externally as experts in their field.</p> <p>Example of work to be undertaken include:</p> <ul style="list-style-type: none"> • Managing and leading programmes or multiple teams • Proactively seeking to share and exploit the work done in one area to different problems or domains • Instigating research into new technical problems that cross technical boundaries • Providing advice, systems and processes to support delivery • Contributing to business planning and/or technical strategy across capability areas • Ensuring that they and Dstl are at the forefront of technology • Building and maintaining networks across boundaries to source and share information and to maintain Dstl's knowledge base • Controlling expenditure to effect efficient use of resources. • Developing others through coaching and mentoring 	<p>Demonstrating high levels of self-awareness and the flexibility of style to adapt to different audiences, people will have an aptitude for building relations, leading, and persuading people, including those over whom the person has no formal authority.</p> <p>Examples of influencing abilities at this level include:</p> <ul style="list-style-type: none"> • Taking ownership and responsibility for key priorities and tasks, leading and inspiring the engagement of others through personal commitment • Effectively adapting language and style to suit different people and audiences • Influencing across Dstl; inspiring and motivating others and shaping change. • Ensuring access to resources, exchanging and implementing best practices • Networking and building external relationships in order to achieve results for the organisation and raise Dstl's profile • Complex project and/or people management that may involve contributions from outside Dstl. • Persuasive and credible in front of groups • Building team commitment and owning, advocating and sponsoring corporate programmes and goals • Interpreting and translating corporate goals to make them relevant and meaningful to different audiences. • Understanding the intent of corporate drivers and articulating this to areas they lead, through defining the relevance and describing their own vision and measures of success.

Career Level 8 – Work

Theme of Work	Contributing to defining the strategic direction of the organisation. Turning this strategic intent into operational reality by engaging multiple parts of the organisation to co-create and implement solutions and policies that give the organisation the means to deliver its Purpose, strategic objectives and critical success factors. Specialist work undertaken at this level should be nationally recognised, closing gaps in existing bodies of scientific theory and discovering new links that relate to a defined need.
Contribution	<p>Jobholders at this level are accountable for developing strategic options for change, and for sustaining and growing the appropriate capabilities, including the professional and behavioural. They are required to anticipate the future across a range of different aspects such as environmental, technological, legislative, competitive, customer demand and economic. They will consider multiple factors to identify viable options that will effect real change or breakthroughs. They will have external links which are essential to Dstl's future success and will look across department, programme and domain boundaries to seek or share relevant information as they promote excellence and high performance. They will interact with and influence customers and stakeholders across technical and capability boundaries. Work at this level may include:</p> <ul style="list-style-type: none"> • Bringing together a number of work groups or information streams, which are likely to have conflicting requirements, in order to develop a new defence or security capability. • Developing one or more areas of science, technology, systems or analysis to deliver a tangible military benefit. This will involve strong interaction with academia, industry or Other Government Departments • Addressing the question, 'what might be?' and comfortably recognising that ambiguity, uncertainty and paradox are part of their territory • Managing or supporting the interactions between current products/solutions, policies, systems and practices and the innovations and changes needed to align them with the strategic intent of the organisation • Introducing products/solutions, outside relationships, structures, policies and systems that are required for the organisation to continue to be viable and relevant in a changing context • Identifying gaps in resources, capability and understanding and shifting resources to where there is greatest value-add. Jobholders will also identify changes to Dstl capability (grow and decline) in order to align with strategic direction. • Making a direct personal impact on influencing key decisions of national or pan-Dstl relevance, demonstrating technical advisory/consultancy skills through understanding of the customer problem space, agility and responsiveness • <p>The consequences of decisions taken are normally clear within a time horizon of two to three years, (although final resolution of some technical decisions may take longer).</p> <p>There is a vital reputational and ambassadorial contribution both internally and externally by all job holders at this level.</p>

Career Level 8 – Person Requirements

Pen Picture

A person is first and foremost a leader to whom others look for guidance and support. Within management and functional roles the person's expertise has matured into highly developed interpersonal and professional skills with the ability to lead and influence across Dstl. A person's technical/professional knowledge and expertise will normally have resulted in wide recognition both internally and externally in the discipline. They engage others to exploit a wide network of contacts both in the UK and/or internationally. They will provide strong leadership and strengthen effective pan-Dstl relationships. CPD will usually focus on further development of leadership and strategic thinking and on improving success in others (including advanced skills in coaching and mentoring).

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Building on Level 7, work at this level requires:</p> <ul style="list-style-type: none"> • Working across different contexts such as environmental, technological or political, even when they are outside the immediate framework of the job • Looking for the underlying order by carefully constructing and testing sometimes radical hypotheses • Understanding different futures and scenarios, to distinguish viable options, challenging the status quo and enabling significant change • Embracing opposing points of view and working with these to find a unifying element • Anticipating and forecasting changes and trends, and developing solutions without merely extrapolating from past data and practice • Dealing with 'noise' and information overload by constructing models that connect general ideas with particular instances, and allow easy movement between the two • Evaluating ideas against their compatibility with business objectives, resources and image/reputation • Providing a dynamic and continual interchange of problem specifications and solutions, across technical boundaries, • Involving and stretching others to explore solutions to wide ranging problems 	<p>The work requires an acknowledged expert, broadly recognised for their reputation in either: their specialist field; or a high level of cross-discipline knowledge; or a successful track record of managing and delivering results in senior positions across a broad spectrum of work experiences. The following types of work could be undertaken at this level:</p> <ul style="list-style-type: none"> • Leading/managing a major capability area, including capability development. • The assessment of critical projects/programmes to ensure that they meet high standards • Providing advice that is of long-term strategic value • Shaping strategy or pushing the boundaries in area of expertise • Enabling exploitation of knowledge across the widest stakeholder community • Relationship management across organisational boundaries, with appropriate commercial rigour. • Moving academic thinking forward within Dstl • Planning resource needs across the business and managing the interface between major groups • Anticipating future capability requirements and driving necessary development programmes and opportunities • Driving policies and plans to address organisational priorities • Maintaining awareness of relevant and potentially disruptive technologies through external links • Engaging, mentoring and inspiring people at all levels across the organisation to maintain and raise professional standards 	<p>For effective work, it is essential that the jobholder can inspire, influence behaviour, motivate and lead through using political sensitivity, cultural awareness and empathy. In a specialist context, this includes the ability to secure the commitment of potential stakeholders both within and outside Dstl. Examples of work requiring influencing abilities at this level include:</p> <ul style="list-style-type: none"> • Taking an inclusive and encompassing view to consider the context of S&T across industry and academia, nationally and internationally. • Actively seeking exploitation of benefits across Dstl and for customers and stakeholders. • Proactively supporting pan-Dstl team working • Managing stakeholder expectations • Creating coherence through communicating how the organisation works in commercial, financial and relationship terms • Using a wide network of contacts for Dstl's benefit • Having stimulating constructive interactions with customers, stakeholders and colleagues • Persuading external stakeholders to recognise potential applications of technical advances • Collaborating with other leaders for the benefit of the whole • Leading and embedding significant organisational change • Fostering pride in the organisation by taking a positive ambassadorial role both internally and externally

Career Level 9 - Work

Theme of Work

Defining purpose, strategy and performance targets of the organisation and managing external relationships at the highest level. Specialist work undertaken at this level involves thought leadership, building scientific theory, often resulting in a new perspective and a change in strategic thinking. Strong external links are a key part of work at this level as is a consistent drive for excellence, setting high standards and being seen to maintain them.

Contribution

Jobs at this level are accountable for formulating and articulating the long-term strategic intent of Dstl in national and international contexts. In this it is necessary to construct and embed systems that encompass culture and governance, ensuring that they are robust enough to endure periods of turbulence. Work at this level drives through the consequences of strategic shifts and new perspectives. Specialist and advisory work will be changing thinking and be delivered to international standards.

Work at this level may include:

- Leading research that creates break-through innovations even when there are only limited connections to existing data or applications
- Specialist work will involve interactions with related activities in academia, industry and other government departments
- Defining the strategy and guiding the entity to its future state, influencing all internal and external interactions to create clear propositions and values
- Understanding Dstl's position in terms of overall strengths, weaknesses, opportunities and threats and taking pre-emptive action
- Shaping the area of focus and the product/service portfolio, foreseeing future trends and the corresponding value chains as well as taking accountability for major alliances and/or entry and exit opportunities
- Taking a holistic view across programmes and capabilities, setting themes for programmes and integrating technological, commercial, political and military implications of the work.

Decisions taken at this level impact upon the whole organisation and ensure the viability of the organisation as a financial and social entity, and it may be 5 years or more before the consequences are clear. Technical deliverables and advice may not produce immediate tangible military benefits but their potential will be clear

There is a vital reputational and ambassadorial contribution by all jobholders at this level.

Career Level 9 – Person Requirements

Pen Picture

A key leader in Dstl, the person will be fully aware of all factors affecting Dstl with strong networks and interactions with key customers and stakeholders. They will not only be shaping Dstl strategy but will be ambassadors and exemplars of Dstl's principles and purpose in national and international external bodies. CPD will usually focus on further development of leadership and strategic thinking and on improving coaching and mentoring skills

Approach to Problem Solving	Use of Skills, Knowledge & Experience	Use of Influencing & Leadership Abilities
<p>Work at this level requires:</p> <ul style="list-style-type: none"> • Forging relationships between material that has been previously unrelated or unknown • Expanding general rules and redefining fields of knowledge and experience • Shaping and reshaping interconnections within the organisation and between the organisation and the environment • Using experience but not being blinkered by pre-conceptions to deal with issues never encountered before • Restructuring critical tasks by redefining the boundaries, context and aims • Having the mental flexibility to consider second and third order consequences that may arise from decisions taken • Envisioning new futures by identifying long-term destinations, even when the route-map cannot yet be fully understood • Being sought by the most senior levels of stakeholders on a broad range of issues. • Stimulates discussion and challenges appropriately at senior levels internally and externally. 	<p>People at this level will be recognised as a corporate leader or as world-class performers at the leading edge in their field. This enables the following types of work to be undertaken:</p> <ul style="list-style-type: none"> • Identifying Dstl's overall strengths, weaknesses, opportunities and threats and formulating approaches based on this understanding • Reviewing environment, policy and the politics relating to technical fields • Using knowledge to direct technical strategy or enhancing Dstl's reputation for intellectual excellence • Harnessing sources of technical excellence from appropriate sources, both internal and external. • With appropriate commercial rigour, building and maintaining external partnerships to access capabilities MOD cannot sustain internally. • Making major corporate decisions where there is a high degree of uncertainty and large potential impact • Representing and growing the reputation of Dstl with national and international groups • Responding appropriately to potentially disruptive technologies • Attuned to the context in which Dstl operates 	<p>For the job to be done effectively it is essential that the job holder can inspire, change the behaviour of, motivate and lead large numbers of people that they cannot know on a one to one basis. Their professional credibility and influence is key to shaping and endorsing the approaches that are adopted.</p> <p>Examples of work requiring influencing abilities at this level include:</p> <ul style="list-style-type: none"> • Setting a compelling vision and engaging the enthusiasm of staff to excel and to embrace change • Inspiring others to perform to their highest potential by a passionate expression of strategic aims and professional and behavioural standards • Applying political sensitivity to protect and grow the interests of Dstl • Continuously seeking to enhance Dstl at a strategic level. • Ensuring that the focus of business strategy is the customer and other stakeholders • Addressing significant problems or issues arising in the external relationships of Dstl • Networking with a range of external peers, industry experts and stakeholders to protect a business unit or directorate from any negative environmental influences • Interacting with leaders in partner organisations to foster the exchange of best practices and actively seeking new partnerships to the benefit of the business • Influence policy across government • Raising professional and behavioural standards of others through example and coaching and mentoring