A GUIDE TO THE PERSON PROFILE

V2.0 JULY 2021

Agilysis has adopted a competency based approach to developing person profiles and subsequently remuneration. This reduces the effect of arbitrary barriers to employment for capable people and enables candidates and employees who can demonstrate that they are competent to fulfil a role to succeed within the organisation. Six types of competency are identified as follows.

KEY COMPETENCIES

These are the basic areas of work that we expect all staff to demonstrate to a certain degree. It includes elements such as communication, collaboration, organisation, basic IT skills, and English language. It also includes the ability to drive and work flexibly where absolutely required for the position. They are rated on a scale of 1 – 4 (with the exception of *Full driving licence and use of a car* which is 0-2).

A scale value of 1 would apply where there is a very low requirement, through to 4 where it is essential for the person to excel in this area.

BUSINESS COMPETENCIES

All staff will be expected to demonstrate some business competencies but at differing levels according to the type of position and degree of responsibility that they carry. These competencies seek to reflect areas that are critical to the success of the company in terms of its internal operations, satisfying client needs and delivering public facing services. All personal profiles will recognise these business competencies although the rating of 0-4 recognises that for some staff there may be no requirement to display these competencies.

These competencies carry a high weighting and could be demonstrated by any member of staff depending on their role. It is however normally expected that these are demonstrated within the management team and senior staff.

EDUCATION, TRAINING & QUALIFICATIONS

There will be occasions when particular levels of training and educational attainment are of importance if a role is to be successfully fulfilled; these have typically been outlined using the terms essential, preferable and desirable. An applicant is very unlikely to be successful if they are unable to provide evidence on application being able to meet the essential criteria as a minimum. Agilysis reserve the right to use the preferable and desirable columns as a tool in shortlisting candidates or determining appropriate remuneration.

For the scoring 3 will be reserved for essential, 2 for preferable, and 1 desirable. We have chosen not to have a score of 0 as we would never say that we don't want a certain level of qualification.

MANAGEMENT COMPETENCIES

Most staff will also be expected to exercise some management responsibility whether for information, projects, finance or people. There is also a need to manage change within the organisation and risk to the

company which might arise from issues such as health and safety, reputational matters or financial control; these are also reflected within the competency framework. Again, all personal profiles will recognise these management competencies which are scored between 0 and 4.

EXPERIENCE AND KNOWLEDGE

There is currently a standard list of 20 competencies in this category which covers the types of work our team will carry out in the course of running the business. These competencies apply to people in different roles and departments, some of which will be specialised and other that are more general. The competencies described are general e.g. *applications development* rather than listing a specific programming language, and will complement the *Skill* competencies.

The purpose of these competencies is to judge the level of prior experience and understanding we expect job candidates to have upon application, or to achieve within a defined period of employment. They can also act as a way of assessing staff progress and performance.

GUIDANCE ON SCORING

These competencies are graded on a 0-4 basis and only competencies that are relevant to the role should be included rather than the full list. The highest score of 4 would require a candidate or employee to have a minimum of 5 years' experience in this area and be able to demonstrate a very high level of proficiency and knowledge. A score of 1 would be the lowest initial requirement, perhaps for a junior position or where training will be given to improve knowledge as the person grows within the company. Scores of 2 and 3 lie somewhere in between and will be a mixture of less experience or less expert knowledge of the competency.

EXAMPLES

DATABASE MANAGEMENT

Higher scores here are expected where someone has longer experience and has taken a leading role in the deployment, management and design of databases. Scores will also be higher where a broad knowledge of different technologies is present. The top score would normally only be given to someone whose principal task for the company was in this area. A lower score of 3 may be more relevant to someone who undertakes work with databases regularly in their role but it is not their key responsibility and someone else in the company may have a leading position. Scores of 2 would then apply to someone who more infrequently writes queries and views, or will use systems that just use data from databases. They may be involved in deciding table structures but not implementing data warehouses. A score of 1 would be for someone who simply has to extract data from databases or who would be expected to understand the principles of simple databases such as those in stand-alone GIS applications or even Excel.

BID DOCUMENT PREPARATION

A top scoring candidate will be leading on this for the company and will bring significant experience of writing successful bids. This will be one of their key roles for the company. Those with a score of 3 will have less experience or will only support another lead team member in the area. They will still have this as an important task, perhaps in their role as a senior manager. A score of 2 would apply to someone who is still regularly involved in bid preparation but may have a lower level of responsibility or work on less complex bids. A score of 1 applies to people who may be required to write individual sections of bids, perhaps preparing project profiles or editing CVs.

SKILLS

These technical competencies will change from role to role and will be more reflective of the type of work outlined in the job description. In approving the technical competencies for a particular role, managers will have given consideration to the type of specific skills required for each post and the level at which a successful employee will be operating – either at application or upon successful completion of probation.

GUIDANCE ON SCORING

These competencies are graded on a 0-4 basis and only competencies that are relevant to the role should be included. The guidance is very similar to that for experience and knowledge of a subject area, but this time applying to a specific skill. As such these can be assessed much more definitively but without referring to the level of experience. A judgement could be made on the level of competency using a test for example.

Specific examples should be provided for each competency as a part of the recruitment process. Retrospective examples should be created by line managers and staff in due course.

REMUNERATION

The personal profile will be used by the directors to benchmark performance in any given role and as a guide in determining appropriate remuneration. An employee will only be considered to be effectively fulfilling the role if they can demonstrate that they are fulfilling the competency requirements of the post.

Business Competencies	Strategy and planning	Awareness of company aims and objectives plus plans within their own work areas	Taking responsibility for planning own work areas and supporting managers in strategy development	High level of strategy and planning within own departments, assisting others where required	Business-wide exposure to company goals, monitoring progress and writing strategy documents
	Commercial awareness	People who have very little exposure to the sector and our products and solutions.	Those that understand our products and services and will provide some support clients to and answer their queries in relation to other tools from competitors. They may also understand trends and examples of work by others.	Product or service managers who don't have that significant understanding of the wider sector and competition. This score may also be applicable to someone who is developing a solution in a more technical capacity, but they would also need good awareness of competing products.	Someone who has a leading role in sales and marketing or is an expert in a specific product or service with significant exposure to clients. They would also have experience and understanding of competitors and trends in the sector.
	Service provision (project management, client relations)	Limited client exposure, usually on routine elements, some technical support	Helping clients to make the most of our services, seeking to put in place improvements based on feedback, more advanced technical and pre-sales support on a small number of products.	Managing client relations for a department, project or product. Leading webinars and training events, pre-sales support and consultancy.	Reviewing company performance in service provision, monitoring progress, leading client satisfaction and retention activities, significant support to the Executive Team
	Leadership and initiative	No leadership requirement but will be expected to show initiative in their work	Higher levels of initiative, perhaps specialising in a small number of areas for the company, providing regular support for colleagues	Leadership in one or two areas of company operations, products or services. Alternatively significant freedom and responsibility to innovate more generally in important business areas.	Significant responsibility to push the business forward with successful product and service innovation. This will be a major part of their responsibilities rather than simply working on existing solutions etc.
	Changing and improving	A member of the team who works to a set of	People expected to deliver meaningful change and	Someone who has significant responsibilities	People who have a specific responsibility to lead in

		processes or procedures given to them without discernment	improvement within their work areas by suggesting better ways of working, improving processes or adopting new technologies. We would hope that this is a level all staff would aspire to as a minimum.	but does not always lead on their own. They may be involved in regular improvement meetings including the creation of new products and solutions and will take forward actions – either in management or technical roles.	one or more areas for the company. This may be in a specific domain e.g. research, or with a technology. They could also be managing a team of people who are required to undertake this role.

Category	Competency	1	2	3	4
Key Competencies	Collaboration and communication skills	Team members who are regularly contributing to meetings and planning work and resources	Those who are expected to provide inputs such as specific product demonstrations or collaborating with clients.	Those who are involved in high level of internal and external communications, perhaps leading meetings and projects.	Proficient managers will demonstrate excellence and leadership in this area, providing support to others in improving their own competency
	Organisational and time management skills	Team members who are following project and time schedules set by others.	Team members who are managing their own time and workloads with independence to deliver work on specific projects.	Project leads who must plan and allocate significant resources on a regular basis to meet project timescales.	Managers who must manage multiple projects project plan, allocate resources and manage staff to define and meet multiple project timescales. The role will involve reviewing time spent on projects compared to proposals.
	Ability to implement procedures and processes	Staff who mainly follow pre-defined procedures with little requirement to provide modifications	Team members who help to shape and improve processes, providing feedback to managers and assisting junior staff	Highly competent project and departmental managers who set processes for their team and manage delivery	Leaders who help to shape company policies and procedures in addition to the level 3 tasks

Microsoft Office Suite and basic IT literacy	Ability to use email, word processing and basic spreadsheets	More advanced document formatting skills together with presentation software and higher level spreadsheet skills	Report production and management, design and preparation of materials for clients in many different formats, advanced spreadsheet use	High technical skills in many areas of company IT provision with responsibilities for innovation and training staff
Flexible working	Reflects a position where this is unlikely to be a part of their role but notes that for anyone this may be required at some point.	Where some non-standard working patterns would be expected infrequently or perhaps attendance at conferences and events once or twice per year.	Someone who is required to occasionally work unsociable hours or spends a lot of time away overnight at conferences and events	Someone who is regularly working unusual hours, at weekends or bank holidays.
English language skills, both written and verbal	Good English language skills but work may require proof-reading	Increased skills and vocabulary plus responsibility to deliver content for clients	Excellent skills including providing presentations in webinars and conferences, leading discussions and representing the company	Leading in setting company policies in presentation skills, regular representation of the company at events and authoring of various content types.
Administration (Contracts, appraisals, Ts & Cs, general paperwork/documentation, etc)	Basic level of skills involved in managing own work processes and actions	Increased level of responsibility to administer company documents and the work of others	Providing support for others in the management and administration of their work, meeting support etc	Lead on company requirement, implementation and management of policies and procedures following protocol and adhering to relevant laws and legislation. Providing training on systems for others
Full driving licence and use of a car	Not required	Occasional use but not a core requirement	Required	N/A

Management Competencies	People	Normally only work with others in a more passive way, collaborating on projects and ensuring that others are completing their tasks on collaborative projects.	Some involvement in directing the work of others but not in a supervisory capacity. Assisting and training other team members plus leading in policy or infrastructure areas may be expected.	Those with a more limited involvement in people management, perhaps with only a single report.	Managing teams of people and will also have significant responsibility for setting policy and procedures relating to the management of our staff. They would also be involved in recruitment and working with other managers to distribute work across departments as required.
	Projects	Manage projects provided to them using standard templates. Ensure tasks and activities assigned to them are carried out effectively and on time.	Greater responsibility for planning project elements where the use of other resources is required. Undertaking risk assessments, monitoring progress of pieces of work and liaising with clients	Managing substantial projects that involve resources and / or other team members. Ownership of project management procedures for the whole project.	Review of project delivery across a large team or the whole business, making decisions on risk mitigation, handling complex problems and difficulties and ensuring compliance.
	Finance	Create and process financial documents such as invoices, statements and expenses in the accounting system.

Managing a preapproved department budget and advising the finance team on expected variances. | Monitor and measure against internal budgets and targets including the creation of annual draft expenditure budgets. As well as short-term forecasting for projects, pipelines, staff rates, margins and treasury. | In-depth understanding of our financial and management accounting systems and procedures.

Responsibility for reporting on financial performance, period change and risk to the Management Team. | Advising the Executive Team on financial risk and opportunity. Following and implementing legislative changes impacting on financial policy and process.

Long-term growth projection forecasting including recommendations in line with the company business plans |

	Change	Looking for opportunities to change their own processes and procedures or members of their team.	Responsibility to implement change to systems and procedures with little direction and report on success	Identify weaknesses in work areas and discover new ways of improving our outputs or working practices. Provide direction to others in implementing these changes.	Company-wide overview of change within specific business areas, or large responsibility across a single department. Leading and assisting the Executive Team to a significant degree.
	Risk	Understanding risk in their own areas of work, alerting line managers to pending risk	Carrying out risk assessment for projects, responsibility for specific risk areas and documentation in company process	Managing risk in teams and projects, implementing procedures for mitigating risk and reporting on non-compliance	Leading risk audits and management processes. Investigating risk in different areas of the business, providing reports to Executive Team on a regular basis.

.