

Job Classification System

(POLICY) ADVISERS SCALES 9 - 12

GENERAL CHARACTERISATION

This job family relates to the (policy) advisory posts occurring in secondary education. The post-holders may work at the school level or at (central) staff level. These include, among others, subject experts, staff officers and (policy) advisers. Where educational support experts do not provide guidance and treatment for students, they are placed in this series. This series may also be used for grading (temporary) tasks in the area of projects or programmes; for example for posts such as project leaders or programme managers.

A (policy) adviser contributes to or develops policy in a specialist area, advises on it and arranges its implementation and evaluation, whether or not on the basis of projects/programmes. As assignment holder, the (policy) adviser ensures that the project/programme results are achieved (within the available resources, as agreed in advance). Examples include policy support or development in the specialist areas of HR, Finance, Educational Policy and Quality, Accommodation and Facilities, ICT, Communications or Legal.

Every post-holder in secondary education is expected to work on their own professional development, in order to keep the competencies required for the post up to date, including by means of training.

Disclaimer: The terms 'idem' and 'idem, plus' are used in the job family. This means that the preceding level must be fully mastered in order to qualify for the next level.

	(Policy) adviser A	(Policy) adviser B	(Policy) adviser C	(Policy) adviser D
Salary scale	Salary scale 9	Salary scale 10	Salary scale 11	Salary scale 12
General profile	(Policy) adviser A carries out policy support and executing tasks in a specialist area and/or directs standard projects of an operational and routine nature on the basis of a firmly defined assignment. New situations and complex problems that arise are resolved on the basis of interpreting them. In doing so, choices are made from known or less well-known solutions, weighing up the consequences of the choices to be made. The choices to be made are coordinated with relevant stakeholders. The effects of the tasks are apparent within a year (short term) and are predictable.	(Policy) adviser B carries out policy-preparatory and executing tasks in a specialist area and/or directs projects of an operational nature on the basis of a less firmly defined assignment. Less common issues and developments are resolved on the basis of substantive analyses. It is no longer possible to fall back on existing (known and less well-known) solutions; instead, alternatives and new solutions will have to be devised in coordination with relevant stakeholders.	(Policy) adviser C develops policy in a defined (part of a) specialist area and/or directs organisation-wide projects of a tactical nature. The (policy) adviser provides connection with other specialist areas and stakeholders, where conflicting interests are at issue.	(Policy) adviser D develops multi-year policy in an integral (multidisciplinary) policy area and/or directs organisation-wide projects of a multidisciplinary and integral nature, or a programme (a coherent set of projects and activities). (Policy) adviser D takes account of substantive coordination with other specialist areas/projects/programmes and of overarching connections and coherence. The effects of the tasks are multi-year and have limited predictability.

Job Classification System

	(Policy) Adviser A	(Policy) Adviser B	(Policy) Adviser C	(Policy) Adviser D
Results to be achieved Policy support/ development	• Contributes to policy development and implementation; • Advises and supports on the implementation and delivery of policy at operational level; • Collects information, interprets it and makes connections; • Generates integrated management information for the further policy-developing process and draws up (advisory) memoranda for this purpose; • Contributes to the evaluation of policy, studies data and other information sources relating to the specialist area and reports on the outcomes; • Provides an operational translation of policy by translating it into procedures, regulations and guidelines for implementation.	Idem, plus: • Advises, at operational level, substantively on the basis of analyses of relevant issues, developments and problems, and studies, identifies and analyses relevant developments in the specialist area for this purpose; • Formulates, likewise on the basis of substantive analyses, alternatives and new solution directions and draws up (policy) advice/reports and memoranda; • Deals with various substantive interests and coordinates on products and services to be delivered and on the approach, and makes agreements with and advises internal and external stakeholders at various levels.	Idem, plus: • Investigates and analyses relevant internal and external developments for possible consequences for the policy to be pursued in a defined (part of a) specialist area and, on that basis, draws up policy proposals and advice for the development, adjustment and implementation of policy; • Takes account of the coherence with other policy areas/specialist areas; • Advises management on tactical level about the application and implementation of policy, instruments, legislation and regulations and procedures; • Deals with substantive conflicting interests and negotiates substantively and procedurally with internal and external stakeholders. In doing so, the aim is to bridge the differences that have arisen.	Idem, plus: • Translates (strategic) policy principles or major, complex internal and external developments into multi-year policy and develops policy proposals and advice for the development, adjustment and implementation of policy; • Analyses relevant developments and issues, surveys positions, interests, conflicts, contradictions and opinions and investigates the problem definitions and objectives and identifies risks and success factors; • Safeguards the substantive coherence with other specialist areas, testing this for consequences for their own specialist area; • Contributes substantively to the (strategic) multi-year vision and multi-year plans of the organisation; • Takes part in organisation-wide consultations and, from there, contributes to the development of organisation-wide policy, making policy proposals and giving advice that has a multi-year effect, where account must be taken of complex substantive conflicting interests and a wide diversity of stakeholders.

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	(Policy) adviser A	(Policy) adviser B	(Policy) adviser C	(Policy) adviser D
Results to be achieved Projects and/or programmes	• Directs standard projects of an operational and routine nature on the basis of a firmly defined assignment; • As a project participant and on the basis of a firmly defined assignment, contributes to less standard projects of an operational nature; • Draws up project schedules and monitors them; • Directs project processes and monitors progress; • Ensures that the project meets the preconditions set; • Arranges communication about the project; • Draws up management and steering information on progress and project results, and on that basis draws up overviews and advisory memoranda.	Idem, plus: • Directs projects of an operational nature on the basis of a less firmly defined assignment; • Contributes to the design and further elaboration of the project; • Draws up a project plan (including a cost estimate); • Forms a project team, directs it and thereby ensures efficient deployment of people and resources; • On the basis of a substantive analysis of the information obtained, draws up overviews and advisory memoranda.	Idem, plus: • Acts as assignment holder for a project of a tactical nature, is responsible for the substantive alignment of the project results with other primary and supporting processes/policy areas, and advises on and prepares the implementation; • Advises the commissioning party on the formulation of the project assignment, analyses relevant developments and issues for this purpose, investigates the problem definitions and objectives and identifies risks and success factors, ensures that the substantive choices are recorded and prepares the decision-making; • Draws up a project approach and formulates, on the basis of substantive analyses, alternatives and solution directions; • Directs the project organisation and provides substantive, process and procedural alignment; • Ensures that the results of the project are embedded in the organisation; • Evaluates the project and advises on improving/adjusting adjacent processes/specialist areas.	Idem, plus: • Acts as assignment holder for a long-term (multi-year) organisation-wide project/programme of a multidisciplinary and integral nature, and is responsible for the substantive alignment of the project/programme results with other primary and supporting processes/specialist areas; • Prepares decision-making and actively organises the necessary collaboration.
Decisions	Decisions relate to the operational aspects of the policy support and executing tasks and project activities. On the basis of interpreting situations, the consequences of known and less well-known solutions to be chosen are weighed up against each other.	Idem, plus: • Decisions relate to contributing to policy development and directing projects of an operational nature, where, on the basis of analysis of situations, new solutions are devised.	Idem, plus: • Decisions relate to policy development in a defined (part of a) specialist area and directing projects of a tactical nature.	Decisions relate to integral multi-year policy development and directing long-term (multi-year) organisation-wide projects/ programmes of a multidisciplinary and integral nature . The decisions no longer stand alone, but form a process of which several decisions are part.

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Decisions	The result of the decisions is apparent within a year (short term) and is predictable.			The effects of the decisions are multi-year in nature and have limited predictability .
Framework	Specifically formulated policy lines and legislation and regulations.	Idem.	Idem.	Idem.
Responsibilities	Responsibilities relate to the quality of the contributions to policy development and/or directing standard projects of an operational and routine nature.	Idem, plus: • Responsibilities are and/or relate to the quality of directing projects of an operational nature.	Responsibilities relate to the quality and the usability of the policy development in a defined (part of a) specialist area and/or directing projects of a tactical nature .	Idem, plus: • Responsibilities relate to the quality and usability of the multi-year, integral (multidisciplinary) policy development and/or directing organisation-wide projects/programmes of a multidisciplinary and integral nature .
Knowledge	- General theoretical and practical knowledge of the specialist area (mbo+/hbo working and thinking level); - Knowledge of and insight into policy processes; - Insight into the organisation and working method of the educational institution.	Idem.	Broad and/or specialised theoretical knowledge of their own specialist area (hbo+/wo working and thinking level); Insight into issues and problems in other fields of work. Insight into the functioning of the organisation and the associated decision-making circuits.	Idem.
Competencies	- Competency in drawing up memoranda, advice and reports; - Communication and advisory skills; - Competency in directing project staff.	Idem, plus: • Analytical skills.	Idem, plus: • Research skills; • Competency in developing policy and in drawing up policy plans, memoranda and advice for that purpose.	Idem, plus: • Competency in developing multi-year policy.
Contacts	Contacts are characterised by obtaining alignment on the delivery of the tasks (procedures and working methods), where various interests are involved.	Idem.	Contacts are characterised by obtaining policy alignment , where conflicting interests are present.	Idem.
Score profile	Classification level IVb Characteristic scores 33333 33333 33 33 Total score 42	Classification level IVc Characteristic scores 43343 43333 33 33 Total score 45	Classification level Vb Characteristic scores 44343 43334 43 43 Total score 49	Classification level Vc Characteristic scores 44443 44434 43 43 Total score 52

