

Senedd Members Support Staff & Group Staff

Job Classification Framework

29 July 2025

Introduction

- 1.1 This job classification framework (JCF) provides the information and guidance that will allow Members to determine which job family and pay-band a job should be allocated to. It should be used in conjunction with any advice or guidance on job classification provided to Members by the Senedd Commission. The process outlined in this document is not intended to reflect a bespoke job evaluation system and therefore does not place a specific “weight” or score on jobs. Instead, the process has been designed to allow new jobs, existing jobs and jobs that change, to be quickly and easily allocated to the appropriate job family and pay-band.
- 1.2 The JCF provides a picture of the qualitative aspects of work that might be expected at each job family and pay-band. The framework is not intended to provide a comprehensive description of every activity that might be performed by jobholders; nor is it intended to define the way in which work should be carried out. Rather it provides a description of the characteristics of jobs found at each job family and pay-band in both generic terms and in relation to the job evaluation factors that underpin the framework. In short, it aims to provide transparency and clarity as to the difference between jobs occurring at each job family and pay-band.

Job Families

- 1.3 For the purpose of the framework jobs have been categorised into four main job families:

- Communication

- Policy & Research
- Casework
- Business Management & Administration

- 1.4 A job family is a broad collection of jobs that share the same characteristics. A definition of each family grouping is outlined at the start of each section below. It is important to remember that it is the type of work done which should be the driver of the choice of job family. In some cases where a job is a hybrid or covers a mix of responsibilities it may potentially fit in more than one job family. If there is any ambiguity over where a particular job should sit, further advice may be sought from the Senedd Commission.
- 1.5 The **Chief of Staff** role is noted in this document for reference purposes only. It does NOT form part of the job family structure. This is a unique role operating only at Group level with responsibility for managing and coordinating the work of the Senedd Group staff in order to achieve the strategic objectives of the Group.
- 1.6 The **Senior Adviser role** is referenced in the framework. This role was introduced during the Fifth Senedd to provide Members with a specialist resource to assist with the scrutiny of Welsh Government policy and legislation. This specific remit means that the Senior Adviser role is very focussed in the areas of policy & research and communications and therefore only appears in these specific job families. However, the nature of this role particularly when situated in the constituency/regional offices is such that there will be input to casework, or the role-holder may, as the most senior member of staff, have a role in managing and co-ordinating staff, but these areas will not be the main focus of their role. The predominant area of focus will be assisting the Member with the scrutiny of policy and legislation and in the development & delivery of communication strategies.

MSS & Group Staff: Job Families

	Communications	Policy & Research	Casework	Business Management & Administration
Senior Adviser	✓	✓		
Band 1	✓	✓	✓	✓
Band 2	✓	✓	✓	✓
Band 3	✓	✓	✓	✓

Process

- 1.7 As part of the broader process of determining staffing structure the most appropriate job family and pay-band for a job should be determined by following the process outlined below.
- 1.8 This process consists of two main steps. The first step requires the job to be allocated to a job family. When considering the overall nature and purpose of the job the choice of job family will, in most cases, be clear. However, it is recognised that due to the nature of the work in Member offices, staff are often required to work across a number of areas. In many cases there will still be a main focus to their activity i.e. 60% or more of their time/focus will be spent on particular activities. If it is not obvious, please seek advice from the Senedd Commission. A list of jobs in each job family will be maintained centrally to allow reference to earlier decisions and to help ensure consistency.
- 1.9 Where there is a clear 50:50 split of activity across job families it is important to ensure that the role-holder is meeting the criteria at the same pay-band for each of the job families e.g. Band 2 for both Communications and Casework. Where there is a difference, for example Band 1 criteria met for Communications and Band 2 criteria for Casework this should be considered as two separate jobs.
- 1.10 The second step requires the job to be allocated a pay-band. In considering the appropriate pay-band, take note of the main duties and responsibilities that you have identified for the job and compare these to the job factor characteristics set out below for each pay-band. There are some key points to bear in mind:
- A precise match may not be evident, but it is the general “fit” of the job that should determine the match; place the job at the pay-band that most *closely* reflects the job characteristics set out below.
 - Do not consider extraordinary or unusual circumstances in your deliberation. It is the day-to-day activities or the scope of work that a typical jobholder may perform that ought to be the guiding consideration.
 - Always think of the job *not* a particular person performing that job. Often jobs evolve as people grow in them, so think of what the job would be like if you were looking to recruit for that role. Always think of the job requirements and not what the person currently in that job is doing.
 - Assess the complexity of the duties and responsibilities not the quantity of work.
 - Job titles may be misleading or used differently by different Members or in the Group context, so do not base decisions on job title alone.

- If you are in doubt as to whether to place a job at, for example, Band 3 or Band 2 level, please seek advice from the Senedd Commission.

1.11 Finally, please remember that pay-band levels are hierarchical with job requirements at higher pay-bands building on the requirements outlined for lower pay-bands. Therefore, the descriptions of activities and the requirements for jobs at the lower pay-bands are not explicitly stated in the overviews for the higher pay-bands. This means for example, that a role at Band 2 will also at times be undertaking /be able to undertake activities outlined in the lower level Band 3 description, but the main focus of their work will sit at Band 2.

1.12 Role requirements in the various job families and pay-bands are described using six (6) factors:

Knowledge & Skills
Relationships & Influencing
Analysis & Decision Making
Planning & Organising
Managing People
Impact

1.13 The role requirements set out below do not cover the elements of financial/budgetary management arising from Members delegating authority to staff to deal with these matters on their behalf. This is because this authority can be delegated to staff at any pay-band and it is not therefore a defining characteristic of any particular pay-band. This activity will nonetheless be referenced in job descriptions.

1.14 The definitions of each job factor are given below:

Job Factor	Definition
Knowledge & Skills	What previous knowledge is required, is this general knowledge of broad principles or more specialist? Are there any particular skills that are needed to operate effectively in the job role?
Relationships & Influencing	Who is the job holder required to engage, network and build relationships with and for what reason? What level of influence does the job holder have over things like decisions, policy, their own work or specialist area?
Analysis & Decision Making	What information, evidence or data does the job holder analyse and evaluate? How is this used to problem solve and make decisions?

Planning & Organising	Is there a requirement to plan and prioritise the use of time and physical resources? Is this in relation to own workload or wider team activity?
Managing People	Does the job holder have responsibility for managing others, such as supervision of staff or line management on behalf of the Member? Is the job holder expected to share their specialist knowledge and assist in identifying development needs and/or providing informal guidance or training?
Impact	In the normal course of events what impact do the actions of the role holder have? For example on own work, team, action taken by the Member, external reputation or policy development.

Part 1: Pay-band Overviews

Please note that the content of each pay-band overview is cumulative: each senior pay-band overview includes all the responsibilities of the pay-band(s) below.

Pay-band Overview – Senior Adviser

Factors	<i>Senior Adviser roles are required to meet most or all of the following characteristics</i>
Knowledge & Skills	<ul style="list-style-type: none"> • Specialist with considerable experience. • Possesses a comprehensive understanding of the workings of the Senedd and political acumen. • Demonstrable knowledge relevant to the work (subject) area gained through experience of research, analysis, communication and advisory jobs, or an appropriate academic background.
Relationship & Influencing	<ul style="list-style-type: none"> • A wide range of established senior contacts within sphere of responsibility through which there is strong influence on key decision makers. • Regular interaction with professional/specialist bodies, and the media on a range of issues including some that are politically sensitive.
Analysis & Decision Making	<ul style="list-style-type: none"> • Analysis, interpretation and probing of available evidence or information to assess its validity and/or relevance are regularly required to clarify issues/situations which are likely to cover a number of policy issues. • Flexible and innovative thinking and/or balancing risks to develop previously untried approaches or solutions, or to resolve issues/provide guidance or shape policy in a way that reconciles the needs of all stakeholders.
Planning & Organising	<ul style="list-style-type: none"> • May allocate resources to assist with specific activity. • Has input to the planning process or advises on allocation or use of resources.
Managing People	<ul style="list-style-type: none"> • May directly manage the work of others, including appraisal and identifying training or developmental needs and devising appropriate action plans. • Or has a significant advisory role in relation to coordinating and prioritising work and identifying required development.
Impact	<ul style="list-style-type: none"> • High level impact on the Member's activity, contribution and influence on legislation and policy.
Key differences from jobs in the level below (Band 1)	
<ul style="list-style-type: none"> • These jobs have personal discretion over wider areas of work. Decisions, recommendations or actions have a more marked impact on policy or issues that are regarded as particularly key or politically sensitive. 	

Pay-band Overview – Band 1

Factors	<i>Band 1 Jobs are required to meet most or all of the following characteristics</i>
Knowledge & Skills	<ul style="list-style-type: none"> • Expertise acquired through professional or academic qualification or equivalent experience, that can be applied in a wide range of situations. • A sound understanding of the workings of the Senedd and political priorities for the Member or Group. A clear understanding of which issues are devolved.
Relationship & Influencing	<ul style="list-style-type: none"> • Established contacts across a range of organisations. • Potential for dealings with the media but generally covering the less politically sensitive issues. • In the constituency environment may have significant contact with constituents and statutory authorities.
Analysis & Decision Making	<ul style="list-style-type: none"> • Responsibilities typically involve research, identifying key players, establishing views and providing advice and options to Members. • Areas of responsibility are generally focused on defined issues and others are usually available for consultation when necessary. However, careful scrutiny or interpretation of all available evidence or information and possibly an investigation of the background or cause of events leading up to current issue/situation may be required.
Planning & Organising	<ul style="list-style-type: none"> • Likely to have some responsibility for co-ordinating and prioritising the work of the team. • May have direct accountability for a range of physical resources within guidelines.
Managing People	<ul style="list-style-type: none"> • May directly manage the work of colleagues, including appraisal and identifying training or developmental needs. The jobholder will/may be expected to provide advice or training to others on matters that are standard for that specialist area of work.
Impact	<ul style="list-style-type: none"> • Decisions, recommendations or actions impact on the effectiveness of a specific area of work or perceived quality of service or advice to Members, external bodies or constituents.
<i>Key differences from jobs in the level below (Band 2)</i>	
<ul style="list-style-type: none"> • These jobs require a thorough and comprehensive combination of applied and theoretical knowledge, including the principles underlying own discipline, enabling jobholders to handle situations by working out problems from first principles rather than relying on experience. Knowledge is normally acquired through professional or academic qualification or through extensive practical experience that has led to well-developed conceptual understanding. 	

Pay-band Overview – Band 2

Factors	<i>Band 2 Jobs are required to meet most or all of the following characteristics</i>
Knowledge & Skills	<ul style="list-style-type: none"> Has specialist or technical skills and knowledge to enable job holder to work, with some guidance, in a specialist area of expertise, and to answer internal or external queries; may provide advice on issues/situations that are standard for the discipline/specialism. Political sensitivity and good understanding of parliamentary structures and activities.
Relationship & Influencing	<ul style="list-style-type: none"> Job requires exchanging and giving guidance on detailed information; may adapt straightforward information to suit a range of circumstances or recipients. Some tact and sensitivity to personal circumstances or culture is required. Has developed a range of work related contacts and networks that can be approached for information and guidance .
Analysis & Decision Making	<ul style="list-style-type: none"> Can assess whether evidence or facts are sufficient to identify issues, and where necessary will assemble additional information/evidence for interpretation. Requires some initiative and judgement to select solution/approach from range of known options, and to consider implications of solutions.
Planning & Organising	<ul style="list-style-type: none"> May have some formal accountability for resources and/or be responsible for analysis and monitoring of progress towards targets and objectives. Likely to input to the planning of work or specific activities falling within the area of work.
Managing People	<ul style="list-style-type: none"> May allocate work to others and is responsible for ensuring that tasks are completed satisfactorily. May give 'on-the' job training to other staff.
Impact	<ul style="list-style-type: none"> Decisions, recommendations or actions will impact on the effectiveness of a specific area of work or perceived quality of service or advice amongst Members, representatives of external bodies or constituents.
<i>Key differences from jobs in the level below (Band 3)</i>	
<ul style="list-style-type: none"> These jobs typically require more in-depth knowledge and experience. There is also a greater requirement to plan ahead and take independent action without recourse to more senior management. In short, decisions taken at the next level down will be within a much narrower framework with less discretion required. 	

Pay-band Overview – Band 3

Factors	<i>Band 3 Jobs are required to meet most or all of the following characteristics</i>
Knowledge & Skills	<ul style="list-style-type: none"> Requires ability to demonstrate knowledge or experience of a range of work procedures based on relevant work experience and/or vocational qualification. Expected to develop proficiency in an area of administrative or practical work; able to answer a standard range of queries from others and know when to refer on more complex queries. Expected to be familiar with the normal tools and equipment for the job e.g. standard software packages.
Relationship & Influencing	<ul style="list-style-type: none"> Creates a positive image in making contact with others, whether questioning to get the right information from others or by being responsive in responding to requests or referring contact on to the right person if needed.
Analysis & Decision Making	<ul style="list-style-type: none"> Carries out a range of tasks, organising own workload on day-to-day basis in order to achieve them. Work is mainly guided by standards, procedures and precedents, but may also undertake tasks that fall outside of them. Expected to apply some initiative in developing solutions and in finding improved ways of doing assigned tasks.
Planning & Organising	<ul style="list-style-type: none"> Responsibility for planning/organising is limited to planning and prioritising own workload within agreed parameters. Likely to undertake activities such as records management or monitoring the use of equipment and resources on a day-to-day basis.
Managing People	<ul style="list-style-type: none"> No formal responsibility for others; may have an informal role in guiding less experienced or new team members.
Impact	<ul style="list-style-type: none"> Internal impact is likely to be short term, affecting efficiency of service to individual Members/constituents or quality of work in own work area. External impact typically impacts on individual constituents in relation to mainly routine matters.

An overview of the Chief of Staff role is included here for reference purposes only.

Chief of Staff

Factors	<i>Chief of Staff roles are required to meet most or all of the following characteristics</i>
Knowledge & Skills	<ul style="list-style-type: none"> Specialist at the forefront of their profession. Fully conversant with the workings of the Senedd and particularly astute in political terms. Close, highly influential, established contacts with a range of stakeholders and key players who are decision makers at the most senior levels. Requires broad insight into the relationship between different areas in order to manage the work of the Group. Knowledge is acquired through deep and/or broad experience built on concepts and principles plus extensive experience working in the political arena.
Relationship & Influencing	<ul style="list-style-type: none"> Authoritative and direct advice to the most senior decision makers. Cultivates important relationships with the national media and other key opinion formers. Advice impacts on cross-party issues that are high on the political agenda, using detailed negotiation and persuasion.
Analysis & Decision Making	<ul style="list-style-type: none"> Lead responsibility for a wide portfolio of complex, politically sensitive issues. Required to provide significant input to the development of innovative, persuasive policy proposals including progressing key specialist political priorities.
Planning & Organising	<ul style="list-style-type: none"> Lead on delegated responsibilities for managing or committing expenditure, or physical resources on behalf of the group. Additionally contributes to the prioritising of resources across the Group to maximise their effectiveness.
Managing People	<ul style="list-style-type: none"> Manages a group of staff and has the lead and oversight of performance review and development. Will plan Group activities to ensure that people management and development issues are addressed appropriately.
Impact	<ul style="list-style-type: none"> High profile position, job holders use their knowledge, experience and political acumen to assist Members/Leader in influencing decisions and policy. There is potential to impact on a range of often political issues.
Key Requirements	
<p>These jobs involve interpreting overall Group direction and policy and using wide personal discretion over all areas of Group activity. Consequentially, there is a requirement to deal with a broad range of management and resourcing issues which includes specifying standards for service delivery; identifying service improvements; planning and allocating work in the short, medium term with an awareness of longer term service requirements.</p>	

PART 2: JOB FAMILIES FACTOR PROFILES

COMMUNICATIONS JOB FAMILY

Job Family Definition

Jobs in this family support the dissemination of information to internal and external audiences in line with the regulatory frameworks under which Members operate. Jobs are responsible for creative processes, public relations, media releases, communications and media production, printed and electronic publications, website content design/management, and social media. The Communications function also includes the support, coordination, production, and management of written, visual, and digital communications. These roles may also include managing and coordinating consultation and engagement events in accordance with the frameworks governing Member activity.

The family's key characteristics are:

- Generating ideas, researching, creating, writing and delivering a variety of communications materials
- Creating, supporting and managing campaigns for internal and external stakeholders
- Providing technical advice and direction for Members and other staff in relation to the choice and use of various communication media
- Proactive and reactive communication strategies
- Developing and implementing projects with various agencies, including public, private and voluntary sectors
- Building and maintaining relationships with stakeholders
- Deploying specialist knowledge in public relations activities

Please note that the content of each factor profile is cumulative: each pay-band includes all the responsibilities of lower pay-bands.

Job Factors	Senior Adviser Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • Demonstrates a strong understanding of the legal & regulatory frameworks within which Members and Groups operate. This includes both Senedd frameworks (standards of conduct, expenditure etc) as well as broader and general frameworks (legal duties). Able to provide informed advice to Members & colleagues on these matters. • Draws on own knowledge of the media landscape using this expertise to develop innovative, proactive media strategies. Advises on media actions at a senior level and supports teams to develop campaigns. • Influences the media agenda through proactive forward planning. Develops strategies to protect and improve reputation.
Relationships & Influencing	<ul style="list-style-type: none"> • Able to develop strong relationships with Members, policy colleagues and key stakeholders to achieve progress on objectives and shared interests. For example, collaborative working with Research colleagues to develop comprehensive briefing notes or policy questions for raising at committee or plenary sessions. • Builds and make full use of internal and external networks actively encouraging ideas from a range of sources, to ensure delivery of consistent, engaging, and effective messaging from both a Member and Group perspective, enabling communication teams to deliver quality solutions in a timely manner. • Understand and develop a range of effective “go to” contacts/channels to use when providing both reactive and proactive communications.
Analysis & Decision Making	<ul style="list-style-type: none"> • Gains an accurate and deep understanding of the issue(s). Uses insight to inform communication objectives, messages and solutions, where necessary advising on new and innovative solutions. • Provides robust communication advice to Members and policy colleagues on approaches to delivery of messaging including whether to communicate or not, in what may be unprecedented, crisis or high profile and politically sensitive situations. This may involve the need to draw together and present reasonable conclusions from a wide range of incomplete and complex evidence and data – be able to act or decide even when details are not clear. • Establish and develop appropriate strategies in relation to social media and online presence and use of other communication media. • Make decisions on the content of press and online briefings on specific issues in the absence of the Member.
Planning & Organising	<ul style="list-style-type: none"> • May allocate resources, input to the planning process or advise on, allocation or use of resources such as advising the Member/Group Leader on the most efficient use of resources to deliver effective communications.
Managing People	<ul style="list-style-type: none"> • Line management may be undertaken on behalf of the Member. which may include appraisal and identifying training or developmental needs and devising appropriate action plans; or has significant input in relation to people management and development matters.

	<ul style="list-style-type: none"> May be responsible for managing staff either those working specifically in the communications or engagement function or based on the constituency office.
Impact	<ul style="list-style-type: none"> Will influence performance in their work areas to a significant degree. Decisions, recommendations or actions may have a critical impact on effectiveness and the reputation of the Member or Group.

Job Factors	Band 1 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> Communicates in a succinct and engaging manner and be able to defend a point of view when needed. Able to initiate and support the development of both reactive and proactive, integrated media campaigns. Able to demonstrate an awareness of the legal and regulatory frameworks in which Members and Groups operate and be able to provide advice on these matters.
Relationships & Influencing	<ul style="list-style-type: none"> Analyses and segments audiences to gain a strong understanding and targets communication effectively, for example uses the results of research into local, regional and national issues to identify appropriate content and delivery method for different target audiences and speed of messaging. Actively seeks input from a diverse range of people. Undertakes regular engagement to ensure that the online presence is meeting the demands of constituents and members. Works constructively with policy colleagues and team members to gain expert opinion and understand the nature and frequency of enquiries and develop 'standard' responses to assist.
Analysis & Decision Making	<ul style="list-style-type: none"> Analyses, evaluates and interprets data relating to online engagement, responses to press releases and targeted communications. Identifies risks in order to inform decisions that take account of the wider context and ensure that the Member is informed of key issues or trends. Able to use the results of monitoring activity and analysis of a wide range of evidence to understand how to optimise audience reach through a mix of media channels, including news aggregators. Recognises emerging issues and trends which might impact, or benefit own and Group's work. Identifies a range of relevant and credible information sources and recognise the need to collect new data when necessary from internal and external sources. Takes informed decisions on when and how to publicise the Member's work and proactively develop and manage a programme of events and campaigns or oversee others doing this work. Drafts speeches and oral/written questions on behalf of the Member that are clear, accurate, well-reasoned and evidence based.
Planning & Organising	<ul style="list-style-type: none"> May have direct accountability for planning and monitoring workload and prioritising allocation for specific areas of activity e.g., Member surgeries, communications/publications (online/physical) or engagement events. Likely to be involved in monitoring use of resources against an activity, project plan or targets and standards.

Managing People	<ul style="list-style-type: none"> • May directly manage the work of colleagues, this may include appraisal and identifying training or developmental needs. • Ensure that staff working in the team have a common understanding of the style, tone, branding to be used in communicating when external parties. • Identify training/ continuous development needs across the team, deliver training if within range of expertise or advise the Member of requirements.
Impact	<ul style="list-style-type: none"> • Impact of jobs may extend to a range of internal teams and external individuals and organisations, on issues that may directly affect the achievement of objectives. • Jobs at this level have the scope to effect improvements in team performance.

Job Factors	Band 2 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • Express ideas effectively, both orally and in writing ensuring the tone, language and format of communication is easily accessible through the use of a variety of techniques. • Demonstrates a practical understanding of how print, broadcast and digital media work, including the media cycle, circulation and deadlines. • Work up ideas for stories and case studies that support communication and business/policy objectives.
Relationships & Influencing	<ul style="list-style-type: none"> • Confidently engage with stakeholders and colleagues at all levels. Such as assisting with constituency surgeries/ walkabouts in order to document and promote the activity both pre and post event via the appropriate media. • Demonstrate an interest in others and develop a range of contacts outside own team to help get the job done. Develop a broad range of contacts across press, broadcast and online media in order to promote the work of the Member and/or campaign on local issues. • Work effectively with different organisations such as private sector and voluntary groups. Use this knowledge of other organisations to identify events which provide media opportunities and campaign issues.
Analysis & Decision Making	<ul style="list-style-type: none"> • Keep up to date with a broad set of issues relating to and impacting the work of the Member or Group by maintaining an awareness of the news agenda and emerging news events both locally and nationally. • Demonstrate an understanding of the Member and/or Group communication objectives. Develop social media, online and press content/briefings working in line with these communication guidelines and objectives. May be required to input to drafting speeches/questions. • Interprets a variety of data to identify stakeholder insights e.g. monitoring of social media/online presence, analysing patterns of engagement/contact or monitoring media coverage in relation to specific issues or events. Information is used to advise on potential impacts and appropriate responses or on any necessary changes to message content or delivery style.
Planning & Organising	<ul style="list-style-type: none"> • No formal accountability for resource allocation. • Responsible for prioritising and planning own workload. • Likely to plan, monitor and report on the progress of specific communications activity or co-ordinate constituency events.

	<ul style="list-style-type: none"> May allocate work to others e.g., trainees or lower level staff working on a project or activity and be responsible for ensuring that tasks are completed satisfactorily.
Managing People	<ul style="list-style-type: none"> No formal line management responsibility. As a 'specialist' in a constituency office provide advice and guidance to other staff in relation to communication styles. Highlight trends to other staff and give advice on issues to look out for when dealing with communications from constituents or campaign groups. Provide informal training on for example social media use and GDPR.
Impact	<ul style="list-style-type: none"> Will link to, and impact on, the work of colleagues and others inside and outside the work area; for example, in responding appropriately to enquiries. Decisions or actions will impact on the effectiveness of own work area, linked work areas and external individuals and organisations.

Job Factors	Band 3 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> Expected to be familiar with the normal tools and equipment for the job e.g., standard software packages and have some familiarity with online media. Able to communicate effectively with the ability to interpret information received and provide responses within guidelines available or referring to more senior staff if required. Be able to quickly develop an understanding of their own work area and the workings of the Senedd.
Relationships & Influencing	<ul style="list-style-type: none"> Engages with members of the public through a variety of methods in a professional and confident manner for example by attending Member surgeries or other community or constituency events to assist with welcoming and managing attendees or dealing with enquiries. May be responsible for handling online or other media enquiries requiring standard replies or responses approved by others. Understand who the main contacts are in press, broadcast and online media in order to ensure efficient use of relevant media channels as directed.
Analysis & Decision Making	<ul style="list-style-type: none"> Gather information from a range of relevant sources (identified by others) both inside and outside the work area such as establishing a system of monitoring for print, broadcast and online media and producing regular statistics and factual reports for review by the Member and other support staff. Assess whether information is complete and accurate or whether more detail is required. Decisions will be taken within established guidelines or protocols e.g., using standard replies to enquiries or passing on to others.
Planning & Organising	<ul style="list-style-type: none"> No formal responsibility for resource allocation or monitoring but may assist others in monitoring activity against project or activity plan.

	<ul style="list-style-type: none"> • Will be expected to plan and manage their own workload within the constraints of established practice and procedures. • Could be expected to assist with event arrangements requiring researching options for venues, agreeing dates, compiling and managing attendee lists and providing support at the event.
Managing People	<ul style="list-style-type: none"> • Generally not a feature of this pay-band. • May be some occasional requirement to assist new team members.
Impact	<ul style="list-style-type: none"> • Impact will generally be on own work and those working closely with the job holder i.e., other team members.

POLICY AND RESEARCH JOB FAMILY

Job Family Definition

Jobs in this family are responsible for conducting research or analysis of a particular issue or range of issues in order to provide Members or groups with relevant intelligence and on occasions pragmatic, action-oriented recommendations or options for dealing with the issue.

The family's key characteristics are:

- Through scrutiny of the work of the Welsh Government and other bodies identifies potential outcomes and impacts
- Problem analysis, option generation and appraisal
- Contribution to the development and shaping of policy
- Working in partnership (internally & externally) to conduct research, influence policy documents, strategies and working practices, outlining the implications of external influences and trends such as developments in other legislatures.

Please note that the content of each factor profile is cumulative: each pay-band includes all the responsibilities of lower pay-bands.

Policy & Research Family Factor Profile

Job Factors	Senior Adviser Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • Can effectively plan, monitor and continuously improve policy delivery. • Understand the impacts, risks, and opportunities of intergovernmental relations. • Can work effectively with different legislatures in the UK, including local, Welsh and UK Government. • Experience of defining and analysing complex problems and recommending solutions to deliver desired outcomes.
Relationships & Influencing	<ul style="list-style-type: none"> • Builds relationships with the most senior stakeholders and the relevant partners including other Members, Government representatives, public bodies, academic and other public policy influencers in order to influence changing policy priorities and the adoption of new policy priorities. • Builds credibility and a reputation as a trusted adviser. Able to offer proactive and frank advice to Members. • Engages senior stakeholders throughout the policy process so they understand and can act upon the recommendations.
Analysis & Decision Making	<ul style="list-style-type: none"> • Challenges assumptions and current approaches, even of widely accepted or established policies. • Demonstrates innovation when examining and resolving policy /research issues; positively challenges how things are done. • Effectively collates information and expertise to support effective decision making or advice. • Is able to facilitate discussion exploring the feasibility of different options and approaches.
Planning & Organising	<ul style="list-style-type: none"> • May allocate resources, input to the planning process or advise on, allocation or use of resources such as advising the Member/Group. Leader on the most efficient use of resources to deliver effective research and or policy scrutiny activity.
Managing People	<ul style="list-style-type: none"> • Line management may be undertaken on behalf of the Member. This may include appraisal, identifying training or developmental needs and devising appropriate action plans. This will relate either to those working specifically in the policy and research function or a broader team based in the constituency office. • Alternatively, may have significant input in relation to people management and development matters without undertaking direct people management.
Impact	<ul style="list-style-type: none"> • Support the Member's (or Group's) contribution to developing and influencing policy, legislation and the work of other bodies. • The impact may also extend more widely to organisational effectiveness, the Group and at the widest reach governmental policy developments.

Job Factors	Band 1 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • Understands different models of the research and policy development process; aware of which are relevant to policy area and why. • Understands the legal and ethical framework applicable to research and policy role. • Can challenge assumptions and explore different scales of impact. • Understands connections with other areas of policy development, making links beyond obvious areas of overlap; how group policy position aligns (or not) with that of the Welsh or UK government.
Relationships & Influencing	<ul style="list-style-type: none"> • Builds relationships across the organisation that enable awareness of policy priorities, and any changes to them. • Actively develops and manages relationships with counterparts in other UK legislatures and the broader research community as relevant.
Analysis & Decision Making	<ul style="list-style-type: none"> • Provides an effective, rapid, response to requests for briefings or policy advice, that is clear, accurate, well-reasoned, evidence based and impartial. • Asks insightful questions, accurately assesses options and supports others to recommend policy options. • Uses analytical skills to assess and evaluate evidence from a wide range of sources, and quickly distils down to identify the key issues. • Provides an assessment of the implications, opportunities and risks which may be used to inform policy options, speeches or questions. • Generates insights leading to applied solutions and positive impact.
Planning & Organising	<ul style="list-style-type: none"> • May monitor use of resources against a plan; may have direct accountability for a range of physical resources within guidelines. • Likely to have responsibility for identifying and planning research activity or linked projects and co-ordinating those staff involved.
Managing People	<ul style="list-style-type: none"> • May directly manage the work of colleagues, including appraisal meetings and identification of training or developmental needs. • Assess training needs, deliver training if within range of expertise or advise the Member of requirements.
Impact	<ul style="list-style-type: none"> • Impact may extend to a range of internal or external stakeholders on issues that may not be entirely routine or transactional. • Role-holders at this level tend to work more collaboratively with senior staff and Members on policy developments, it is likely that decisions, actions or recommendations may have a wider impact.

Job Factors	Band 2 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • Has good analytical skills and experience of undertaking research with a political dimension. Will develop depth of expertise within a specific research/policy specialist area to operate credibly and effectively. • Understands the legislative process and the role and functions of the Senedd and accountability of Members and officials. • Understands the structure and roles of local, devolved and central government across the UK. • Understands the history of dynamics between devolved, central and local government.
Relationships & Influencing	<ul style="list-style-type: none"> • Works collaboratively with other disciplines and across boundaries to maintain a collaborative and inclusive working environment. • Knows how to identify and engage stakeholders and users (those affected by policies or services). • Demonstrates expertise in building appropriate relationships with those engaged in similar research activity in local and UK government.
Analysis & Decision Making	<ul style="list-style-type: none"> • Can interrogate and explore underlying issues identified through research findings or policy evaluation. • Understands the need for speeches and oral/written questions drafted on behalf of the Member to be clear, accurate, well-reasoned and evidence based. • Applies a range of problem-solving techniques and is able to collate, extract and analyse data to prepare reports and provide an assessment of options and outcomes.
Planning & Organising	<ul style="list-style-type: none"> • No formal accountability for resource allocation. • Responsible for prioritising and planning own workload. • Likely to plan monitor and report on the progress of specific research activity or co-ordinate external input to research activity. • May allocate work to others e.g. trainees or Research Assistants and be responsible for ensuring that tasks are completed satisfactorily
Managing People	<ul style="list-style-type: none"> • No formal people management responsibilities but may oversee tasks carried out by others. • As a 'specialist' in a constituency office provide advice and guidance to other staff in relation to analysis and interpretation of data. • Work with and support colleagues working in other functions e.g. communications, to ensure accurate and up to date briefings and policy messages.
Impact	<ul style="list-style-type: none"> • Decisions or actions will impact on the effectiveness of own work area, linked work areas and in some instances, external organisations.

Job Factors	Band 3 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • Has the ability to collate and accurately summarise information from a range of sources. • Have some experience of carrying out research, evaluating information and producing reports. • Proficiency in relevant software packages used for administrative and research purposes. • Able to quickly develop an understanding of the political dimensions to research.
Relationships & Influencing	<ul style="list-style-type: none"> • Starts to build a range of contacts across Welsh Government divisions and external bodies aligned to the research community in order to obtain information e.g. research findings and briefings. • Engages with a range of stakeholders internally and externally in order to obtain information or deal with routine queries.
Analysis & Decision Making	<ul style="list-style-type: none"> • Effectively collates information to support effective decision making or advice. For example, monitoring media news coverage and reporting on this to facilitate decision making by senior staff. • Aware of established principles of research, analysis and evaluation of findings, able to identify trends and forecast potential outcomes.
Planning & Organising	<ul style="list-style-type: none"> • Will be expected to plan and manage their own workload within the constraints of established practice and procedures or as directed by others. • Ability to plan research activity in order to meet tight deadlines, taking account of the work and priorities of others who may need to contribute.
Managing People	<ul style="list-style-type: none"> • Generally not a feature of this pay-band. • May be some occasional requirement to assist new team members.
Impact	<ul style="list-style-type: none"> • Impact will generally be on own work and those working closely with the job holder i.e other team members.

CASEWORK JOB FAMILY

Job Family Definition

Jobs in this family are responsible for handling a wide range of correspondence and casework. This includes following up on enquiries raised by individual constituents or campaign/lobbying groups, corresponding on behalf of the Member and signposting enquirers to appropriate sources of information, advice and guidance. Job holders will speak to constituents raising complaints and may on their behalf approach relevant public service organisations e.g. NHS or local government departments to support the constituent in resolving problems and issues raised.

In addition the organisation of, and involvement in, public engagement events such as surgeries or other constituency activities may be seen in these roles.

The family's key characteristics include:

- Ensuring that all cases are progressed promptly and proportionately, and are concluded at the earliest opportunity
- Managing a caseload, with supportive supervision appropriate to the level of the role
- Gathering appropriate information to produce factual evidenced-based written reports
- Keep accurate, up-to-date records and audit trails in accordance with data protection requirements
- Communicating effectively with all parties both verbally and in writing
- Responding to a broad range of general correspondence investigating and responding to queries as necessary
- Ensuring that the work of the Member is promoted through participation in appropriate activities such as surgeries or community events

Please note that the content of each factor profile is cumulative: each pay-band includes all the responsibilities of lower pay-bands.

Casework Family Factor Profile

Senior Adviser level activity is not a typical feature of this job family. Therefore Band 1 is the highest level.

Job Factors	Band 1 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> Ability to communicate with empathy and sensitivity with people from all walks of life. A sound general knowledge of the role and functions of the Senedd and a well-developed understanding of relevant legislation and policy. A good understanding of the impact of the work area on political or operational outcomes and an awareness of changes in the broader work environment that may impact on work objectives.
Relationships & Influencing	<ul style="list-style-type: none"> Support and maintain effective stakeholder relationships to ensure positive outcomes. Manage more complex constituent and stakeholder enquiries and problems via telephone, email and written correspondence, including in the context of non-routine circumstances. This may include active engagement with constituents to assist them in raising their issues. Manage and progress more complex cases or those that are likely to continue for a significant period of time, including preparing correspondence and reports for both Member and statutory authorities. Identify issues that may require the Member to table a question or raise at Committee.
Analysis & Decision Making	<ul style="list-style-type: none"> Undertake research work and analysis including contribution to the preparation of reports. Provide advice and technical expertise in specific areas of work. Process analytical results and present data into formats suitable for interpretation. Undertake and manage more complex cases in collaboration with the Member.
Planning & Organising	<ul style="list-style-type: none"> May undertake triage assessment of casework and be responsible for prioritising and allocating work to others. Likely to monitor progress against targets and standards within the work area. May have direct accountability for planning and monitoring workload and allocation for specific areas of activity .e.g. casework responses, Member surgeries, engagement events or assisting with campaigns initiated by constituents.
Managing People	<ul style="list-style-type: none"> May directly manage the work of one or two colleagues, including appraisal and identifying training or developmental needs or providing advice or training to others on matters that are standard for that specialist area of work.
Impact	<ul style="list-style-type: none"> Makes decisions that may impact on the overall outcomes for the work area and its stakeholders.

	<ul style="list-style-type: none"> • Scope is generally limited to individual outputs and the quality of service provided.
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Job Factors	Band 2 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • Communicates effectively both verbally and in writing, ensuring that communication is customer focused. • Has a general understanding of the role and functions of the office including the impact of the work area on political or operational outcomes. • Understands relevant legislation and policy frameworks and the advocacy role and management of casework.
Relationships & Influencing	<ul style="list-style-type: none"> • Liaises with internal and external stakeholders on various administrative and linked matters in order to provide a high quality service to stakeholders and constituents. • Provides advice using well-established policy and practices as a guide and conducts research to prepare advice to more senior staff. • Takes initial action on a range of queries, often in high volumes. Progressing to completion those enquiries not requiring input from more senior staff or Member Collaborates with other staff e.g. Specialist or Group staff where a policy based response may be required. • Assists with surgeries or other constituency engagement activity, following up on issues raised, which may involve collaborating with others including constituents to identify solutions or responses. • Liaise with public sector bodies, government agencies, voluntary sector and other stakeholders to raise or progress issues on behalf of or whilst working with constituents.
Analysis & Decision Making	<ul style="list-style-type: none"> • Assess constituent enquiries, provide information and options, and/or refer constituents to the appropriate public sector body, government or third sector community service. • Coordinate, record and monitor correspondence flow. • Investigate and manage cases via resolution of constituent issues with assistance from more senior staff as appropriate. • Identify, gather, record and share information including some research and analysis activities such as performing database searches and data retrieval. • Analyses data in relation to casework progress and prepares associated reports.
Planning & Organising	<ul style="list-style-type: none"> • No formal accountability for resource allocation. • Responsible for prioritising and planning own workload. • Likely to plan, monitor and report on the progress of specific casework activity and where necessary identify and co-ordinate input from others where needed. This may include overseeing task completion by new or lower level staff.
Managing People	<ul style="list-style-type: none"> • No formal people management responsibilities but may oversee tasks carried out by others.

	<ul style="list-style-type: none"> May give 'on-the' job training to other staff e.g. in relation to systems of work or office processes and is able to offer advice to team members if needed.
Impact	<ul style="list-style-type: none"> Makes decisions that impact at the work area and may also impact on external organisations, constituents, or on services provided to internal and external stakeholders. Scope is generally limited to improving their own efficiency and effectiveness or that of the work area.

Job Factors	Band 3 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> Have some experience of carrying out basic research, establishing facts, summarising information and producing reports. Expected to be familiar with standard software packages e.g. Microsoft Office and be proficient in their use. Able to communicate effectively, tailoring communication style and method to suit the circumstances and audience.
Relationships & Influencing	<ul style="list-style-type: none"> Engages with members of the public in a professional manner when responding to enquiries or handling initial stages of complaints or broader issues. Develops an understanding of local organisations and contacts in order to 'signpost' constituents to sources of advice. Demonstrates a good level of customer service in dealing with enquiries promptly.
Analysis & Decision Making	<ul style="list-style-type: none"> Understands when issues fall outside of the 'standard' responses or guidelines and refers to more senior staff as appropriate. This may involve establishing the facts and preparing an outline of query/case before passing on. Ensures that cases are logged using approved systems and may for standard/template responses make the decision to 'close down' a case once a response has been sent.
Planning & Organising	<ul style="list-style-type: none"> Work typically follows established practice and procedure for example dealing with routine enquiries for which there are standard responses available. Will be required to prioritise and plan their own work to meet agreed timescales for the provision of responses to enquiries received. May be responsible for logging all enquiries into the casework database. Could be expected to assist with the organisation of events such as Member surgeries or other engagement activity.
Managing People	<ul style="list-style-type: none"> Not a feature of this pay-band. There may be an occasional requirement to assist new team members by advising on process and systems of work.
Impact	<ul style="list-style-type: none"> Impact will generally be on own work and those working closely with the job holder i.e. other team members.

BUSINESS MANAGEMENT & ADMINISTRATION JOB FAMILY

Job Family Definition

Jobs in this family are responsible for the provision of managerial, specialist and administrative support. The work undertaken may include providing secretarial, clerical and administrative support; implementing policy and processes; providing specialist / expert advice and support for example in relation to finances or people management; leadership and project management.

The family's key characteristics are:

- Develop and maintain relationships that support internal and external networks
- Represent the work area at meetings
- Coordinate the workflow and outcomes of a small team performing related tasks
- Undertake research and analysis in relation to Member or office activity
- Roles in the higher pay-bands are likely to contribute to the setting of the direction of work priorities and practices, monitoring workflow and identifying training needs for staff in lower pay-bands
- Assist in the management of corporate functions including human resources, property, health & safety and data protection
- Prepare correspondence and reports including emails and letters on routine and more complex matters
- Undertake or oversee buildings management services
- Assist in contract management and administration
- Assist in and support staffing processes

Please note that the content of each factor profile is cumulative: each pay-band includes all the responsibilities of lower pay-bands.

Business Management & Administration Family Factor Profile

Activity at Senior Adviser level is not a typical feature of this job family. Therefore Band 1 is the highest level.

Job Factors	Band 1 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • A sound general knowledge of the role and functions of the Senedd and a well-developed understanding of relevant legislation and policy. • A sound understanding of the impact of the work area on political or operational outcomes and an awareness of changes in the broader work environment that may impact on work objectives.
Relationships & Influencing	<ul style="list-style-type: none"> • Builds a network of internal and external contacts and/or maintains established relationships with representatives of external bodies; may be involved in developing new relationships. • Requires ability to clearly communicate information to individuals, groups or bodies, internally or externally, adapting to the audience as needed.
Analysis & Decision Making	<ul style="list-style-type: none"> • Deals with problems or issues that need detailed information gathering, investigation and analysis including assessment of benefits and risks of different courses of action. • Tasks require analysis and choosing between options, where the solution is not always obvious and it may be necessary to weigh up risks and benefits of different approaches.
Planning & Managing Resources	<ul style="list-style-type: none"> • Has oversight of record management, ensuring clear audit trails in relation to all correspondence and that data is processed and stored in accordance with legislation/regulation. • May have direct accountability for planning and monitoring workload and prioritising allocation for specific areas of activity e.g. Member surgeries, casework or engagement events.
Managing People	<ul style="list-style-type: none"> • May directly manage work colleagues, providing line management on behalf of the Member. This may include appraisal and identification of training or developmental needs. • Responsible for advising or training others on a range of matters that are standard for the work area e.g. health & safety, records management.
Impact	<ul style="list-style-type: none"> • Decisions, recommendations or actions will impact on the effectiveness of operations and/or quality of service provided. • Impact may extend to other work areas including ability to meet objectives in the short to medium term.

Job Factors	Band 2 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> • A general understanding of the role and functions of the office including the impact of the work area on political or operational outcomes. • Have functional expertise that contributes to team goals. • Understand relevant legislation and policy frameworks governing the activities undertaken by the Member.
Relationships & Influencing	<ul style="list-style-type: none"> • Maintains a range of relationships with internal or external contacts on behalf of own work area in support of operational activities; may initiate new contacts in order to exchange information. • Requires ability to explore needs of others where the information or service requested is ambiguous, and to deal courteously with difficult individuals or situations, knowing when to refer on to others.
Analysis & Decision Making	<ul style="list-style-type: none"> • Provide administrative support including responsibility for accounts, travel and diary management and some secretariat duties. • Assist in the provision of buildings management services. • Provide a standard range of core customer services. • Undertake processing and customer service duties including analysing, validating and processing claims, and applications. • Undertake straightforward quality assurance tasks or activities; check the accuracy of information and work. • Required to take heed of value for money requirements when assessing and proposing expenditure. May be required to assess competitive quotations/tenders for work and identify the most suitable options.
Planning & Managing Resources	<ul style="list-style-type: none"> • No formal accountability for resources. • Responsible for prioritising and planning own workload. • Likely to plan, monitor and report on the progress of specific activity e.g. engagement events and where necessary identify and co-ordinate input from others where needed. This may include overseeing task completion by new or lower level staff.
Managing People	<ul style="list-style-type: none"> • No formal people management responsibilities but may oversee tasks carried out by others. • May give 'on-the' job training to other staff in relation to office systems and procedures or software use.
Impact	<ul style="list-style-type: none"> • Impact relates to the cost, efficiency or quality of service. Impact is typically fairly short term and may extend to a range of individual relationships beyond own work area and/or quality of service provided by own work area.

Job Factors	Band 3 Characteristics
Knowledge & Skills	<ul style="list-style-type: none"> Expected to be familiar with standard software packages e.g. Microsoft Office and be proficient in their use. Have some knowledge of office/administrative procedures and systems and be able to organise, prioritise and plan own workload. Be able to quickly develop an understanding of their own work area and the workings of the Senedd.
Relationships & Influencing	<ul style="list-style-type: none"> Able to engage confidently with a range of contacts creating a positive image when responding to or raising requests for information. Engages with members of the public in a professional manner. This could include attending Member surgeries or other community or constituency events to assist with welcoming and managing attendees or dealing with enquiries.
Analysis & Decision Making	<ul style="list-style-type: none"> Undertake diary management for the Member, assessing and prioritising appointments and demands, in line with direction or guidance provided. Decisions will be taken within established guidelines or protocols e.g. using standard replies to enquiries or referring on to others.
Planning & Managing Resources	<ul style="list-style-type: none"> Work typically follows established practice and procedure for example providing administrative support in respect of office processes or managing the Member's diary on their behalf. Will be required to prioritise and plan their own work to meet tight deadlines. Could be expected to assist with event arrangements requiring researching options for venues, agreeing dates, compiling and managing attendee lists and providing support at the event.
Managing People	<ul style="list-style-type: none"> Not a feature of this pay-band. There may be an occasional requirement to assist new team members by advising on process and office systems.
Impact	<ul style="list-style-type: none"> Impact will generally be on own work and those working closely with the job holder i.e. other team members. There may be scope to make small changes to work processes in order to improve effectiveness.