

Leadership Level Definition Descriptors

Contents	Page
The Seven Elements	2
Summary of the Seven Elements	4
Leadership Level 1 Framework	5
Leadership Levels defined: Levels 1 – 4	6 - 21
• Leadership Level 1: Front-line	6
• Leadership Level 1: Supervisor	8
• Leadership Level 1: Expert	10
• Leadership Level 2	12 - 15
• Leadership Level 3	16 - 19
• Leadership Level 4	20
Colart Leadership Levels Framework	22
Role Description Template	23
Key Definitions	24

The Seven Elements

Different roles have different Leadership Levels according to the complexity of decisions that they are accountable for. The seven Elements below all need to be considered when matching roles to Leadership Levels. A role should consistently satisfy at least six of the seven Elements pointing to a Leadership Level. This is what we call the burden of evidence.

Where the Elements cannot clearly and consistently be allocated to a role, it is probably that a role lower in the reporting chain is **compressed** by this role. In other words, there is the risk that both roles occupy the same decision space (i.e. 2 roles in the same Leadership Level) which is neither effective for the organisation nor decision making accountability. The aim should be to remove any compression from a reporting chain so that each leadership level adds value to its direct reports, with the Elements consistently aligned to the appropriate Leadership Level.

Element 1: Nature of work

This is a summary of the purpose of the role and its key 4-6 accountabilities or performance standards. These accountabilities must be unique to the role otherwise the role is working in someone else's decision-making space. It explains why the role needs to exist. The nature of work becomes more complex and extensive at more significant Leadership Levels.

Element 2: Resource and expertise

This defines accountability for resources i.e. people, systems, budgets and know-how. At Leadership Level 1,2 and 3 the aim is to get the highest performance from these resources. The emphasis shifts at Leadership Levels 4 and 5 to identifying gaps and constraints in resources and where necessary finding new solutions and negotiating new resources.

As with the other Elements, this Element lends itself to the accurate assessment of the accountabilities of specialist/expert roles that may not have any sub-ordinates or budget but support the business in some critical way by virtue of the role-holder's unique, or rare, expertise. In addition to highly-skilled colleagues towards the top of Level 1, an organisation typically also needs experts in key non-colleague-leadership roles in Level 2 and Level 3. Whilst having no line management responsibility, these role-holders can be expected to be knowledge-leaders and bring required expertise to bear that is not else-where in the team.

Element 3: Problem Solving

Highlights the types of problems that need to be solved. At Leadership Levels 1, 2 and 3 problems tend to be concrete and operational in nature. At Leadership Level 4 and above problems become more strategic and require more conceptual thinking and mental modelling. This requires broader thinking across a wider area of accountability and an ability to understand the links between categories, functions, operations and geographies.

Element 4: Change

This is about the accountability for driving innovation. While creativity can exist at all levels in Colart, not all levels are accountable for ensuring that innovation takes place or that creative ideas are implemented. Levels 1 to 3 work to make improvements to our existing products, services, systems and technologies. They drive productivity. At Leadership Level 4 and above, leaders are required to discover and develop new solutions to improve business performance. These could be breakthroughs or first in the industry innovations.

Element 5: Natural work team

These are the colleagues within Colart we need to work with to achieve our accountabilities. In Leadership Levels 1, and 2 they are typically colleagues in the same team, site, or function. In higher Leadership Levels peers are likely to be cross-functional across different sites. Natural work team excludes line management relationships.

Element 6: External interaction

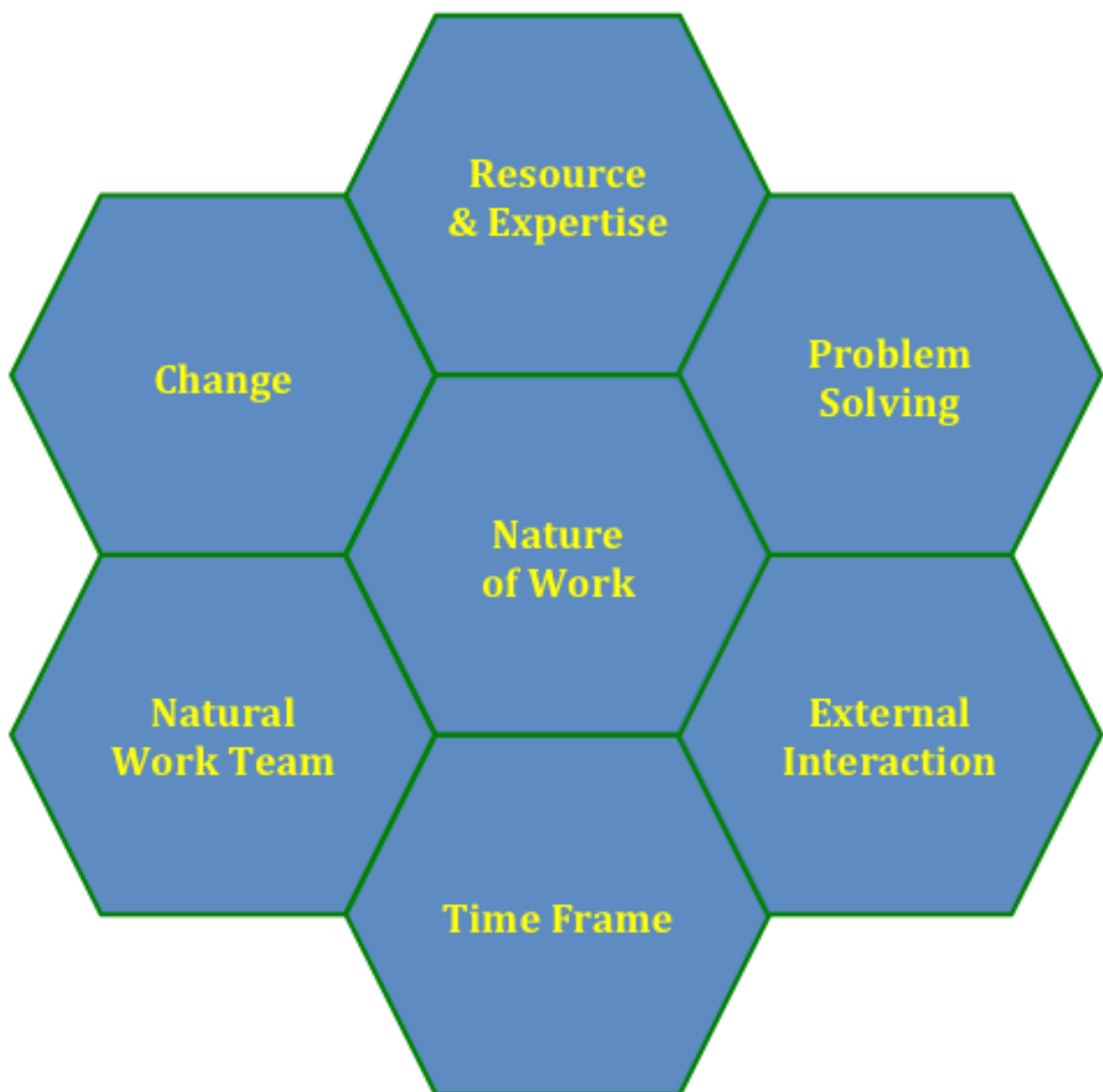
These are the people outside of Colart whom we work with to achieve our accountabilities, e.g. suppliers, customers, regulators, local communities, members of professional associations, consultants and politicians. As with natural work teams, the nature of interactions can progress from the local to the global, from the reactive to the proactive.

Element 7: Timeframe

This is the typical amount of time needed to see the impact of the decisions for which the role is accountable. This period can extend from minutes to years depending on the nature of work. Timeframes for most roles vary depending on the task. The focus here is upon the average delivery time of key accountabilities the time required for delivering the longest task for which the role holder is accountable. Accountable time horizons for decisions in Level 2 and higher would typically extend beyond a minimum of three months up to many years for key strategic initiatives.

Summary of the Seven Elements

To establish the Leadership level of a role we need to understand the complexity of the decisions the role is accountable for



Leadership Level 1 Framework

Criteria	Leadership Level One 'Supervisor'	Leadership Level One 'Expert'	Leadership Level One 'Team Member'	
			Higher Skilled	Skilled
Purpose	To support a Leadership Level 2 [LL2] when: <ul style="list-style-type: none"> • There are large numbers of people (Team Members) to oversee who are undertaking routine, prescribed activities, within clear guidelines • The front line is spread across a number of locations e.g. sales staff • The work of the front line occurs in a 24/7 shift process (as with a Call Centre) <p><i>This is not a span breaker role and unless at least one of the above criteria apply it is very unlikely that a LL1 Supervisor role will add value to a team</i></p>	A front-line role whereby the level of know-how and experience required to evaluate and assess recognised problems and identify and apply solutions calls for a specific kind of professional expertise that has been gained through study, training and practical work experience.	Operational and technical type roles that require skilled individuals with expertise that has typically been acquired over several years of practical work experience in relevant roles, augmented by in-depth external training. Due to experience will be able to assist with the training, induction and monitoring of work of less experienced team members.	Operational and technical roles across the organisation that deliver customer service, sales, support the delivery of products, execute and administrator the policies, processes and systems of the business. <p><i>This group will typically represent the majority of roles within Colart.</i></p>
Reporting Line	A direct report to LL2 job holder	A direct report to LL2 job holder, or even a LL3 job holder, where the LL3 also manages an infrastructure of LL2 directs reports.	A direct report of a LL2 job holder, although could report day to day to a LL1 Supervisor where this is justified due to numbers, geography, shift pattern.	
Resources	Supervise a team of up to 30 Team Members (b) direct reports, but more typically 8 to 15, depending on the routine nature &/or complexity of the work and spread of team member roles, due to geography &/or shift patterns	No direct reports May have access to team members to provide support, which would be arranged by the LL2 and above.	No direct reports A member of a team where others are undertaking the same &/or similar type work.	
Typical Experience & Qualifications	Qualification will be through their experience (more than the team they are leading and often more than the LL2 job holder) and depth of technical &/or operational knowledge of the roles undertaken across the team.	Graduate & professionally qualified, holding specialized levels of accreditation. Likely to be within 3 years of post-professional qualification. Assuming performance levels it would be expected that role holders are likely to progress to LL2 within a reasonable period, subject to opportunities being available.	Several years of experience and qualified through either in depth practical experience &/or augmented by a vocational exam or apprenticeship in a particular area of expertise	Requirements can range from needing to have a: <ul style="list-style-type: none"> • Basic education &/or pre-designated qualification/ training • Vocational qualification or pursuing an apprenticeship. • Fully skilled in a particular discipline <p>(Team Members may include graduate specialists who are training and learning the business and assuming performance levels will expect to rapidly progress to LL1E/LL1S, LL2 & above)</p>

Leadership Level 1: Front-line

“I deliver quality and reliable service to my customers and/or colleagues. I am supported by my Line Manager (or Supervisor) and Colart’s policies, procedures and systems”

Nature of work

- These roles are the front-line roles in different areas across the business, doing work that creates value for customers, supporting delivery of products and services while running the key processes and systems at the heart of the business.
- The work output and standards to be met are clearly set out and defined in advance. These are recognisable through application of the company’s policies and procedures. Outputs and outcomes are specified in advance and cannot be changed without the approval of someone at a higher level (min. LL2).
- Tasks are, for the most part, predictable and are usually described in guidelines or defined processes, which ensure consistent and effective application and practice and can be imparted during a period of training, usually on the role or as part of a vocational training programme e.g. Apprenticeship, Accountancy
- The activities and tasks will range in complexity and will vary from unskilled to semi-skilled to skilled. Even though a Leadership Level 1 role might be skilled and be expected to use some judgement, the process and outcome are set down – even though they might be complex in nature.
- Graduate specialists in areas such as Sales, Finance and Marketing, for example, are likely to start at Leadership Level 1 as they are trained in how the business works. Assuming top performance, and the existence of suitable opportunities, they will be expected to progress to Leadership Level 1 or 2 and possibly above.

Resource and expertise

- Resource is restricted to the resources required to deliver the prescribed output. The person doing the role does not have the authority to change or make key decisions about the outputs. No accountability for people or budget.
- Role holders are accountable for efficient use of their own time and any equipment or systems they use to do their roles.
- Some front-line roles, for example Team Leaders, will take short-term responsibility for leading a team of people when their Leadership Level 1 or Level 2 job holder (as appropriate) is temporarily away and may have monitoring, coaching and co-ordination responsibilities in relation to other front-line colleagues.
- Some front-line roles may well have technical knowledge based on considerable experience for the designated area, and are therefore able to assist with induction and training or the checking and authorisation of less experienced colleagues’ work.
- It is also likely that some Leadership Level 1 front-line roles will be highly skilled in their particular area of expertise but have no role in inducting, training, co-ordinating front-line colleagues.

Problem solving

- The problems faced are concrete 'everyday' problems that are familiar and tend to be repetitive, e.g. resolving a customer query about a new product introduction
- Guidelines or routines may well be available to help solve these problems, which have been largely anticipated. Unfamiliar problems, not covered by these guidelines would normally be referred to the Leadership Level 2 job holder for resolution.

Change

- Changes are likely to be driven by higher Leadership Levels. Role holders are responsible for adapting to change, responding with initiative and making suggestions for improvements to their line manager.

Natural work team

- Usually other colleagues at Leadership Level 1 in the same team, unit or department who are in the same site and on the same shift.

External interaction

- External contacts, even if regular, will follow clear guidelines e.g. what can be sold at what price and under what conditions. Generally the Leadership Level 2 job holder will define any work with external contacts.

Timeframe

- The impact of decisions taken is likely to be from minutes to hours to weeks, but not beyond 3 months.

Leadership Level 1: Supervisor

“I ensure the front-line team that I support and supervise on behalf of my Leadership Level 2 job holder, delivers quality and reliable **service to my customers** and/or colleagues”

Nature of work

- Leadership Level 1 Supervisors are critical to the success of any sizeable organisation employing large numbers of front-line employees. They work to help achieve a team’s prescribed outputs by:
 - Deciding on what and how to monitor and check the work to ensure mandated guidelines and standards are being adhered to
 - Auditing the work of others at the front line to check compliance, helping with problems
 - Quality-assuring the work of team members
 - Training, induct and give technical advice to team members
 - Coordinating the work of team members to ensure consistency
- Deciding on how the activities and short-term tasks (not re-allocating duties assigned by a manager e.g. shift or location) will be assigned across their team, ensuring team members are in the right place at the right time, covering front-line skills absence to maintain customer service by utilizing team members.
- Monitor the performance and undertake performance reviews of individual team members they supervise and will recommend (not decide or approve it) a performance rating to the Leadership Level 2 job holder.

Resource and expertise

- Despite having subordinates, they have no accountability to either permanently recruit, reward or dismiss sub-ordinates. It is possible the supervisor will be involved in the recruitment process of team members, but the manager has the right of veto; and will decide when to initiate the first stage of the disciplinary procedure
- Recommending to the Leadership Level 2 job holder changes to the team and how activities are organised which will improve performance.
- As with front-line colleagues there is no budget or systems accountability.

Problem solving

- Leadership Level 1 Supervisors respond to, or escalate, issues raised by colleagues. They may also identify and work to solve problems that are within guidelines or in line with stated policies e.g. attendance issues. They are often the most experienced and skilled member of a team and thereby can usually solve problems and give advice to team members who are inexperienced, trainees or only semi-skilled in the work demands.

Change

- Leadership Level 1 Supervisors are expected to recommend changes to their manager but they themselves are not accountable for making permanent changes to guidelines and technical specifications. They are able to monitor performance of people, equipment and processes and highlight to management where they think these can be improved or need to change. But they are not accountable for making those changes in their own right. The aim is to maintain the operation but seeking continuous improvement.

Natural work team

- As well as collaborating with front-line colleagues in the team they supervise, they would typically be expected to or would need to collaborate with other direct reports of their manager. In most cases the network of these contacts would be on the same site but might be across different shifts. The nature of such contacts is typically one of liaison involving the receipt or transfer of information and/or data. In this sense they are key contributors to a manager's team and their teamwork skills and contribution can be critically important in this wider context.

External interaction

- In some cases, roles combining Leadership Level 1 supervision and front-line work may serve customers as well as dealing with customers escalated to them, within well defined decision boundaries.

Timeframe

- A large number of their tasks can be resolved quickly within hours or days. A few cases could stretch to some weeks before they are fully resolved. Other than that, the longest tasks would be up to 3 months (e.g. inducting and training colleagues new to the company and/or area).

Leadership Level 1: Expert

“I use my expertise to **advise** my line manager, my manager’s teams, and other parts of the business. Also, I may be asked to help my line manager to **monitor performance and co-ordinate activity** across teams.”

Nature of work

- These roles require skilled individuals with expertise that has been built up over several years of practical technical experience in relevant roles, probably augmented by in-depth &/or professional training
- The required outputs can be clearly defined but may not be described in detail by the Leadership Level 2+ job holder. Either way, drawing on their expertise (&/or professional standards), significant discretion must be used by the role holder to choose the detailed steps to deliver the output needed.
- Whilst the outputs to be achieved cannot be changed, the process the expert uses to achieve them may need to be adapted from, or independent to, processes used elsewhere, drawing on their professional or technical training and expertise.

Resource and expertise

- Whilst these roles are ‘high’ in Leadership Level 1, meaning that they can be close to the boundary of Level 2 accountabilities (and therefore should not report to a Leadership Level 1 Supervisor), the critical resource is the person’s expertise and the discretion with which they utilize their own time to meet the goals agreed with the Leadership Level 2+ manager.
- Role holders will have the expertise so that whilst recommendations will need the approval of the Leadership Level 2+ manager but will not need to be reworked due to inadequate expertise.
- Can assist the line manager (or Level 1 Supervisor peer, also reporting to same Level 2 manager) with the delivery of formal training or the checking and authorization of team member colleague’s work.
- Whilst the roles are front-line in the sense of not having any people reporting to them for performance appraisal, via the advice that they give and quality monitoring or coordinating they might also take on, these experts can have dotted-line horizontal relationships with people in their manager’s team.
- As with front-line colleagues there is no budget or systems accountability.

Problem solving

- Problem solving is likely to be a significant part of the role, with the role holder drawing on skills learned on the role and also possibly in part via training at, or accredited by, an external professional/educational body.
- But the problems faced remain concrete ‘everyday’ ones that are familiar to the expert. If not, there is likely to be a more senior (Leadership Level 2) expert in the field elsewhere in the business who can support the role holder by providing their more in-depth professional judgement to the issue.

Change

- Likely to be explicitly tasked with recommending changes that if approved by a Level 2+ manager would modify the way work gets done by others in the role holder's team to achieve agreed outputs.

Natural work team

- Other direct reports of the role holder's line manager, plus experts elsewhere in the business in the same or a related domain of knowledge, possibly at different locations.

External interaction

- If the role holder's domain of expertise is core to the client proposition, the expert may have some interaction with clients e.g. as part of a team headed by their line manager or a project manager in Leadership Level 2+.

Timeframe

- On average tasks are likely to be from weeks out to 1-2 months. The longest task may at first appear to extend beyond 3 months, but actually the line manager reviews the milestones in depth along the way such that the work is actually phased with the longest fully delegated task no longer than 3 months.

Leadership Level 2: Manager

“I support my team to deliver service and/or **manage** other and relevant risks, to deliver service using analysis and judgement usually based on disciplinary know-how and experience of the industry”.

The term ‘Manager’ in Colart applies from Leadership Levels 2 and above.

Nature of work

- This is the first Leadership Level at which line managers have full accountability for managing people, budget and/or risks.
- Work can no longer be fully described only in written guidelines. New situations and individual cases need to be analysed and judged one by one before deciding what action is appropriate.
- Role holders will with the resources given (people, financial & systems), decide how they will be organised in order to deliver the objectives they have in order to contribute towards delivering the overall operating plan.
- They will decide how the activities and tasks under their control will be allocated and undertaken. Determine priorities and risk mitigation in order to achieve their element of the overall operating plan and the standards, KPIs and measures set by a Leadership Level 3 manager.
- Contributes to the build of the next year’s operational plan.
- Recommends to Level 3+ manager on the Level 1 structure and roles, and any potential changes within the team, to optimise performance.

Resource and expertise

- Decides on what is required and recommends &/or negotiates the annual operating expense budget and resources with their Leadership Level 3+ manager to achieve the operating plan for which the role holder is accountable to deliver.
- Can decide on how the budget allocated is spent, within agreed parameters set by Leadership Level 3/Colart Policy
- Leads a team of Leadership Level 1 subordinates – setting direction, objectives, standards, performance and reward (within policy and governance boundaries)
- Selects into the team and confirms performance assessments of the team. Can decide to delegate responsibility (retaining right of veto) for selection and performance assessments to their Leadership Level 1 Supervisor direct reports, if applicable.

Problem solving

- Problems are concrete in nature, but tend to be discrete, non-routine issues requiring analysis and drawing conclusions e.g. how to best resource a shift to meet forecasted demands, or ad hoc review of sales to analyse and identify the root cause of a particular problem.
- Role holders will decide the course of action to be taken for situations that are not fully described by standard guidelines and/or procedures.

- Role holders will decide how to apply resources to meet peaks and troughs of workload, either directly or through considering recommendations put forward by Leadership Level 1 Supervisor direct reports.

Change

- Role holders are expected to identify the need for and implement changes (processes, products, services and people) in their area to improve operational performance and productivity to deliver their agreed objectives. This is a key difference between Leadership Level 1 and Leadership Level 2; those below Leadership Level 2 cannot authorise and drive change, but are expected to make recommendations when things are not working as planned, which the Leadership Level 2 will decide upon.
- Recommending changes (to processes, products, services and people) that will have an impact beyond their area of accountability.

Natural work team

- Works and collaborates with peers at the same Leadership Level across the business in order to deliver their plan and objectives. These contacts may be with peers as part of cross-functional teams on the same site or they could be across geographies.
- Whilst contacts will typically be with people at the same Leadership Level, they can be when necessary up to two Leadership Levels above.

External interaction

- A first point of reference for contact with external bodies. External interaction calls for the exercise of more discretion than Leadership Level 1. The boundaries to the decisions that can be taken without referral are typically set by the budget for which the Leadership Level 2 job holder is accountable.
- Will be the first line decision maker for escalations with customers and/or suppliers
- Will decide if performance standards are falling short of agreed SLAs and will either take mitigating actions or recommend actions to be taken to a higher Leadership Level.

Timeframe

- Up to at least 6 months but not beyond 12 months

Leadership Level 2: ‘Specialist’ manager

“I support the business to deliver service using analysis and judgement usually based on specialist know-how and experience of the industry”.

Nature of work

- This is the basic Leadership Level for experienced specialists ‘certified’ to operate in a recognised professional area. Specialists use their technical knowledge to evaluate, assess and identify the appropriate solutions for specific problems.
- A front-line role whereby the degree of know-how and experience required to evaluate and assess recognised problems and identify and apply solutions calls for a specific expertise that has been gained through study, training and experience, which is more than years ‘on the role’.
- Role holder’s needs to apply judgement and experience when dealing with new situations or individual cases.

Resource and expertise

- A key resource for specialist at this Leadership Level is their knowledge. They are accountable for the application of their subject matter knowledge, which would normally be under-pinned by a related professional qualification combined with at least two years practical experience. e.g. Finance Business Partner, Lawyer, HR Business Partner.
- Front-line ‘specialists’ will not have direct reports, although they may have access to Leadership Level 1 administrative &/or operational support.
- They may have a budget for which they are accountable, and in the case of someone in IT, a system they are accountable for because of their unique knowledge and experience with it.

Leadership Level 2 Specialist should not be confused with a Level 2 Project Manager, which are often support roles and by their nature undertaking a specific role for a fixed period (i.e. project duration) and probably managing a virtual infrastructure of Leadership Level 1 project co-ordinators

Problem solving

- Problems tend to be concrete, but are discrete, non-routine issues requiring investigation, analysis and drawing conclusions, which are under-pinned by a set of professional standards and principles as well as Colart policy.
- The application of innovation required to solve problems is governed by known solutions, techniques and professional standards.

Change

- Role holders will be expected to find ways to use and apply their specialist knowledge and experience to improve the performance of existing products, services, systems or processes in their area of expertise.

Natural work team

- Role holders tend to work with other peers at the same Level across the business to share knowledge, particularly if problems need to be resolved by means of various kinds of specialist know how (some of which they might not possess).

External Interaction

- Will typically have a network of similarly qualified professionals from which they use both to draw on, and share, professional and technical experience that can be applied in their role.

Timeframe

- Their decision-making impact is up to 6 months, but not normally beyond 12 months.

Leadership Level 3: Manager (with Operational & Business focus)

“I am accountable for **delivering the performance** of a major business Unit of my Function, **juggling competing requirements** to deliver a balanced set of results or service”.

These roles form the backbone of the organisation and leadership is the dominant feature, connecting the strategic intent with operational execution.

Nature of work

- A manager of a manager leading an infrastructure of hard-line reports, predominantly at Level 2. Decides on structure and roles of direct reports.
- Decide on the plan to implement and operationalise the agreed business strategy across their Unit, the plan looking out beyond 18 months, up to 2 years.
- Will be held to account for balancing and allocating resources (people & finance) across their Unit to deliver their plan, setting the standards, KPIs and measures for performance to be continuously reviewed.
- Contributes to the formulation and continued refinement of business policy and strategy for their function through recommendations based on their analysis, knowledge and insight.

Resource and expertise

- Delivers the annual operating plan. Decides on what is required and recommends and negotiates the annual budget to achieve the plan; and within the constraints of the budget, can then allocate to direct reports, as appropriate, retaining accountability for overall budget allocated and performance. Balances trade-offs to meet changing priorities during the financial year.
- Selects and leads Leadership Level 2's who will be accountable for the performance of others, if they have subordinates.
- Typically signs off business case recommendations for CapEx spend.
- Achieve continuous levels of improvement and increased productivity.
- Performance management of direct reports and governance of process overall across their Unit, including identifying future talent

Problem solving

- Manages a flow of concrete, but integrated problems that need to be prioritised and solved using team resources.
- Decides on operational priorities, that could be conflicting, to achieve the operational plan.
- Monitors variances in performance, analyses data and trends identifying likely causes and making judgements when deciding mitigating actions and changes to the plan to deliver agreed KPIs/targets.
- Considers the causes and implications of performance variations in the current year and makes relevant policy and strategy recommendations for the next year.
- Decides on recommendations represented by direct reports, which change the shape and balance of their remit beyond the resources agreed.

Change

- The delivery of continuous improvement and productivity is the driving purpose of roles at this Leadership Level. The focus is on the present, but with an eye to how things can be better in the future
- Will own and decide on changes (processes, products, services and people) that will improve operational and commercial performance and productivity that will impact their whole Unit.
- Recommending changes to (processes, products, services and people) that will potentially transform current activities and that has an impact beyond the timeframe of the operational plan and/or will impact beyond their Unit.

Natural work team

- Peers in other functions who are accountable for managers and other key disciplines.
- Will have to influence and get decisions from people who are outside their immediate Unit and Function, often at the next Leadership Level and occasionally, two Leadership Levels above i.e. Leadership Level 5.

External interaction

- Manages relationships across a network of contacts, typically on a national, rather than local level, mostly reacting to events with the goal of achieving the best outcome for Colart.
- Will have the relationship with external customers and suppliers and be the decision point of escalation for services within agreed SLAs.
- Will negotiate revised terms and SLAs (often in association with Procurement) with external suppliers, within agreed parameters set at Leadership Level 4 or higher.

Timeframe

Their impact is up to a year, with some contribution to the following year.

Note: The nature of some roles may have a mix of Operation/Business and Specialist Support e.g. Commercial, Marketing, Finance, Human Resources

Leadership Level 3: Manager (with Specialist Support focus)

“I am accountable for providing **leading specialist professional &/or technical** input to enable the business line to make decisions that delivers the business strategy and annual operational plan” or “I am accountable for delivering a major programme of change across Colart.

These roles are leading specialists in their defined specialist area e.g. Marketing, Finance, IT, Human Resources, Legal, Procurement. Roles can be either be providing pan-Business thought leadership, professional sign off, guidance and interpretation with respect to policy, both internal and external, as well as, best practice, or dedicated to a Function providing specialist support to the Function’s Chief Officer and leadership team.

Note: The nature of some Leadership Level 3 roles may have a mix of Operation/Business and Specialist Support e.g. Commercial, Marketing, Finance, Human Resources

Nature of work

- Provide specialist advice, as a recognised expert in a support Function of the business e.g. Marketing, Product and Brand, Finance, IT and Human Resources
- Typically, a manager of a Leadership Level 2 and/or Leadership Level 1 Specialists, either directly or indirectly. Will decide the structure and roles of direct reports and input on these factors if an indirect reporting line.
- Reviewing and interpreting current policies, products, services and systems ensuring they continue to remain relevant, compliant with external statutory and legislative requirements and meet the strategic goals of the business.
- Where changes to strategy, policy, process or systems is needed, role holders will make recommendations to their Chief Officer (Leadership Level 4), who has the accountability for presenting and recommending the final options to the business.

Resource and expertise

- Will provide expert professional and/or technical knowledge, analysis and insight of their subject area, both to their Function colleagues and colleagues in other Functions, typically at a higher Leadership Levels, up to Level 5 (CEO)
- Delivers the annual operating plan. Decides on what is required and recommends and negotiates the annual budget to achieve the plan; and within the constraints of the budget, can then allocate to direct reports, as appropriate, retaining accountability for overall budget allocated and performance. Balances trade offs to meet changing priorities during the financial year.
- Own and set the priorities within their area, with accountability for re-configuring resources to deliver their contribution to the Function’s annual plan.
- Selects and leads line managers who will be accountable for the performance of others, if they have subordinates.
- Achieve continuous levels of improvement and increased productivity.
- Performance management of direct reports and governance of process overall across their Unit, including identifying future talent

- If leading a Change Programme, it must be a pan-Colart programme and have full accountability for delivering the agreed milestones, and typically involving a significant CapEx commitment.

Problem solving

- Still in the concrete, considers the causes and implications of performance of existing policies, products, processes, services and systems; and colleagues, depending on the area of specialism. This is based on their specialist know-how.
- Monitors variances in performance, analyses data and trends identifying likely causes and making judgements when deciding mitigating actions and changes to the plan to deliver agreed KPIs/targets.
- Manages a flow of integrated problems that need to be prioritised and solved using team resources.
- Considers the causes and implications of performance variations in the current year and makes relevant policy and strategy recommendations for the next year.
- Decides on recommendations represented by direct reports, which change the shape and balance of their remit beyond the resources agreed.

Change

- The delivery of continuous improvement and productivity is the driving purpose of roles at this Leadership Level. The focus is on the present, but with an eye to how things can be better in the future
- Will own and decide on changes (policies, processes, products, services and systems) that will improve operational and commercial performance and productivity that will impact business performance.
- Recommending changes to (processes, products, services and systems) that will potentially transform current activities and that has an impact beyond the timeframe of the annual operational plan.

Natural work team

- Peer specialists in their own Function and peers in other Functions whom they are supporting with their expertise.
- Dealing with and influencing, both peers and more senior stakeholders and get decisions from people who are outside their immediate Unit and Function, often at the next Leadership Level and occasionally up to two Levels above (LL5).

External interaction

- Some roles will need also to collaborate with and influence external stakeholders e.g. Suppliers, Customers, Regulators, Politicians. Typically, this would be in support of Leadership Level 4 or 3 who owns the relationship e.g. Commercial Director
- Will be viewed as a deep specialist typically recognised externally through qualification or accreditation and contributing to external forums.

Time frame

Their impact is up to a year, with some contribution to the following year.

Leadership Level 4: Manager (Chief Officer)

“I both **lead a Business Area** and help to develop strategic change based upon my knowledge and experience in the industry and my professional discipline”

Nature of Work

- A leader of Leadership Level 3 managers (and sometimes a Leadership Level 2 managers), designing a leadership team and appointing an infrastructure where subject to the size of the Business Area, the balance of direct reports is Leadership Level 3.
- A strategic rather than operational focus for the Business Area. Decides what and how in building, and continuously refreshing, a strategy and plan for the Business Area that at least looks out beyond 2 years, which is aligned and can be measured by its contribution to the Colart P&L.
- Identifying gaps in the performance and availability of resources, product portfolio and systems
- Contribute to the longer-term business plans, makes recommendations on strategic choices based on expertise and researched options (that are not second guessed)
- Will operate as Colart’s authoritative specialist in their area of expertise, to ensure the business is at the forefront of best practice in the sector.

Resource and expertise

- Negotiates for and has full accountability for the finalised approved operating budget and probably CapEx and can decide how this is flexed during the year to meet changing priorities.
- Can decide how to distribute the budget to direct reports
- Plan and negotiate for major new resource or major deletion of existing infrastructure, if no longer appropriate, to deliver business strategy and plans. This is likely to stem from using specialist knowledge to spot new business opportunities.
- Identify, select, train and nurture talent for future growth.
- Approves business cases for CapEx expenditure within approved limits.
- Ensure they deliver the required financial performance balancing risk, revenues and costs.
- Decides on the overall shape and balance of the resources within their Business Area and changes accordingly to meet changing priorities and demands.

Problem solving

- The focus is on problems of the future, more strategic in nature, where abstract thought and conceptual analysis is needed to identify problems and develop likely solutions to known problems e.g. new services. Role holders need to be able to conceptually grasp the causes of the problem that have been identified i.e. the patterns and linkages in performance and see these in the context of the company’s strategic plans and risk management.

- Decide on recommendations represented by direct reports, which change the shape and balance of their remit beyond the resources agreed.
- An ability to convince others to accept solutions at the ideas stage before proven.

Change

- Specialist knowledge should be used to spot gaps in the market or constraints upon delivery so that innovative, robust and authoritative recommendations for change can be made.
- Role holders at this Level are expected to initiate and drive change, rather than merely manage initiatives from elsewhere. Deciding how to transform the overall activities, shape and balance of the Business Area to achieve the agreed strategic goals and financial targets.
- Will own and decide on any changes (processes, products, services and people) that will improve operational performance and productivity which impact across the whole Business Area.
- Recommending changes (processes, products, services and people) that will potentially transform current activities and have an impact beyond their own Function.
- Events need to be anticipated, their impact controlled and influenced. Change, based on breadth and depth of business knowledge and experience, needs to be planned and orchestrated to get the best result for the business.

Natural work team

- Close collaboration and working relationships with the Group Leadership Team of Chief Officers is called for
- Able to work on and influence decision-making on other internal Decision Forums e.g. The Board, NEDs

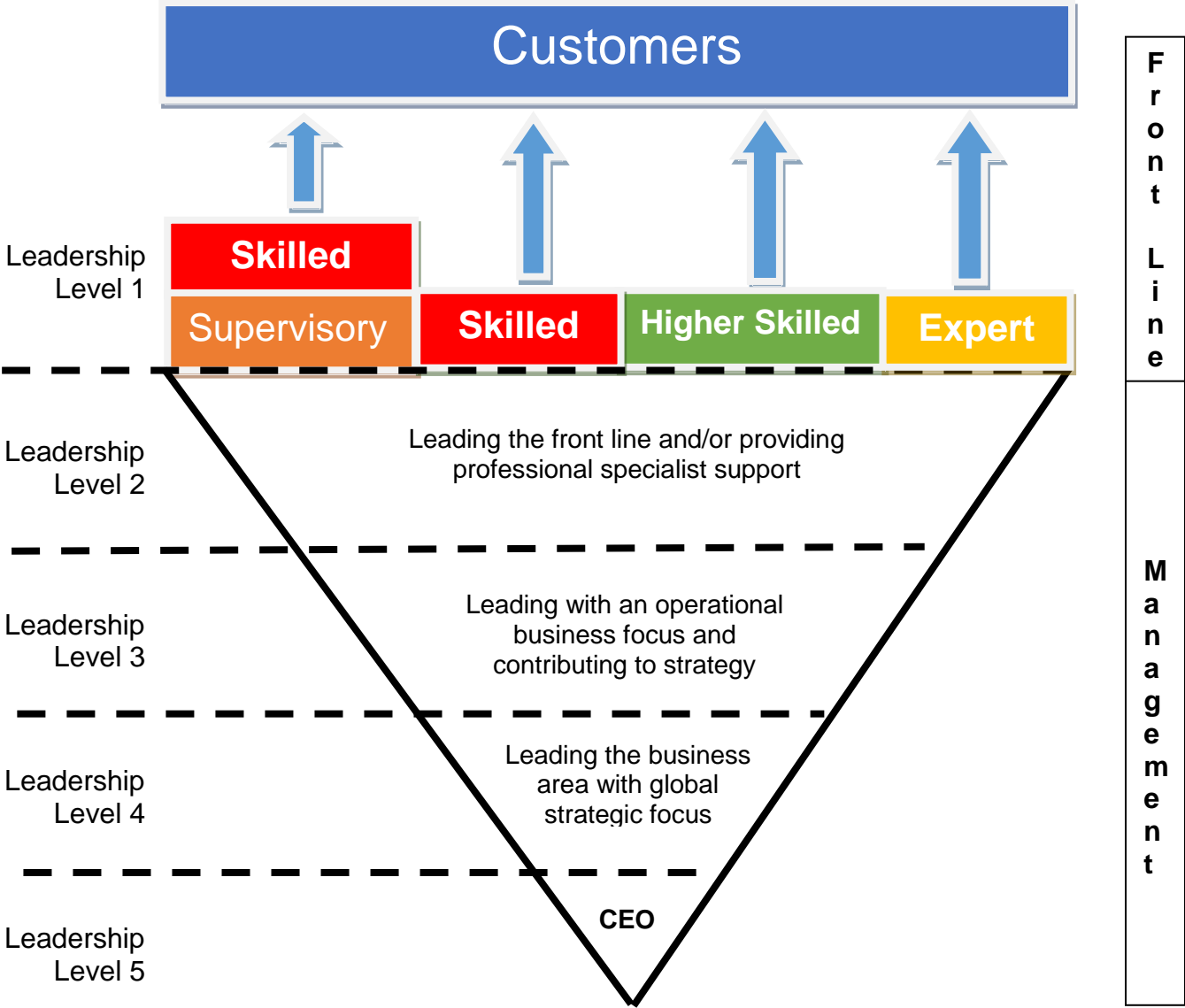
External interaction

- At this Level, role holders have to decide the basis of relationships, whether that be customers, suppliers, interest groups e.g. do we continue or not continue, terms of negotiation?
- Whilst day-to-day relationships will be managed at Leadership Level 3, the role holder will have the strategic relationship with key suppliers and customers and other external bodies
- Role holders typically will have external visibility, being recognised for their business experience and in the case of specialist be view as an authoritative expert contributing to business and professional forums.

Timeframe

- The impact of decisions taken at this Leadership Level tends to be felt over two to three years.

Colart Leadership Levels Framework



Role Description/Profile Template

ROLE DESCRIPTION				
Role Title:	<i>e.g. Production Manager</i>	Function:	<i>e.g. Operations</i>	
		Location:	<i>e.g. name of Site & Country</i>	
Leadership Level:	<i>e.g. LL2</i>	Reports to:	<i>Role Title to whom Role directly reports. The 'Line manager'</i>	
No. of Role-holders:	<i>No. of people undertaking the role reporting to same Line manager</i>			
Purpose of Role:				
<i>Set out in 2-4 sentences the specific purpose of the role describing the nature of work relevant to the role and consistent with that described in the Leadership Level descriptor.</i>				
Key Accountabilities, including core decision rights & their timeline impact				
<i>Describe 4-6 accountabilities specific to the role and consistent with the decision rights describe in the relevant Leadership Level definition descriptor.</i>				
Resource Accountability	People Numbers:	Direct	Total	Indirect
	Annual Financial Budget:	Employee	OpEx	Cap Ex
		£	£	£
Essential Qualifications		Essential Experience		
<i>Qualifications, formal & informal that are needed to be able to make the decisions described above. They should also highlight any specific expertise needed, which is a required resource for the role relevant to the Leadership Level. See Leadership Level descriptor</i>		<i>This may describe previous roles projects, types of industry needed, which should be consistent with the Leadership Level and essential qualifications described</i>		
Internal Relationships		External Network		
<i>Those roles outside the line of accountability the role holder needs to work with to achieve their accountabilities and the nature of the interaction</i>		<i>The people &/or roles/institutions/stakeholders with whom the role has to make decisions, influence, lobby.</i>		
Role Approved By:		Salary Range		
LL Approved By:				

Key Definitions

Accountable	Answerable to a higher authority for an outcome, product, service or result that can be measured in terms of quality, quantity, cost and time and which has performance consequences for an individual in terms of either reward or sanction.
Competencies	Behaviours aligned to Leadership Levels that describe the behaviours effective at each level of accountability. Competencies can therefore be used to indicate if a person has the potential to move effectively to a role at the next higher level of accountability to their current role. In contrast to competencies, skills are necessary for someone to perform well in their current Level. They do not indicate potential to move to the next Leadership Level.
Compression	This occurs when there are one or more layers of leadership within a given Leadership Level. Compression is the opposite of empowerment; it means more than one person is working in the same decision space.
Delegation	A person at any leadership level can delegate part of their responsibility to a person at the level below with view to enabling empowerment and development. Whilst delegated responsibility enables the person to practice and grow, this does not give them full responsibility as authority for the delegated activity still fundamentally sits with the person at the level above.
Elements	There are seven Leadership Level Elements, which are the core criteria that establish the appropriate Leadership Level. The Elements are the seven decision zones that identify the clear differences in accountability. These elements ensure role holders take decisions that cannot be taken at a lower level and which need not be taken at a higher Level.
Layer	A stratum of roles in an organisation's hierarchy of reporting relationships
Leader	Any person in a role in the hierarchy who has direct reports. Leaders in Leadership level 1 are supervisors, who support the manager in Leadership Level 2 to manage large numbers, those on shift rotas or those widely geographically dispersed.
Leadership behaviours	Our Leadership behaviours as represented in the Colart Way underpin and enable Colart's culture. All people at all Leadership Levels should exhibit commitment to the <i>Leading Yourself</i> behaviours. They are not the basis for promotion, but imperfect practice could be a reason for having to leave the company

Leadership Level	Leadership Levels are determined by analysing the seven components in all roles, called the Leadership Level Elements – see Elements above. Each Leadership Level is a zone of discrete decision rights on an organisation’s vertical axis of accountabilities. Roles in the same Leadership Level will be broadly similar in complexity.
Manager	A role from Leadership Level 2 and higher, which practices the 10 management accountabilities. In addition, the term ‘Manager’ in Colart can also refer to experts and specialists at different Leadership Levels (higher and lower) who may not have people reporting to them.
Line Manager	To whom a role holder directly reports. The line manager who is accountable for the performance of subordinates in lower Leadership Levels <i>NB: There is one layer of manager per Leadership Level in a given spine of accountability</i>
Management Accountabilities	There are 10 key management accountabilities that in general terms both describe the role of a Manager and evidence the Colart Way : <ol style="list-style-type: none"> 1. Decides (or at least has a veto) who enters the team and how they will leave the team. 2. Negotiates and is held to account for an annual budget. 3. Decides who will do what, work where, in which roles and when (e.g. on shift). 4. Secures individual commitment to goals/targets and provides the means – authority or resources – to achieve them. 5. Agrees performance ratings, clarifies training needs, development and career plans and decides upon appropriate rewards, in line with company policy. 6. Provides solutions, which may need to be new, when confronted with problems. 7. Initiates change and ensure it is delivered. 8. Collaborates with and achieves results from peers and colleagues over whom they do not have direct control. 9. Similarly achieves results with and through external parties, such as consumers, customers, suppliers and other relevant stakeholders. 10. Delivers plans on time and within budget.
Progression	Progression is represented by the expansion and development of a person’s accountability and responsibility. Through the broadening of their experience, the person is in a stronger position to be considered capable for the next step up in line with OD principles.

Promotion	Promotion is represented by the movement from one leadership level to another and follows appropriate demonstration of a broad experience base necessary to demonstrate capability at the next leadership level
Responsible	See Accountable – the responsibility for actioning accountability can be delegated, but the accountability for the result as described above.
Role	This refers to a specific role, which can be described in a role description and assigned a Leadership Level in a spine of accountability. It represents the key activities, resources and results in a given environment for which an individual is accountable. It can also be described as a job. There can be more than one role-holder performing the same role reporting to a higher Leadership Level that can be performance assessed independently e.g. Customer Service Agent, Brand Manager.
Skills	Skills are twofold. Some are specific and technical, such as accounting, marketing and so on. Others are general and apply across all skill areas, such a project management, time management. When mastered they influence performance in a Leadership Level. They are not of themselves a reliable guide for deciding who to promote; see Competencies above.
Spine of Accountability	This is a series of roles in a reporting chain, which extend from the most junior roles to the most senior.
Supervisor	The Supervisor is generally recognised as the first layer in a spine of accountability above the other people acting at the front line. They do not have management accountabilities: see the 10 management accountabilities above.
Support role	A role which helps a manager in a higher Leadership Level manage a team of people, either as a Leadership Level 1 or as an expert who has specialist knowledge that does not otherwise exist in the team.
Team Leader	Generally recognised as a more skilled member of a large team who is there to support the Supervisor by facilitating performance. They do not have specific accountability.