South East Coast Ambulance Service NHS Foundation Trust

Job Evaluation Policy and Procedure

Contents

1. Objectives

1.1. The aim of this policy and procedure is to ensure that new posts and existing posts that have undergone significant changes are appropriately evaluated and assigned a pay band in accordance with the NHS Job Evaluation Scheme.

1.2. The procedure is to enable an individual, group of employees or the manager of a service/department to have appropriate access to an independent review of the band assigned to a post/s.

2. Scope

2.1 This procedure should be used to determine the appropriate band for posts covered by all groups of staff (except those on the Very Senior Manager Framework).

This document will apply to evaluation requests received on or after the ratification of this policy, to determine the pay band for:

- New posts
- Existing posts where there is clear evidence to support a significant change to the role and responsibilities
- Existing posts where there is no evidence of a previous job evaluation

3. Principles

3.1 The Trust seeks to eliminate unlawful discrimination against colleagues, potential employees, patients or clients on the grounds of sex, marital status, disability, sexual orientation, gender identity, age, race, ethnic or national origin, religion, pregnancy/ maternity, political opinion, or trade union membership and to promote equality of opportunity and good relations between employees and clients.

3.2. Employees must at all times indicate an acceptance of these principles and fulfil their responsibilities with regard to equality legislation and the Trust's Equality Diversity and Human Rights Policy and protocols.

3.3. This policy and procedure has been drawn up in line with the NHS Job Evaluation Scheme, which is based on the principle of equal pay for work of equal value. The details of the scheme are laid out in the NHS Job Evaluation Handbook – which can be found on the NHS Employers website at http://www.nhsemployers.org

3.4. Partnership working between the Trust and staff will underpin this process.

3.5 The Trust will ensure that all panel members are trained in the NHS Job Evaluation System.

3.6 It is the post that is matched or evaluated not the individual who happens to be in the post at any given time.

3.7   The intention is to match jobs to national profiles but if this is not possible hybrid matching/ local evaluation will be used.

3.8   The outcome of any matching/evaluation process on a current job role may result in an increase or decrease in the pay band, or for it to remain unchanged.

3.9   The job matching/job evaluation panels will normally consist of two management representatives and two staff side representatives. In the case of unavailability, a panel may take place with a minimum of three panellist's with the agreement of the remaining panellists.

3.10   Consistency checking panels will consist of a minimum of one management representative and one staff side representative. At least 50% of the consistency panel will differ from the original panel.

3.11   Job analysis will be undertaken by a minimum of one staff side representative and one management representative.

3.12   Job Evaluation/ matching/ consistency panel members cannot represent, on a panel, their individual job group, or the family within which their job falls.

3.13   All discussions within a panel will remain confidential.

3.14   At every stage of the evaluation process, the employee has the right to appropriate representation.

3.15   Where a new job is created in line with establishment and service need then it will be necessary for the job to be assessed and evaluated in accordance with the NHS Job Evaluation system, prior to an advertisement being placed.

3.16   Any roles that have significantly changed because of departmental/ organisation change must be evaluated.

3.17   All jobs change over a period of time; however, the job evaluation process will not normally be applied, unless significant changes have been made to the job role. This may be a single significant addition, or number of smaller changes which together equate to a significant change.

3.18   All posts that require evaluation will require a Job Evaluation Request Form to be completed.

3.19   Consistency checking will be undertaken for all matched or evaluated posts in order to avoid grading anomalies.

4.   Definitions

4.1. **Job Evaluation (JE)** is a key part of the Agenda for Change pay system. JE enables jobs to be matched to national job profiles, or allow trusts to evaluate jobs locally, to determine in which Agenda for Change pay band a post should sit.

4.2. **Agenda for Change (AFC)** is the national pay system for all NHS staff, with the exception of doctors, dentists and most senior managers.

4.5 **Job Matching** – matching a job description to a nationally agreed profile which describes a post that is standard within the NHS.

4.6 **Local Evaluation -** refers to the evaluation of posts which do not match existing national job profiles because the role is unique and / or significantly different to other similar roles elsewhere in the NHS.

4.7 **Hybrid Evaluation –**factors that have matched exactly the profile levels or range within the profile will be regarded as correct. The remaining factors only are subject to local evaluation.

4.8 **Re-Banding-** existing posts that have significant changes to the job role and require re-evaluation.

4.9 **Significant Change** to a job role resulting in increased job complexity, increased responsibilities or even a reduction in job content

5. Roles and Responsibilities

5.1 Management & Staff Side Job Evaluation Leads

- Ensuring the correct application of the NHS Job Evaluation Scheme
- Ensuring that those undertaking analysis, matching and evaluation are appropriately trained and for the provision of refresher training
- Ensuring that panel members maintain their skills and competence in the job evaluation process

5.2 HR Job Evaluation Team (JE Team)

- Provision of advice on any aspect of this policy and procedure.
- To book evaluation/ analysis panels and administer the job evaluation process
- Signposting to support/ advice for managers with the development of job descriptions.
- Ensuring that all trained evaluators, supply their availability for panels and regularly partake in job evaluation activity to maintain competence.
- Quality checking documents received and requesting resubmission when necessary, prior to submission to a JE panel
- Identify the National Profiles to which job roles may be matched

- Maintaining a central records system with all matching/evaluation/ consistency checking details.
- Communicate all outcomes to the manager/ post holder(s).

5.3   Employee Resourcing Team

- Checking that any job submitted for advertising has been evaluated prior to advertisement and for escalating any concerns regarding this with the JE Team.

5.4.   Job Evaluation Panel Members

- Attend panels regularly
- To advise of any conflicts of interest
- To undertake training as required to maintain skills
- To follow the process laid out in this policy
- To follow the NHS Job Evaluation Scheme

5.5   Managers

- Ensure that the process is followed in regard to this policy
- Carefully considering the needs of the business when considering a significant change to a job role
- Ensuring job descriptions and person specifications accurately reflect the required work activities for the post and are written in line with the Trust standard template
- Review job descriptions annually as part of the Annual Review process to ensure that they accurately reflect the responsibilities and demands of the role.
- Ensuring a job has been evaluated in accordance with this policy prior to submitting to the Employee Resourcing Team for advertising
- Communicate any evaluation outcomes to post holder and complete staff changes forms, where applicable

5.5   Human Resources Department

- Updating all agreed pay band changes onto the Electronic Staff Records System on receipt of a staff changes form and acknowledgement from the JE Team.
- Actioning any salary changes and associated back pay or overpayments, as appropriate.

5.6   Finance Department

- Reviewing evaluation requests and confirming whether funding/ budget is in place

6.   Procedure for Evaluation of New Posts

6.1   A new job description and person specification should be developed by the appointing manager using the Trusts job description template (Appendix A).

6.2   In order to support points in the job description and person specification and help identify any obvious omissions it is essential that these are supported by the completion of an Additional Information Sheet (Appendix C). This is to enable the evaluation panel to better understand the levels of responsibilities required by the post holder. Where information is incomplete or missing the request will be returned to the originator. The Manager will then need to update and re-submit for processing. Managers should be aware that this will delay the job evaluation for the given post.

6.3   The JE Team will endeavour to schedule the new post on a panel as soon as possible and up to a maximum of 30 days following receipt of the application. This timeframe is dependent on panel member availability. The appointing manager will be advised of this date.

6.4   A designated Manager should be available to answer authoritatively any questions which may arise during the evaluation.

6.5   The outcome is referred for consistency checking which will be scheduled by the JE Team as soon as possible and up to a maximum of 21 days of the evaluation outcome. This timeframe is dependent on panel member availability. The appointing manager will be advised of this date.

6.6   The JE Team will communicate the outcome to the appointing manager within 7 days of consistency checking. If there is an urgency with the post, managers can advertise before the post has been to consistency checking, but the advert will clearly state that the banding is subject to full job evaluation and will be provisional.

6.7   All new posts that are not matched to a national profile will carry a provisional pay band and may be subject to future job evaluation.

6.8   Once the new job has been in operation for a reasonable period of time and where the full demands of the post are clear, typically six to twelve months, the post holder and manager should review the job description. The job will require re-matching or re-evaluating (see Section 8), if there are significant changes.

6.9   Should the role remain unchanged the original outcome will be confirmed in writing by the JE Team.

6.10 Should the role have undergone any significant changes, the job description should be reviewed and updated and will require resubmission for evaluation, as outlined in Section 8.

7. Procedure for Role Review of Existing Posts (including reorganisation/ reconfiguration)

7.1 If a member of staff feels their role should be re-banded, they should discuss this with their Line Manager in the first instance. It is, therefore, incumbent on Line Managers to recognise their responsibility to ensure staff are not consistently asked to undertake responsibilities beyond those appropriate to their band.

7.2 It may be appropriate to carry out a re-banding where the staff member feels there have been significant changes to their job role and these are not being reflected in their job description. It should be noted that an increase in volume of work does not justify a re-evaluation.

7.3 Should management not feel the job role has changed significantly, the manager and job holder(s) should contact their designated HR Representative to discuss the situation. Staff members may also wish to take advice from staff side representatives.

7.4 Posts that are requiring significant changes due to a pending reorganisation or reconfiguration will be required to undertake evaluation and will be subject to this process.

7.5 The Job Description and Person Specification must be updated to incorporate the agreed changes, using the Trust template (Appendix A). Updates should be highlighted in red to allow changes to be identified.

7.6 In order to support points in the job description and person specification and help identify any obvious omissions it is essential these documents are supported by the completion of an Additional Information Sheet (Appendix C). This is to enable evaluation panel to better understand the levels of responsibilities required by the post holder.

7.7 The Job Evaluation Request Form (Appendix B) will be completed and submitted together with the job description, person specification and Additional Information Sheet.

7.8 Job descriptions received are checked that they are in the correct format and that all necessary information has been received. Where information is missing the request will be returned to the originator and the missing information requested. Managers will then need to re-submit all paperwork for processing.

7.9 The JE Team will endeavour to schedule the post for a job matching panel within 21 days of receipt of the application; dependant on panel member availability. The post holder and line manager will be advised of this date.

7.10 Both the job holder and line manager should be available to answer any questions which may arise.

7.11 If the panel is unable to achieve a job match to a national profile, the panel may:

- refer back to the Manager for additional information
- refer the job for a full job evaluation (Section 8)

7.12 Where the outcome is a match it is referred for consistency checking. After the outcome has been cleared through consistency checking the banding result for new jobs and jobs which are part of organisational change or reconfiguration will be made available to the line manager within 7 days.

7.13 Any agreed increase in the pay band will be back dated to the date of the application. The JE Team will advise the manager to complete a Staff Changes Form. Agenda for Change pay on promotion will not apply in the case of re-banding and any increase in pay band will be assimilated to the corresponding pay point.

7.14 If the job match results in a lower band for the current job holder, pay will be protected in accordance with the procedure applied to staff whose employment is subject to reorganisation. The JE Team will advise the manager to complete a Staff Changes Form effective from the date of application.

8. Procedure for Job Evaluation of Existing Posts

8.1 The JE Team will write to the job holder, copied to the line manager requesting they complete a Job Analysis Questionnaire (JAQ). The completed JAQ must be typed, signed by the job holder and line manager and submitted electronically to the JE Team within 30 working days.

8.2 On receipt of the completed JAQ, the JE Team will arrange, if required, for the job holder to meet with two job analysts, a Management representative and a Staff Side representative. This is a supportive process to ensure that the questionnaire has been completed clearly and all relevant information has been included.

8.3 Amendments agreed at the analyst interview will be incorporated into the JAQ by the JE Team and sent electronically to the job holder and line manager for approval. When the amendments have been agreed and confirmed in writing/email by the job holder and line manager, the JE Team will schedule the JAQ for job matching/ evaluation as soon as panel members are available.

8.4 The outcome is referred for consistency checking. Following consistency checking the outcome will be a confirmed pay band for the post. The JE Team will confirm this in writing within 7 days to the line manager.

8.5   If the evaluation results in a higher band, any changes will apply as follows:

- For New Post's (less than 12 months) - to the commencement of the post

- For Changes to Existing Posts – to the date of re-banding application

(The JE Team will advise the manager to complete a Staff Changes Form)

8.5   If the evaluation results in a lower band, pay will be protected in accordance with the procedure applied to staff whose employment is subject to reorganisation. The JE Team will advise the manager to complete a Staff Changes Form

9.   Review

9.1   A post holder(s)/ manager who wishes to query the result of a job match or job evaluation outcome may do so by sending an email request (to the JE Team within three months of the date of the letter sent to the postholder informing them of the result).

9.2   A review can be requested where the post holder/ manager disagrees with the job match/evaluation and can provide further information in support of their request for a review.

9.3   The JE Team will endeavour to arrange for a review panel to meet within 30 days of the application. This is dependent on panel member availability.

9.4   The line manager will need to be available to answer questions which may arise during the review panel meeting.

9.5   There is no right of appeal beyond the review panel if the complaint is about the outcome.

9.6   In the event that the post holder can demonstrate that the process was misapplied they may pursue a grievance about the process, but not against the matching result or pay band.

10.   Competence

10.1   Advice on the application of this policy to both line managers and staff will be provided by the HR department.

11.   Monitoring

11.1   Human Resources (HR) and the Job Evaluation Leads will monitor the application of the policy and procedure through feedback from staff and managers. Revisions to the NHS Job Evaluation Handbook will be used to inform and improve policies, as

well as provide recommendations for improving working practices. HR will provide relevant reports, based on this data, as required.

11.2   The staff-side job evaluation lead will be on a yearly rotational basis or as agreed through the Union JPF.

12.   Audit and Review

12.1.   The policy and procedures contained within these documents will be in place for three year's following approval of a review and amendments. An earlier review can take place should exceptional circumstances arise resulting from this policy and procedure; in whole or in part, being insufficient for the purpose and/or if there are legislative changes.

13.   References

- NHS Employers (October 2016) NHS Job Evaluation Handbook: Sixth Edition
- Agenda for Change Terms and Conditions of Service Handbook

14.   Financial Checkpoint

To ensure that any financial implications of changes in policy or procedure are considered in advance of document approval, document authors are required to seek approval from the Finance Team before submitting their document for final approval.

This document has been confirmed by Finance to have no unbudgeted financial implications.
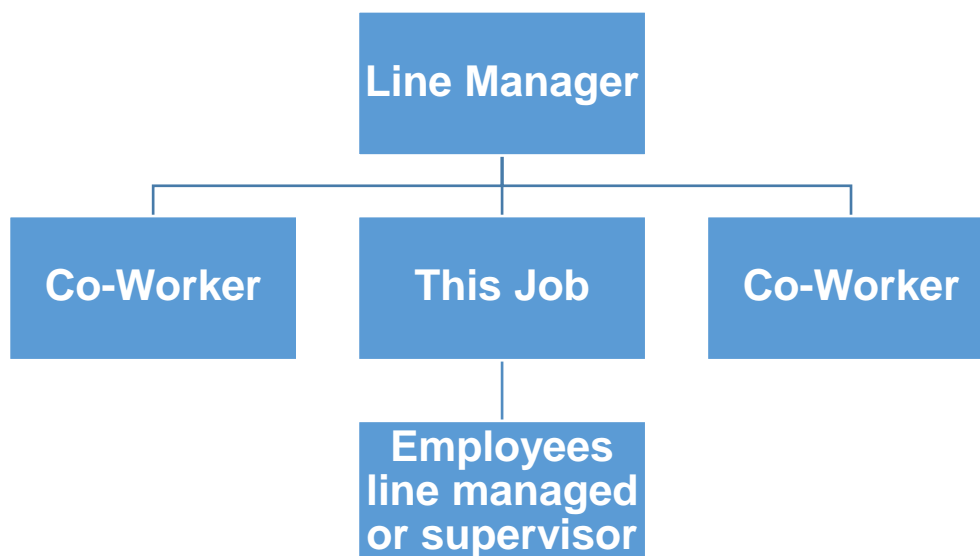
South East Coast Ambulance Service **NHS**

NHS Foundation Trust

JOB DESCRIPTION

1. Job Details	
Job Title:	
Pay Band:	This will be the Agenda for Change Pay Band as determined by the Job Evaluation process.
Reports to (Title):	The person to whom the Job Holder directly reports on a regular basis, this would normally be the line manager.
Accountable to (Title):	This would normally be the head of department, service or directorate.
Responsible for (Title/s):	The role/s that report to the job holder
Location/ Site/ Base:	

2. Job Purpose
This should provide an accurate, concise statement in one paragraph of why the job exists and should seek to reflect the uniqueness of the job's contribution. It should allow readers to immediately focus on the job's overall role in the Trust.

3. Role of Department
Include an outline of the role of the department.

4. Organisation Chart

The purpose of this section is to establish how the job fits into the rest of the organisation. It should be clear to whom the post holder is responsible and whether they have any other key lines of accountability.

The names of individuals should not be shown on the chart, just job titles.

```
                    ┌──────────────┐
                    │ Line Manager │
                    └──────┬───────┘
          ┌────────────────┼────────────────┐
    ┌───────────┐   ┌───────────┐    ┌───────────┐
    │ Co-Worker │   │ This Job  │    │ Co-Worker │
    └───────────┘   └─────┬─────┘    └───────────┘
                    ┌───────────────┐
                    │   Employees   │
                    │ line managed  │
                    │ or supervisor │
                    └───────────────┘
```

If there are any unusual organisational relationships which need to be explained or emphasised, this should be done in this section.

5. Duties & Responsibilities

This section must detail the main duties and areas of responsibility and be comprehensive enough to enable a potential employee to understand the requirements of the role, and current employees should be able to recognise the job that they do.

The Job Evaluation Additional Information Sheet can be used as a guide as to what to include within a job description for evaluation purposes.

Do not refer to acronyms or abbreviations without showing them in full the first time

Values
The Post holder will be required to demonstrate compassionate care in their daily work and adopt the 6 Cs - NHS values essential to compassionate care: Care, Compassion, Competence, Communication, Courage and Commitment. Post-

holders will also be required to understand and work in accordance with the NHS constitution and put the patient at the heart of their work.

Safeguarding Children, Young People and Adults at risk of abuse and neglect
South East Coast Ambulance NHS Trust is committed to safeguarding and promoting the welfare of children, young people and adults at risk of abuse and neglect, and expects all staff and volunteers to share this commitment. All staff are required to adhere to the trust's safeguarding policy and understand their individual safeguarding responsibilities

Equality and Diversity/Equal Opportunities
The Trust recognises the need for a diverse workforce and is committed to Equal Opportunities. It seeks to eliminate unlawful discrimination against colleagues, potential employees, patients or clients on the grounds of sex, marital status, disability, sexual orientation, gender identity, age, race, ethnic or national origin, religion, pregnancy/maternity, political opinion, or trade union membership and to promote equality of opportunity and good relations between staff and clients. Individuals, including volunteers, contractors and temporary workers, must at all times indicate an acceptance of these principles and fulfil their responsibilities with regard to equality legislation and the Trust's Equality Diversity and Human Rights Policy and protocols. Similarly, all individuals have a responsibility to highlight any potentially discriminatory practice to their line manager, human resources department or trade union/professional associations, ensure that they treat everyone with respect and consideration and attend relevant mandatory training.

As a member of the senior leadership team/ management team, the post-holders is expected to take responsibility for embedding equality and diversity in their work and areas of management responsibility. This will include leading on specific E&D related work streams and ensuring that the Trust is compliant with the appropriate equality legislation.

Corporate governance:
High standards of governance are vital in healthcare organisations. Good governance sets the boundaries and structures in which we are able to function safely and provide the most effective care to our patients. We ask all employees to:

- Familiarise yourself with and apply Trust-wide and local policies, procedures and other formal instructions;
- Act within the scope of your authority and/or practice at all times. Limits of financial authority are set out in our Standing Financial Instructions;
- Undertake the statutory and mandatory training suitable to your role and maintain any relevant professional registration(s);
- Maintain accurate and timely records wherever required; and
- Notify the Trust if you identify any areas for improvement in any areas of corporate governance so that we can learn and improve.

Infection Prevention and Control
The prevention and control of infection is recognised as everyone's responsibility. All staff, bank workers, volunteers and contractors, both clinical and non-clinical are required to make every effort to maintain high standards of infection control in accordance with the Trust's Infection Prevention and Control Policy and The Health and Social Care Act 2008

Financial Management
Ensure that the Trust's funds are properly used, represent value for money and can withstand public scrutiny.

Where applicable, provide strong budget management for the defined area of management responsibility and monitor expenditure against those budgets.

Act within Standing Orders and Standing Financial Instructions of the Trust.

Health, Safety and Security

Meet Health and Safety legislation and move towards an environment where health and safety considerations are firmly embedded in the planning and decision-making processes and the 'culture' of own area of responsibility.

Promote, monitor and maintain best practice in health, safety and security

All individuals have a responsibility, under the Health and Safety at Work Act (1974) and subsequently published regulations, to ensure that the Trust's health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees. All staff have a duty to protect their own health and safety and that of others persons who may be affected by their acts or omissions.

In addition, managers have specific responsibilities relating to health and safety activities including consenting to breaches; conniving to breach legislation or neglecting their duties under the legislation. Trust's objectives in accordance with the Trust's risk management strategy and policies.

Policies

The duties and responsibilities of the post will be undertaken in accordance with the policies, procedures and practices of the Trust, which may be amended from time to time.

Patient Safety is a key priority for the Trust. It is your responsibility to ensure that you are fully compliant with SECAmb policies and procedures in respect of patient safety, for example Risk Management, Infection Prevention and Control, Safeguarding children and vulnerable adults.

Confidentiality / Data Protection / Freedom of Information:

Individuals (including volunteers, contractors and temporary workers) must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act 1998. Individuals must not, without prior permission, disclose any information regarding patients or staff. If any individual has communicated any such information to an unauthorised person that individual(s) could be liable for disciplinary action which could result in dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information.

Following the Freedom of Information Act (FOI) 2005, individuals must apply the Trust's FOI procedure.

In addition, managers have specific responsibilities to ensure that their staff maintain the confidentiality and security of all information that is dealt with in the course of performing their duties it is in accordance with the requirements of the Data Protection Act 1998 and the principles of Caldicott. Managers should also ensure that their staff are aware of their obligations under legislation such as the Freedom of Information Act

2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.
Review This document provides an outline of the main responsibilities of the post. It is not intended to be an exhaustive list of duties. Its content will be subject to regular review in conjunction with the postholder.

Date Reviewed:		
Reviewed By:	Manager:	Signature
	Postholder:	Signature:

PERSON SPECIFICATION

Factors	Essential The essential criteria are those which the role cannot operate without.	Desirable	Assessment • Application Form (App) • Interview (I) • Assessment (Ass)
Qualifications/ Training What should the candidate have already attained?	e.g. level of education/academic qualifications/ training relevant to job/ statutory or other specialised training achievements/results in previous employment		
Knowledge What particular knowledge should the candidate already have?	e.g. Knowledge of HR systems		
Experience What previous type of experience should the candidate have?	Relevant experience, i.e. NHS/managerial/secretarial NOT length of experience as this may be age discriminatory – specify what the candidate needs to have achieved/experienced in their career instead of over how many years this should have been done.		
Skills What particular skills should the candidate already have?	e.g. ability to communicate sensitive information to patients. e.g. proven experience of project management		
Personal Qualities	e.g. reliability ability to work on his/her own or in a team. e.g. ability to work under pressure NOT a good sense of humour as this cannot be measured		
Other	e.g. ability to travel between sites for work purposes		

NOTE: Candidates should meet all the essential criteria if they are to be shortlisted

Date Reviewed:	
Reviewed By:	

Appendix B

Job Evaluation Request Form

Section 1 - Requesting Manager			
Requesting Manager		**Job Title**	
Directorate			
Signature		**Date**	
Section 2 - Details of Posts to be Evaluated			
Post Title			
New Post	☐		
Vacant Post (no post holder)	☐	**Please provide name of most recent post holder** **Please provide existing job description and person specification**	
Existing Post (current post holder)	☐	**Please provide names of all current post holders (attach separate sheet if necessary)** **Please provide the existing job description and person specification**	
Reason for new post or details of substantial changes to vacant/ existing post			
Section 3 - HR Business Partner			
I can confirm that any relevant impact has been considered:		**Yes / No**	
This is part of a reorganisation/ restructure		**Yes / No**	
Comments			
HRBP:			
Signature			
Section 4 Finance Approved Funding			

Signature		Date	
Name			
Comments			

Section 5 - To be completed by commissioning Director			
I can confirm that any relevant impact has been considered:		**Yes / No**	
Additional Notes:			
Print Name		**Date**	
Signature			

Section 6 - Job Evaluation Supporting Documents					
New/ Updated Job Description & Person Specification	**Yes/ No**	**Old Job Description (if applicable)**	**Yes / No**	**Additional Information Sheet**	**Yes / No**

Please ensure the following documents are produced in the Trust template
- **Job Description**
- **Person Specification**

Email to job.evaluation@secamb.nhs.uk

Appendix C
Job Evaluation –Additional Information

The Additional Information Sheet (AIS) should be completed to support the job evaluation process to include information which is not already included in a Job Description or Person Specification. The AIS should reflect and support points in the JD to help the evaluation panel understand the levels of responsibilities required by the post holder. A good AIS should:

- Clarify any grey areas.
- Ensure information in the AIS reflects and supports points in the JD/PS and visa-versa.
- Ensure information is not contradictory as this can cause delays to grading.

This document follows the NHS Job Evaluation 16 Factor format to assist with the evaluation process. You do not need to provide information for each and every one of the 16 factors. Only give additional information where you feel that it will provide further understanding/clarity about the job role and will consequently assist with the Job Evaluation process.

JOB EVALUATION – ADDITIONAL INFORMATION SHEET			
Job role to be evaluated:		**Date of completion:**	
Name of Manger Submitting Request:		**Signature:**	
Factor 1 Communication • Nature of communication ie verbal, written, email, telephone, presentation (numbers, how often, what communicating) • Communication skills ie persuading, influencing, tact, diplomacy, negotiation • Who they are communicating with ie team, internal, external, individuals, groups • Information communicated ie complex, sensitive, contentious with some examples			
Factor 2 Knowledge, Skills, Experience (be clear in PS and backed up with the detail in AIS) • Admin, clinical, technical, managerial, specialist knowledge eg NHS specific, • Qualification in PS – be clear of the actual level eg accountancy qualifications ACC but what level is required. CIPD – part qualified diploma or masters level? • Equivalencies eg what skills or knowledge are required to be degree equivalent in the role • Detail of courses – internal or external needed for the role and confirmation of the duration and level of course • CPD requirements • Professional registration requirements			
Factor 3 Analytical & Judgemental			

- Measuring analytical skills to diagnose a problem and understand complex situations or information and judgemental skills to formulate solutions for recommendation/decisions • Types of decisions postholder is responsible for - Decisions postholder has involvement in - How decisions are taken – what's needed for reference to support decision making? - Conflicting opinions possible? If so, who makes the decision, is it postholder? - Where there are gaps or missing data in decision making – who is responsible for the decision? - What data is used and their sources. - What support is available?	
Factor 4 Planning & Organisation - Planning of own time, time of others? - What is the postholder planning? - The impact of the planning ie across individual, team, department, directorate, Trust, externally etc? - Timescale of plans – eg monthly, 6 monthly, annual, 3-5 five years - Frequency and nature of changes to plans and how they are accommodated to adjust plans - Staff rotas – how many staff, complexity of rota • Project management; Strategic planning; planning for Dept/ service.	
Factor 5 Physical Skills - Driving is necessary for job role – define frequency and whether this will be driving at high speeds - Standard keyboard or advanced keyboard which requires specific training which should be clearly detailed in the Person Specification - Highly developed physical skills which require a high degree of precision or speed	
Factor 6 Patient / Client Care Non-operational roles ie IT, HR, Finance, and other similar roles would not normally be classed as delivering Patient Care and would normally score at level 1- if this is not the case give examples. - What contact does the Job Holder have with patients/clients/service users and what is the nature/frequency of the contact? - Is the Job Holder responsible for providing care and, if so, what is the nature of the care provided? - Does the Job Holder have a responsibility for designing and/or implementing care programmes and, if so, does this involve other health care professions/disciplines? - Does the Job Holder have to work to and follow defined protocols/procedures? - Does the Job Holder have any involvement in the development and writing of such protocols/procedures? - Does the Job Holder have a lead role/responsibility for any aspects of patient care?	
Factor 7 Policy & Service Development All posts are presumed to follow policies and procedures, give examples where post holder is responsible for implementing or developing policies and procedures and whether these impact within	

own work area, the wider Directorate or across the Trust. Does the Job Holder have any responsibility for the development and implementation of policy and/or services? • Does the Job Holder only implement changes to established working practices or procedures? • Does the Job Holder have any responsibility or involvement for the development of policy and/or services? • Is the Job Holder's responsibility limited to her/his own work area or does their responsibility have a wider impact? • Does the Job Holder have responsibilities across more than one service/department? • Does the Job Holder's responsibility/involvement in policy development or service development impact on their direct working area or across the organisation? Does the Job Holder represent the team/department/organisation on any long-term planning or developmental groups.	
Factor 8 Financial / Physical Resources Measuring financial resources (cash, cheques, debit and credit, invoice payment, budgets, revenue, income generation) and physical assets (clinical, office and other equipment, tools and instruments: vehicles, plant and machinery, premises, fixtures and fittings, stocks and supplies) • Are they a signatory – how much per month? • Delegated budget holder – how much is the budget, expenditure per month? • Budget holder responsibilities – how many budgets, value of each • Budget setting responsibilities – own budget or others?, How many budgets/areas? • I-Procurement responsibilities eg do they order, have responsibility for the authorisation of order, checking of invoice or payment of invoice etc. How much, how often? • Stock security? • Security of equipment used by others	
Factor 9 Human Resources Supervision and management of staff Responsibilities for the day to day supervision of staff ? Manage a group of staff, or department(s) of staff? How many staff? Which departments do they manage – name and nature of work. Confirm which HR responsibilities apply in the post: • Initial stages of grievance and discipline • Appraisal • Acting as appointment panel member • Ensure that appropriate training is delivered to staff • Review work performance and progress • Work allocation and checking • Management of sickness absence • Recruitment and selection decisions • Personal and career development • Departmental workload and allocation Staff Training • Do you train others? • What is the training, how delivered, how often is it delivered? • Do you advise others? What advice, how often?	

Factor 10 Information Resources Measuring information resources (computerised or paper based) and information systems (hardware and software) Information production and storage for others • Confirmation of whether postholder has to process data via: Word processing, letters, documents or processing test results, statistics, etc complied by others with an indication of how regularly task carried out • Requirement for taking and transcribing formal minutes. Formal = published to a wider audience and significant job responsibility, not departmental meetings or processing minutes taken by others, indicate how regularly task is carried out. Use of computer software for design, development or data manipulation Requirement for: • Creating spreadsheets which include formulas, how often, what purpose? • Manipulating data using spreadsheets, databases or other software, how often, what purpose? System design, operation and maintenance Responsibility for: • Maintaining information systems/installing software? • Adapting, designing or development of information systems • Operation of information systems as a major job responsibility (ie in job purpose) • Confirmation of whether the responsibility if for part of a system, or the whole system and the impact of the information resource eg across Team, Department, Directorate, Trust or beyond into wider NHS, DH, etc.	
Factor 11 Research & Development Measures informal and formal clinical or non-clinical research and development activities underpinned by appropriate methodology and documentation. Includes testing of clinical or non-clinical equipment. Requirement for and confirmation of how often eg daily, weekly, monthly? • Surveys • Audits • Developing or securing funding	
Factor 12 – Freedom to Act Measures accountability for actions and those of others, to use initiative and act independently: and the discretion available to take action. • Is work checked on a regular or sample/random basis or assessed at agreed intervals eg monthly, quarterly. • Is supervisor or manager generally close by or contactable or only available at certain times? • Is guidance provided by colleagues/manager or others outside of the organisation? • Describe areas of responsibility where post holder acts independently and those where advice or guidance is required. Constraints, policies and procedures • To what extent is the role governed by policies and procedures or SOPs which cannot be deviated from? • How often can initiative be used in non-routine situations – examples • Is role bound by broad professional standards only with significant discretion for the post holder	

• What is level of responsibility for determining the interpretation/application or implementation of policies/professional standards and how much freedom to take action based on own interpretation	
Factor 13 – Physical Effort Measures nature, level, frequency and duration of physical effort. • Are there requirements for lifting, pushing, pulling, bending, kneeling, crouching and stretching, crawling, climbing or working in physically cramped conditions, heights? • Requirement for standing/sitting with limited movement, repetitive movements?	
Factor 14 – Mental Effort • Describe the duties undertaken that require concentration, length of concentration, how often? • If you are interrupted in the course of the work, describe nature of concentration and whether this requires a change in priority, how often	
Factor 15 – Emotional Effort Measures nature, level, frequency and duration demands of the emotional effort required to undertake clinical or non-clinical duties that are considered distressing and/or emotionally demanding • Examples of the types of distressing or emotional issues in the role, direct or indirect and frequency.	
Factor 16 – Working Conditions • Using transport on a regular basis, how often, how long? • Using a computer or VDU for majority of shift? • Exposure to extreme temperatures, unpleasant smells or odours, noise, dust/dirt, dangerous chemicals, aggressive verbal behaviour, infectious materials, bodily fluids, aggressive physical behaviour?	