

The Newcastle upon Tyne Hospitals NHS Foundation Trust

Procedure for Banding of Posts

Effective: January 2011

Review: December 2013

1. Introduction

This policy is to ensure consistency of approach in handling requests for the banding of posts under Job Evaluation.

2. Scope

2.1 This policy applies to all requests for the banding of posts covered by the NHS Terms and Conditions of Service Handbook excluding Medical and Dental Staff..

2.2 For the purposes of this policy, banding issues fall into the following categories:

- a) a rebanding request initiated by an employee
- b) a rebanding request initiated by a manager
- c) bandings initiated externally (as a result of national directives binding on the Trust)
- d) banding of new posts

3. General Principles

3.1 Job descriptions should clarify the duties and responsibilities inherent in a job. They should not contain value judgements about the nature of the job.

3.2 Job descriptions should be prepared and submitted using the standard template at Appendix 3.

3.3 It is the responsibility of the Line Manager and/or Directorate Manager/Head of Department, in conjunction with their Human Resources Officer to ensure that a job description has been written correctly and that the content is relevant and accurate, before submission for evaluation.

3.4 The request for evaluation must go through the Recruitment Control Group (RCG) prior to the job description being evaluated. The RCG form should have a provisional banding and "banding to be confirmed via Job Evaluation" written clearly on it.

3.5 The job matching panel will not consider any job description unless written, supporting documentation from the appropriate Line Manager and/or Directorate Manager/Head of Department has also been submitted. The supporting information required is noted in the appropriate section below.

3.6 The pay band of a particular position will be determined by the outcome of the job matching process. It is not related to the capability of the individual performing the job.

4. Procedure

4.1 Rebanding Request Initiated by Employee

- a) The post holder and line manager and/or Directorate Manager/Head of Department (with advice from their Human Resources Officer) will agree a new job description and complete the rebanding request form by accessing link: <http://intranet/Personnel/pdf/RCP%20Regrade%20Request%20Form.doc>, which should include details of how any potential increase in band will be funded.
- b) The rebanding request form and job description should be submitted to the Recruitment Control Group (RCG).
- c) Any recommendation by the RCG to refer the job for matching will be forwarded to the Executive Team.
- d) If further information is required (by either the RCG or Executive Team) this will be requested from the Directorate Manager/Head of Department. Where such information concerns the content of the job description, the Directorate Manager/Head of Department will agree it with the post holder.
- e) If the request is approved, the job description will be referred for matching.
- f) If the request is not approved, the Directorate Manager/Head of Department will be informed. He/She should then inform the post holder.
- g) All outcomes of panel matching/evaluation are subject to approval by the Head of Medical and Dental, Planning and Reward.
- h) If the outcome of matching is a change in band, it will be submitted to the RCG for consideration. The RCG will then make a recommendation to the Executive Team. The Directorate Manager/Head of Department will be advised of the outcome accordingly and s/he will inform the post holder. The change of band will be effective from the date the banding was confirmed or the date the duties became effective, if later.
- i) A new job description will not be accepted for consideration unless agreed by the line manager and/or Directorate Manager/Head of Department. The current band of the post should not be identified to the matching panel.
- j) Should the post holder or line manager require the assistance to produce a new job description, this will be arranged by their Human Resources Officer on request

4.2 Review and/or Redesign Request Initiated by Manager

- a) Where a line manager initiates a request to review and/or redesign post(s), for instance, in relation to organisational change, or where the original requirements for the post have changed, a new job description will be submitted for banding by the manager - there is no requirement for agreement to the revised job description by the employee.

- b) The line manager and/or Directorate Manager/Head of Department (with advice where necessary from their Human Resources Officer) will agree a new job description and complete the rebanding request form by accessing link: <http://intranet/Personnel/pdf/RCP%20Regrade%20Request%20Form.doc>. The request should include details of how any potential increase in band would be funded.
- c) The rebanding request form and job description should be submitted to the Recruitment Control Group (RCG).
- d) Any recommendation by the RCG to refer the job for matching will be forwarded to the Executive Team.
- e) If further information is required (by either the RCG or Executive Team) this will be requested from the Directorate Manager/Head of Department. Where such information concerns the content of the job description, the Directorate Manager/Head of Department will agree it with the line manager.
- f) If the request is approved, the job description will be referred for matching.
- g) If the request is not approved, the Directorate Manager/Head of Department will be informed.
- h) All outcomes of panel matching/evaluation are subject to approval by the Head of Medical and Dental, Planning and Reward.
- i) A newly banded post should not be advertised or filled until approval from the Executive Team is received.
- j) If the outcome of matching is a change in band, it will be submitted to the RCG for consideration. The RCG will then make a recommendation to the Executive Team. The Directorate Manager/Head of Department will be advised of the outcome accordingly and s/he will inform the post holder. The change of band will be effective from the date the banding was confirmed or the date the duties became effective if later.
- k) The current band of the post should not be identified to the matching panel.
- l) Should the line manager require the assistance of a Job Analyst to produce a new job description, this will be arranged by their Human Resources Officer on request.

4.3 Rebanding Request Initiated Externally

- a) The Director of Human Resources is the focal point for receipt of all conditions of service advice from national level including revised national pay agreements and banding criteria/guidelines.
- b) On receipt of documentation which has implications for the revision of pay structures, the Director of Human Resources will:

- i. inform the Executive Team and seek direction on implementation
 - ii. communicate with managers and Staff Representatives on any method and timescale for implementation
 - iii. inform affected staff/staff groups of the relevant change(s)
- c) Where appropriate, individuals affected by nationally determined pay and conditions changes shall be notified in writing. This will include information concerning the new band, salary scale and salary point to be applied together with the date on which the new provisions take effect. Arrangements for individual reviews, should there be a right of review, will also be referred to.

4.4 Banding of New Posts

- a) The line manager and Directorate Manager/Head of Department will agree a new job description which should include details of how any potential increase in band will be funded.
- b) The job description should be submitted to the Recruitment Control Group (RCG).
- c) Any recommendation by the RCG to refer the job for matching will be forwarded to the Executive Team.
- d) If further information is required (by either the RCG or Executive Team) this will be requested from the Directorate Manager/Head of Department. Where such information concerns the content of the job description, the Directorate Manager/Head of Department will agree it with the staff side representatives involved.
- e) If the request is approved, the job description will be referred for matching.
- f) If the request is not approved, the Directorate Manager/Head of Department will be informed. He/She should then inform the line manager staff side representatives involved.
- g) The remainder of the process in respect of the banding of new posts marries with that identified for rebanding requests initiated by the line manager as detailed in sections 4.2 h to 4.2 i of this policy.
- h) A new post should not be advertised or filled until approval from the Executive Team is received.

5. Operation of Matching/Evaluation Panel

- 5.1 All members of a job matching/evaluation panel will have completed appropriate training in the NHS Job Evaluation Scheme.
- 5.2 The panel will consist of a minimum three members comprising of Management and Staff representatives.
- 5.3 Panel members should not be from the same work area as the post holder.

- 5.4 Should panel members have a query on a job description being evaluated, they will contact the appropriate manager by telephone.
- 5.5 The employee and their Directorate Manager/Head of Department may be asked to attend the panel and the panel may seek 'specialist' advice from within or out with the Trust to assist in reaching a matching outcome, however, neither is a requirement.

If the job description cannot be matched against a national profile, the manager, in conjunction with the Head of Medical and Dental, Planning and Reward, can decide to review the job description and submit a new one. Exceptionally, the job may be referred for local evaluation (Job Analysis Questionnaire (JAQ)). A JAQ must be agreed and signed by the line manager and/or Directorate Manager/Head of Department. The JAQ will be evaluated by a job evaluation panel in accordance with Section 10 of the NHS Job Evaluation Handbook.

- 5.6 The job matching/evaluation panel will forward their decision to the Head of Medical and Dental, Planning and Reward for approval. This will then be submitted to the RCG for consideration.
- 5.7 The decision of the Executive Team will be notified in writing (via email) to the Directorate Manager/Head of Department (copy to the relevant Human Resources Officer) within 4 weeks of the date on which the job description was matched/evaluated.
- 5.8 The Directorate Manager/Head of Department should inform the post holder.
- 5.9 The Human Resources Officer will be responsible for ensuring the administration of any change to the post holder's contract of employment and ESR.
- 5.10 The Directorate Manager/Head of Department will receive a copy of the job match report and the post holder will be advised of their right to seek a review of their job description. (See Section 9 for further details of the review procedure).
- 5.11 The date of implementation of a rebanding will normally be the date the job description band is confirmed or the date the duties become effective if later.
- 5.12 Rebanding to a higher band will be dealt with in accordance with the provisions for promotion contained in the NHS Terms and Conditions of Service Handbook.
- 5.13 If a post is rebanded, it may no longer be eligible for certain additional payments to salary. For example, overtime is not payable at band 8 and above. Any overpayment that occurs as a result of rebanding will be repayable in accordance with the Trust's Overpayment procedure.
- 5.14 In the event of rebanding to a lower band, pay protection will not apply and any overpayment of salary for the period between the date the former band was effective from and the date the lower band was effective from, will be repayable by the post holder. The length of the repayment period will be the same as the period over which the overpayment was paid.

6. Review Requests

- 6.1 A post holder can seek a review of their new/changed job description if new or changed information relating to the responsibilities of the post was not available to the matching/evaluation panel. The post holder may also include information which they feel may not have been fully taken into account by the panel.
- 6.2 A review request must be received within 28 calendar days of notification of the job matching/evaluation panel's decision and must be submitted using the form at Appendix 1.
- 6.3 The preliminary stage of the review will consist of an informal meeting between the post holder and a nominated Human Resource Officer and Staff Representative.
- 6.4 If requested by the post holder the post holder's own Staff Representative and/or line manager may be present.
- 6.5 The outcome of the preliminary stage can be one of the following:
 - a) the post holder withdraws their review request because they better understand and accept the original outcome. There should be no pressure on the post holder to withdraw their review request
 - b) the post holder better understands what information will be required by the panel in order to consider the review request
 - c) the post holder is better able to focus on those JES factors which are relevant to a review in their particular circumstances
- 6.6 Following the preliminary stage the job description submitted to the first panel and the review form will be submitted to another panel for a fresh look at all of the job factors. The second panel will not have access to the outcome of the first panel and the majority of its members will be different.
- 6.7 The outcome of a review panel can be one of the following:
 - a) Job Matching
 - i. The job description is matched to the same national profile at the same band
 - ii. The job description is matched to the same national profile at a different band (higher or lower)
 - iii. The job description is matched to a different national profile at the same band
 - iv. The job description is matched to a different national profile at a different band (higher or lower)
 - v. The job description is not matched to a national profile. In these circumstances, the manager, in conjunction with the Head of Medical and Dental, Planning and Reward, can decide to review the job description and submit a new one. Exceptionally, the job may be referred for local evaluation (Job Analysis Questionnaire [JAQ]).
 - b) Local Evaluation

- i. The job description is evaluated at the same or a different band (higher or lower)

- 6.8 Rebanding to a higher band will be dealt with in accordance with the provisions for promotion contained in the NHS Terms and Conditions of Service Handbook and be effective from the date of the original job matching decision.
- 6.9 Where a job description is banded lower, pay protection will not apply and any overpayment of salary for the period between the date the former band was effective from and the date the lower band was effective from, will be repayable by the post holder in accordance with the Trust's 'Overpayment Procedure'.
- 6.10 The review procedure represents the sole level of review - there will be no right of appeal.

10. Misapplication of Process

- 10.1 In the event that a post holder can demonstrate that the process for banding their job description was misapplied, they can raise a complaint.
- 10.2 The complaint must be against process and not against the matching or pay banding decision.
- 10.3 The complaint must be made in writing to the Head of Medical and Dental, Planning and Reward and be received within 28 calendar days of receiving the notification of the decision of the matching/evaluation/review panel.
- 10.4 The Head of Medical and Dental, Planning and Reward will arrange for the complaint to be investigated and will inform the post holder of the outcome.
- 10.5 Where a complaint is upheld, the job description will be referred to a new matching/evaluation panel consisting of members who have not previously been involved in matching/evaluating the post. The outcome of this panel will be final.
- 10.6 There will be no recourse to the Trust's Grievance Procedure on matters related to the process for the banding of posts and/or the outcome.

11. Consistency Check

All posts banded under this procedure will be subject to consistency check by a panel trained in the NHS Job Evaluation Scheme which will consist of a minimum of one Management and one Staff representative.

12. Monitoring

- 12.1 Compliance with this policy will be monitored by the Heads of Human Resources Meeting annually. Appropriate action plans will be developed to address areas of the process which can be improved upon and the plans will be monitored until completion.
- 12.2 Monitoring will include reporting of information on ESR to identify:

- that banding of posts is conducted fairly and consistently

13. Review of the Policy

The Director of Human Resources is responsible for the review and amendment of this procedure.

Author: Director of Human resources

The Newcastle upon Tyne Hospitals NHS Foundation Trust

Job Description**1. Job Details****Job title:****Directorate:****Base:****Hours:****Essential requirements:****Desirable requirements:****2. Job Purpose**

<i>Key duties and responsibilities associated with the role.</i>

3. Dimensions**4. Organisational Arrangements**

Reports to:

Accountable to:

Responsible for:

<i>Need to include an up to date organisational chart</i>

5. Knowledge, Training and Experience

<i>This factor takes account of the educational level normally expected as well as the equivalent level of knowledge gained without undertaking a formal course of study, and the practical experience required to fulfil the job responsibilities satisfactorily.</i>

6. Skills**Communication and Relationship Skills**

<i>Skills required to communicate, establish and maintain relationships and gain the co-operation of others together with any difficulties involved in exercising these skills (e.g. motivate, negotiate, persuade, make presentations, train others, empathise).</i>

Analytical and Judgement Skills

Skills needed to diagnose a problem or illness and understand complex situations or information and judgement skills needed to formulate solutions and recommend/decide on the best course of action/treatment.

Planning and Organisational Skills

Skills required for activities such as planning or organising clinical or non-clinical services, departments, rotas, meetings, conferences and for strategic planning. Also takes account of the complexity and degree of uncertainty involved in these activities.

Physical Skills

Skills required for hand-eye co-ordination, sensory skills (sight, hearing, touch, taste, smell), dexterity, manipulation, requirements for speed, accuracy, keyboard and driving skills.

7. Key Result Areas

Patient and Client Care

Responsibility for patient/client care, treatment and therapy, taking account of the level of the jobholder's involvement in the provision of care or treatment to patients/clients, including the degree to which the responsibility is shared with others. Also takes account of the responsibility to maintain records of care, treatment, advice and tests.

Policy and Service Development Implementation

Responsibility for development and implementation of policy and/or services, taking account of the nature of the responsibility and the extent and level of the jobholder's contribution to the relevant decision-making process. Also takes account of whether the relevant policies or services relate to a function, department, division, directorate, the whole trust or wider than this, and the degree to which the responsibility is shared with others.

Financial and Physical Resources

Responsibility for financial resources (including cash, vouchers, cheques, debits and credits, invoice payments, budgets, revenues, income generation) and physical assets (including clinical, office/other equipment, tools and instruments, vehicles, plant and machinery, premises, fittings and fixtures, personal possessions of patients/clients, goods, produce, stocks and supplies).

Also takes account of the nature of the responsibility (e.g. careful use, security, maintenance, budgetary and ordering responsibilities), the frequency with which it is exercised, the value of the resources and the degree to which the responsibility is shared with others.

Human Resources

Responsibility for management, supervision, co-ordination, teaching, training and development of employees, students/trainees and others in an equivalent position.

Includes work planning and allocation, checking and evaluating work, undertaking clinical supervision, identifying training needs, developing and/or implementing training programmes, teaching staff, students or trainees, and continuing professional development (CPD). Also includes responsibility for such HR functions as recruitment, disciplinary, appraisal and career development, and long-term development of human resources.

Information Resources

Responsibility for information resources (e.g. computerised, paper-based) and information systems (both hardware and software). Also takes account of the nature of the responsibility (security, processing and generating information, creation, updating and maintenance of information databases or systems), and the degree to which it is shared with others.

Research and Development

Responsibility for informal and formal clinical or non-clinical research and development activities including formal testing or evaluation of drugs, or clinical or non-clinical equipment.

Takes into account the nature of the responsibility (initiation, implementation, oversight of research and development activities), whether it is an integral part of the work or research for personal development purposes, and the degree to which it is shared with others.

8. **Freedom to Act**

Extent to which the jobholder is required to be accountable for own actions and those of others, to use own initiative and act independently, and the discretion allowed to the jobholder to take action.

Takes account of any restrictions on the jobholder's freedom to act imposed by, for example, supervisory control, instructions, policies, professional, technical or occupational codes of practice, the nature or system in which the job operates, the position of the job within the organisation and the existence of any statutory responsibility for service provision.

9. **Effort and Environment**

Physical Effort

Nature, level, frequency and duration of physical effort required, taking account of any circumstances that may affect the degree of effort required, such as working in an awkward position or confined space.

Mental Effort

Nature, level, frequency and duration of the mental effort required (e.g. concentration, responding to unpredictable work patterns, interruptions and the need to meet deadlines).

Emotional Effort

Nature, level, frequency and duration of demands of the emotional effort required to undertake clinical or non-clinical duties that are generally considered to be distressing and/or emotionally demanding.

Working Conditions

Nature, level, frequency and duration of demands arising from inevitably adverse environmental conditions (e.g. inclement weather, extreme heat/cold, smells, noise and fumes) and hazards, which are unavoidable (e.g. spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers).

Author:
Date:

KSF Outline of development area specific to the post
To be determined for the post.

Signed: **Date:**
(Post holder)

Signed: **Date:**
(Directorate Manager or equivalent)

Agenda for Change

Job Analysis

Questionnaire

(JAQ)

INTRODUCTION TO THE JOB ANALYSIS QUESTIONNAIRE (JAQ)

This questionnaire is designed to obtain all the information necessary to evaluate your job locally. It may seem long and sometimes repetitive but it is very important that you take the time to complete it fully and provide relevant and clear examples about your job. If the Evaluation Panel does not have all the information it needs, it will not be able to evaluate your job properly.

Why do I have to complete a JAQ?

As there is not an appropriate nationally agreed profile for your job, it has to be assessed by a Panel made up of trained evaluators who, working in management and trade union partnership, will use the NHS Job Evaluation Scheme to evaluate the job information provided in the JAQ so that the job can be placed in the appropriate pay band.

If other people do the same job, do we all need to complete a JAQ?

Where there is more than one person doing a job there are a number of options for completion, including the following:

One of the jobholders can volunteer (or be selected) to complete a JAQ and be interviewed by Job Analysts: the completed JAQ is circulated to other jobholders for comment both before the interview and, if there are changes, after the interview, before being signed off.

Jobholders can work together to complete a JAQ and then select one to represent them all at the interview with the Job Analysts. This option works best where jobholders work together in the same work location. It is effective, but can be time consuming.

Where jobholders work in different locations, one option is for one jobholder from each location to complete the JAQ, as described above and then meet together to produce a single JAQ and select a representative for interview. Again this is time consuming but would give participants a sense of ownership. Alternatively, jobholders may nominate one jobholder to complete the JAQ and then send it to the others for comment and agreement afterwards.

You will be advised which of the above options has been agreed locally, on a partnership basis for your job.

How should I complete the JAQ?

It can be completed by hand or electronically, using Microsoft Word. If you have a choice, it is preferable for the analysts and the Evaluation Panel to have a JAQ, which has been completed electronically, as it can be duplicated easily. It is clearer for the panel to read, agreed amendments can be made neatly and the boxes automatically expand to fit the words.

Whichever way you choose, answer the questions in your own words and, if you are familiar with the NHS Job Evaluation Scheme, try to avoid key phrases which are contained in it as these are unhelpful and do not describe the type of activity/task. If you want to use the same example to answer a different question, there is no need to write it out again, you can just refer to the first example.

Is there any guidance on how to complete it?

The guidance is contained in the interactive help facility and in an electronic file of that name which can be read electronically or printed and used as a reference document. It is helpful to read each question in the JAQ and then read the guidance relating to it before answering the question. For those sections with a series of Yes/No boxes, it is sensible to work through the questions first, putting ticks or Yes's or No's in the boxes, as appropriate. Then consider the examples you want to use and allocate them to the Yes box options. This provides a better range of examples to evaluators and helps avoid repetitive box filling for you!

Using the Interactive 'Help'

The electronic interactive 'Help' facility can be accessed by moving the cursor over the corresponding shaded area (usually the question number) and waiting one second. Guidance will then be displayed on the screen. Please note that the grey shaded boxes are not associated with the Help system, but are designated as the areas to enter data. There are slight variations for Microsoft Word 2002 and Word XP users, which are outlined below. You can check the Word version you are using by opening Word, clicking "Help" then "About".

For MS Word 2002 users the Help area may not be shaded but will be enclosed within coloured brackets.

MS Word 2002 and XP users should ensure that the 'Balloons' element of the tracking/ reviewing is not enabled. If you do not see all of the Help comments down the side of the document when the file initially opens, the 'Balloons' element is not enabled and nothing need be done. This feature can be disabled through the Review toolbar by clicking 'Show' then 'Balloons' and then 'Never' or through the Tools menu by clicking 'Options' then 'Track Changes' then by 'Use Balloons' choose 'Never'. This will not be an issue for users of Word 2000 or lower.

For advanced PC users, the field codes facility should be off. This facility will be on if the button that looks like a backwards "P" ¶ is displayed and depressed on the toolbar.

What duties should I include?

The JAQ takes into account all the duties you are required to carry out. Think what you do in a typical week, start from the beginning and work through each day. If your job varies from week to week or has a monthly cycle, look at your diary to help to list your activities. You should include those duties agreed by you and your manager to be part of the job. These may be more, or less, than the duties listed on your formal job description. When you have completed the JAQ, it is sometimes helpful to keep it with you for a few days so that you can add anything else that comes to mind. Be sure however to keep in mind the date it has to be completed by, so that the process is not delayed.

How much information should I include?

Wherever there is a question that you have ticked or answered 'Yes', there should be a clear, factual answer. It should be detailed enough to enable someone who does not know the job to understand what you do. Please avoid including unnecessary information as this can be confusing. Also avoid initials or jargon, as these may not be understood.

Can I get help from other people?

Yes, it is a good idea to talk to others who know about the job when completing the JAQ, for example:

- Colleagues who do a different job but work closely with you
- Colleagues who do the same or a similar job to you
- Staff representative(s) for your area of work
- Supervisor and/or line manager
- Trained staff member dedicated to do this (where available).

Should I refer to any documents?

It may be helpful to refer to a job description or person specification, especially if it is agreed as up-to-date and accurate. Your line manager or the

HR department will probably be able to supply these. An organisation chart, induction materials and department reports may also be useful if they include a description of your work.

Does the JAQ ask me to list what I think I have done particularly well?

No, Job Evaluation is concerned with WHAT you do, not how well you do it. It takes no account of performance.

What will the Job Analysts do?

The Job Analysts are trained NHS staff and when you have finished completing the JAQ, two analysts (one management, one staff representative) will go through the JAQ with you to ensure that you have not left anything out, the examples provided are clear to people who do not know your work and that the JAQ accurately reflects the job duties and responsibilities you describe. They will also, where possible, answer any questions concerning what will be happening next.

Will the Job Analysts make any changes to the JAQ?

They may suggest making some amendments, with your agreement, where they think that it can be improved or where it may be misunderstood or misleading. Their aim is to ensure that the JAQ is clear, complete, concise and correct.

What will happen after I have agreed the JAQ with the Job Analysts?

The completed JAQ needs to be agreed by your manager and signed off by you, your manager and both Job Analysts at the end of the process. It then goes to the Evaluation Panel.

Job Reference Number _____ Date issued _____

JOB TITLE Deputy Quality Controller

PRINCIPAL PURPOSE OF JOB (JOB STATEMENT)

In no more than two sentences, please describe the principal purpose(s) of your job. This can be taken from your job description.

ORGANISATION CHART

Please draw an organisation chart showing your job and the jobs two levels above and two levels below (where possible) by job title only.

Draw a box around your job

Head

Line Manager

Your post

Staff you supervise / line manage as applicable.

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MAIN TASKS

Please list the **main tasks** within your job and indicate any tasks, which are only carried out occasionally. Provide enough detail to enable readers to understand what you do. **Please also indicate the approximate proportion of your time spent on each task.** This may be over a typical week if your job has a weekly work cycle or over a month or year for jobs, which vary seasonally.

MAIN TASKS	% of time spent on this, rounded to the nearest 5%
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1. COMMUNICATION AND RELATIONSHIP SKILLS

HELP *This factor measures the skills required to communicate, establish and maintain relationships and gain the co-operation of others. It takes account of the skills required to motivate, negotiate, persuade, make presentations, empathise, communicate unpleasant news sensitively and provide counselling and reassurance.*

1.1 Please answer the following questions and provide examples for communication that has occurred in the last 12 months. State whether the communication is with *other employees, patients/clients or their carers, or with the general public/external organisations.*

Do you	Yes/ No	Please give a typical example <i>Remember to move the cursor over the yellow shaded area to access guidance notes.</i>
1.1.1 Describe/ explain?		
1.1.2 Persuade or influence?		
1.1.3 Negotiate?		
1.1.4 Motivate?		
1.1.5 Use tact / diplomacy?		
1.1.6 Use empathy?		
1.1.7 Counsel?		

Do you	Yes/ No	Please give a typical example <i>Remember to move the cursor over the yellow shaded area to access guidance notes.</i>
1.1.8 Re-assure?		
1.1.9 Give advice, instruction and training?		
1.1.10 Communicate to groups/give presentations?		
1.1.11 Communicate in a language other than English?		
1.1.12 Overcome barriers to understanding?		
1.1.13 Communicate complicated information?		
1.1.14 Communicate sensitive information?		
1.1.15 Communicate in an emotive atmosphere?		
1.1.16 Communicate information which may be contentious		

Do you	Yes/ No	Please give a typical example <i>Remember to move the cursor over the yellow shaded area to access guidance notes.</i>
1.1.17 Communicate in a hostile/antagonistic atmosphere?		

2 KNOWLEDGE, TRAINING AND EXPERIENCE

2.1 Please describe the knowledge of work procedures/practices (i.e. methods of doing things) and the administrative, clinical, therapeutic, social care, scientific, technical, managerial and professional knowledge which you need for your job in the table below. Please look first at the box on the left and then work across, stating whether you need any knowledge in this area, describing the range of procedures, how the knowledge is usually obtained and the qualifications/knowledge that you actually require to enable you to do your job.

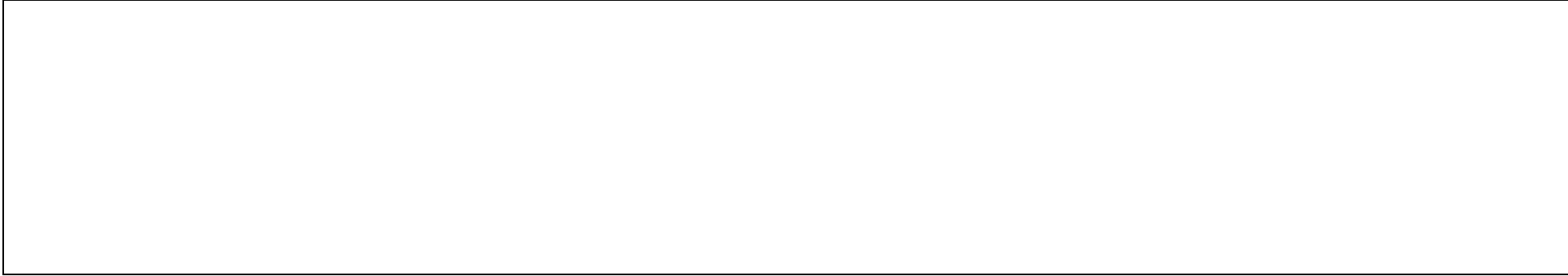
Further guidance is available in Appendix 1.

Note: **Where courses are part-time please state the full time equivalent or quote the amount of time per week/year required for course completion.*

Knowledge required in job	Yes/No	Q1 Please give examples of the work procedures/practices you need to know about in your job	Q2 Describe the type and length of experience or on-the-job training that is required to gain this knowledge	Q3 Describe the minimum qualifications that are required for this job and how long it normally takes to acquire them*
2.1.1 Administrative knowledge		HELP		HELP
2.1.2 Clinical/therapeutic/ social care knowledge		HELP	HELP	HELP
2.1.3 Technical knowledge (including knowledge of equipment)				
2.1.4 Scientific knowledge				

Knowledge required in job	Yes/No	Q1 Please give examples of the work procedures/practices you need to know about in your job	Q2 Describe the type and length of experience or on-the-job training that is required to gain this knowledge	Q3 Describe the minimum qualifications that are required for this job and how long it normally takes to acquire them*
2.1.5 Managerial knowledge		HELP	HELP	HELP
2.1.6 Additional specialist knowledge		HELP		HELP
2.1.7 Knowledge of legislation, codes of practice		HELP	HELP	HELP
2.1.8 Other types of knowledge not already covered but required for the job		HELP	HELP	HELP

2.2 Please list below the qualifications or experience actually required for your post.



3 ANALYTICAL AND JUDGEMENTAL SKILLS

HELP *This factor measures the analytical and judgemental skills required to fulfil the responsibilities of the job satisfactorily, for example, analytical skills to diagnose a problem or illness and understand complex situations or information; judgemental skills to formulate solutions and recommend/decide on the best course of action/treatment.*

3.1 **Complete the appropriate boxes about the nature of the judgements you have to make regularly in the course of your work.**

Do you	Yes/ No	Please give a typical example
3.1.1 Make judgements where the situation is straightforward?		
3.1.2 Make judgements where the situation is <i>not</i> straightforward?		
3.1.3 Make judgements where there is a range of options to select from?		
3.1.4 Assess or interpret information in order to make a judgement?		

Do you	Yes/ No	Please give a typical example
3.1.5 Make judgements where expert opinion may differ or be conflicting?		

4 PLANNING AND ORGANISATIONAL SKILLS

HELP *This factor measures the planning and organisational skills required to fulfil the responsibilities of the job satisfactorily, for example, for clinical or non-clinical planning, including strategic planning and organising services, departments, rotas, meetings and conferences.*

4.1 **Does your job require you to plan or organise any of the following? If so, complete the relevant boxes below.**

Note: **Time in advance of the event means the period that the plan is to cover, starting with the day it is prepared.*

Do you plan or organise	Yes/ No	Please describe what you do and whether you need to make changes to the plans/arrangements	Time in advance of the event*
4.1.1 Own time?			
4.1.2 Time of others?			
4.1.3 Rotas?			
4.1.4 Meeting arrangements?			
4.1.5 Conference arrangements?			

Do you plan or organise	Yes/ No	Please describe what you do and whether you need to make changes to the plans/arrangements	Time in advance of the event*
4.1.6 Co-ordinating other agencies/ organisations?			
4.1.7 Project management?			
4.1.8 Service provision?			
4.1.9 Educational or training programmes?			
4.1.10 Long term strategic planning?			
4.1.11 Other, please specify?			

4.2 **Does any of your planning affect departments, staff or management across the organisation or in other organisations?** Yes [] No [x]
If 'Yes', please describe.



5 PHYSICAL SKILLS

HELP *This factor measures the physical skills required to fulfil the job duties. It takes into account hand eye co-ordination, sensory skills (sight, hearing, touch, smell, taste), dexterity, manipulation, requirements for speed and accuracy, keyboard and driving skills.*

5.1 **Does your job require physical skills? If so, please tick the box(es) next to the appropriate activity and provide an example of how the skill is used.**

Note: **Developed skills are normally acquired through considerable practice and/or training and include dexterity.*

Skill required for	Description of skill	Yes/ No	Please describe the purpose for which you use this skill
5.1.1 Driving a car/ small van	Standard driving skills (car/light van driving test + practice)		
5.1.2 Driving a lorry/ heavy vehicle/ patient transport services	Advanced driving skills (HGV, PSV, PCV driving test or equivalent + practice)		
5.1.3 Driving vehicles in emergency situations	High speed driving skills (ambulance driving test or equivalent + practice)		
5.1.4 Standard keyboard use	Typing skills normally acquired through practice or RSA1 or equivalent		
5.1.5 Advanced keyboard use	High speed, accurate typing skills; RSA level 2/3 or equivalent		
5.1.6 Use of equipment/ tools	Skills normally acquired through practice or during practical training		
5.1.7 Non-intravenous injections	Skills normally acquired through practice or during practical training		
5.1.8 Restraint of patients/ clients	Skills requiring formal training and updating		
5.1.9 Manipulation of objects/ tools where narrow margins for error	Developed skills* e.g. laying out instrument trays; fine adjustment of equipment/plant		

Skill required for	Description of skill	Yes/ No	Please describe the purpose for which you use this skill
5.1.10 Hand signing	Skills requiring formal training		
5.1.11 Advanced sensory skills	Developed skills* e.g. listening for speech defects		
5.1.12 Manipulation of fine tools; where accuracy important	Developed skills* e.g. operating a lathe/manual control of intravenous infusions		
5.1.13 Manipulation of materials where accuracy important	Developed skills* e.g. manipulating materials on a slide or under microscope		
5.1.14 Assembly of surgical equipment; accuracy important	Developed skills* e.g. assembling equipment in theatre/assembling boiler pump		
5.1.15 Intravenous injections	Developed skills*; accuracy and hand-eye co-ordination		
5.1.16 Manoeuvring people where accuracy important	Developed skills* requiring accuracy and hand-eye co-ordination e.g. for a precise procedure		
5.1.17 Suturing	Developed skills* requiring precision or speed + hand-eye, sensory co-ordination.		
5.1.18 Manual physiotherapy treatment	Developed skills* requiring precision + hand-eye, sensory co-ordination		
5.1.19 Surgical interventions	Developed skills* requiring precision or speed + hand-eye, sensory co-ordination; includes intubation and tracheotomy		
5.1.20 Keyhole, laser surgery, IVF procedures	Developed skills* requiring the highest level of physical skill		

Skill required for	Description of skill	Yes/ No	Please describe the purpose for which you use this skill
5.1.21 Other physical skill	Please state		

6 RESPONSIBILITY FOR PATIENT/CLIENT CARE

HELP *This factor measures the responsibilities of the job for patient/client care, treatment and therapy, taking into account the nature of the responsibility and the level of the jobholder's involvement in the provision of care or treatment to patients/clients. It also takes account of the responsibility to record care/treatment/advice/tests.*

6.1	Do you have any responsibility for providing services to patients/clients such as cleaning or food delivery, personal care, clinical or non-clinical advice, technical services, treatment, therapy or the registration, inspection or quality assurance of facilities or services for patients/clients? <i>If 'Yes' go through all the sections below. If 'No' go to Q 6.5</i>	Yes [] No []
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Please tick answer all questions and for all those you have answered 'Yes' describe what you do on the next page

6.2 General services

	Do you have responsibility for providing any of the following?	Yes/No
6.2.1	Providing general non-clinical advice or information directly to patients/clients?	
6.2.2	Providing a cleaning or food delivery service directly to, or in the immediate vicinity of patients/clients?	
6.2.3	Providing personal care (assisting with feeding, bathing, appearance), or portering services directly to patients/clients?	
6.2.4	Implementing clinical care/treatment/therapy programmes/packages?	
6.2.5	Assessing clinical care needs and developing clinical care/treatment/therapy programmes/package?	
6.2.6	If 'Yes', are these in a specialist field or do they cover a broad range of situations?	

6.3 Clinical/therapeutic advice; advice on facilities/services

	Do you have:	Yes/No
6.3.1	Direct involvement in the provision of basic clinical/therapeutic advice to patients/clients?	
6.3.2	Involvement in the registration, inspection or quality assurance of facilities/services for patients/clients?	
6.3.3	Direct involvement in the provision of clinical/therapeutic advice to patients/clients?	
6.3.4	If 'Yes', are these in a specialised area of practice?	

Do you have:	Yes/No
6.3.5 If 'Yes', are these in an expert area of practice?	

6.4 Clinical technical services

Do you have:	Yes/No
6.4.1 Direct involvement in the provision of basic clinical technical services to patients/clients?	
6.4.2 Direct involvement in the provision of clinical technical services to patients/clients?	
6.4.3 If 'Yes', do you provide clinical technical services which are of a specialist nature?	
6.4.4 If 'Yes', are these of a highly specialist nature in an expert area of practice?	

6.5 Direct delivery of a service

Are you responsible for:	Yes/No
6.5.1 Direct delivery of a clinical, clinical technical, therapeutic or social care service?	
6.5.2 If 'Yes', do you have corporate responsibility for this?	

If you have said 'YES' to any of the points in 6.2 to 6.5 above please describe your involvement below, starting with the one that is the most applicable to your job.

If you have said 'YES' to any of the points in 6.2 to 6.5 above please describe your involvement below, starting with the one that is the most applicable to your job.

HELP

7 POLICY AND SERVICE DEVELOPMENT

HELP *This factor measures the responsibilities of the job for development and implementation of policy and/or services, taking into account the nature of the responsibility and the extent and level of the jobholder's contribution to the relevant decision making process, for instance, making recommendations to decision makers and the scope of the relevant policies or services.*

7.1 **Please select the options on the left which accurately reflect the requirements of your job concerning policies and procedures and complete the boxes in that row.**

Responsibility for policies	Yes/ No	Please describe the types of policies you are involved with, and what you are required to do	Department/ Area Covered
7.1.1 Are you required to <i>comment on policy</i> that is used within your area?			
7.1.2 Do you actively <i>implement policy</i> within your section/department/ service/ directorate or the whole organisation?			
7.1.3 Are you required to <i>propose changes to policies or procedures</i> that are used in your section/ department/ service and/ or other areas?			
7.1.4 Are you involved with the <i>creation of policy</i> that impacts on a service/ directorate/ the whole organisation/other organisations?			
7.1.5 Are you involved with <i>service development</i> for a service/ directorate/ the whole organisation/ other organisations?			
7.1.6 Do you have <i>corporate responsibility</i> for the creation of policy within your organisation?			

8 FINANCIAL AND PHYSICAL RESOURCES

HELP This factor takes account of the type of responsibility (i.e. what you are responsible for) and the nature of that responsibility (for example, careful use, security, maintenance, budgetary, ordering and purchasing responsibilities) and the frequency with which it is exercised.

8.1 Physical Assets

Responsibility	Yes/ No	Description	Delegated authority level or value (£)	Are you a signatory for this responsibility?	Do you share this responsibility? If Yes, with whom?
8.1.1 Are you responsible for the safe use of equipment used by others?					No
8.1.2 Do you use expensive or highly complex equipment?			Value of most expensive piece of equipment = £		
8.1.3 Do you have responsibility for security of a site?					
8.1.4 Do you repair, maintain or install physical assets?					
8.1.5 Are you responsible for the maintenance of all physical assets for an area?					
8.1.6 Are you responsible for the purchase of equipment/ materials?			Annual value of purchases = £		
8.1.7 Do you undertake purchasing as a major part of your role?			Annual value of purchases = £		

8.1.8 Are you responsible for the physical assets for several services?					
8.1.9 Do you have corporate responsibility for physical assets?					

8.2 Stocks and Supplies

Responsibility	Yes/No	Description	Delegated Authority level or value (£)	Are you a signatory for this responsibility?	Do you share this responsibility? If Yes, with whom?
8.2.1 Is a significant part of your role the security of stock or supplies?			Value of goods = £		
8.2.2 Are you responsible for ordering or controlling stock and supplies used in the course of your work?			Annual value of goods ordered = £		
8.2.3 Are you responsible for the purchase of stock and supplies?			Annual value of purchases = £		
8.2.4 Do you undertake purchasing as a major part of your role?			Annual value of purchases = £		

8.3 Financial Resources **Note:** * = Delete as necessary

Responsibility	Yes/No	Description	Delegated Authority level or value (£)	Are you a signatory for this responsibility?	Do you share this responsibility? If Yes, with whom?
8.3.1 Do you handle cash, cheques or patients' valuables?					

8.3.2 Do you check and verify expense sheets, purchase documents or similar?			Total value = £ per week/month/year*		
8.3.3 Are you an authorised signatory for invoices, overtime etc.?			Total value = £ per week/month/year*		
8.3.4 Do you monitor financial information?					
8.3.5 Are you involved in drawing up budgets or financial initiatives?					
8.3.6 Is your budget delegated to you by your manager?					
8.3.7 Are you a budget holder?					
8.3.8 Are you involved with the setting of the budget for your department/ service?					
8.3.9 Are you involved with the budget setting of more than one department/ service/ organisation?					
8.3.10 Do you have responsibility for determining the budget levels for one or more departments/ services or organisations?					

8.3.11 Do you have corporate responsibility for the financial stewardship of the organisation(s)?

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9 HUMAN RESOURCES

HELP *This factor measures the responsibilities of the job for management, supervision, co-ordination, teaching, training and development of employees, students/trainees and others in an equivalent position.*

9.1 Physical Assets

Responsibility	Yes/ No	For how many people?	Please describe the nature of the responsibility
9.1.1 Are you responsible for the day-to-day work allocation, supervision or co-ordination of staff?			
9.1.2 Are you responsible for the clinical or professional supervision of staff?			
9.1.3 Do you manage a group of staff within a department/function?			
9.1.4 Department/ function?			
9.1.5 Do you manage a number of departments/ functions?			

9.2 Training and Teaching

Responsibility	Yes/ No	For how many people?	Please describe the nature of the responsibility
9.2.1 Do you train new people in the department?			
9.2.2 Are you required to deliver formal training?			

Responsibility	Yes/ No	For how many people?	Please describe the nature of the responsibility
9.2.3 Are you required to undertake work place assessments?			
9.2.4 Are you responsible for the placement or allocation of staff or students?			
9.2.5 Is your role concerned with the delivery of core training or teaching as a significant responsibility?			
9.2.6 Is your role principally concerned with devising and delivering training programmes?			
9.2.7 Are you responsible for the overall management of the teaching or training function?			

9.3 Human Resource Advice

Responsibility	Yes/ No	For how many people?	Please describe the nature of the responsibility
9.3.1 Do you offer basic HR advice as part of your role?			
9.3.2 Are you responsible for giving core HR advice to managers?			
9.3.3 Do you deliver an HR service across a number of departments or services?			

Responsibility	Yes/ No	For how many people?	Please describe the nature of the responsibility
9.3.4 Are you responsible for a significant part of the HR function in your organisation?			
9.3.5 Do you have corporate responsibility for the HR function?			

10 INFORMATION RESOURCES

HELP *This factor measures the responsibilities of the job for all forms of information resources and information systems (for example, computerised, paper based, microfiche). It takes account of whether the information is personally generated or not.*

10.1 Information Production and Storage for other people

Responsibility	Yes/ No	Describe your involvement	How often (daily, weekly, monthly, yearly)
10.1.1 Are you required to make or word process clinical records, letters, reports etc. compiled by others?			
10.1.2 Are you required to complete a timesheet or similar records?			
10.1.3 Are you required to process data e.g. test results, statistics etc. compiled by others?			
10.1.4 Are you responsible for the storage of data and for its distribution to others?			
10.1.5 Are you required to take and transcribe formal minutes?			

10.2 Use of computer software for design, development or data manipulation

Are you responsible for	Yes/ No	Describe your involvement	How often (daily, weekly, monthly, yearly)
10.2.1 The creation of spreadsheets, including the programming of formulae?			

Are you responsible for	Yes/ No	Describe your involvement	How often (daily, weekly, monthly, yearly)
10.2.2 Manipulating data using spreadsheets, databases or other software?			
10.2.3 Creating designs, drawings, layouts using software; other computer aided design (CAD) work?			

10.3 System Design, Operation and Maintenance

Responsibility	Yes/ No	Describe your involvement	How often (daily, weekly, monthly, yearly)
10.3.1 Are you responsible for maintaining information systems/ installing software?			
10.3.2 Are you responsible for the adaptation, design or development of information systems?			
10.3.3 Are you responsible for the operation of information systems as a major job responsibility?			%
10.3.4 Is the main part of your role the management of information systems?			%

Responsibility	Yes/ No	Describe your involvement	How often (daily, weekly, monthly, yearly)
10.3.5 Do you have corporate responsibility for system development and management for your organisation or a number of organisations?			

11 RESEARCH AND DEVELOPMENT

11.1 This factor measures the responsibilities of the job for informal and formal clinical and/or non-clinical research and development activities underpinned by appropriate methodology and documentation, including formal testing or evaluation of drugs, or clinical or non-clinical equipment.

	Are you required to do any of the following?	Yes/ No	If Yes, how often do you do this per year?	How much time do you spend on it per year?
11.1.1	Carry out surveys?			%
11.1.2	Carry out audits?			%
11.1.3	Participate in R & D, clinical trials or equipment testing led by others?			%
11.1.4	Carry out research/development work which <i>is not</i> part of a formal research programme?			%
11.1.5	Carry out research/development work which <i>is</i> part of a formal research programme?			%
11.1.6	Carry out clinical trials?			%
11.1.7	Carry out your own equipment testing or adaptation?			
11.1.8	Co-ordinate/implement R & D programmes/activities?			
11.1.9.i	Initiate & develop R & D programmes/activities?			
11.1.9.ii	and do the programmes/activities impact on other trusts or organisations?			

11.1.10	Secure funding for R & D programmes/activities?			%
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Question number	If you have said YES to any of the points in 11.1.1 to 11.1.10 on the previous page, please describe your involvement below, starting with the one that is the most applicable to your job . For easy reference, write the number you are describing e.g. 11.1.4 in the left hand column.
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Question
number

If you have said YES to any of the points in 11.1.1 to 11.1.10 on the previous page, please describe your involvement below, starting with the one that is the most applicable to your job . For easy reference, write the number you are describing e.g. 11.1.4 in the left hand column.

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12 FREEDOM TO ACT

HELP *This factor measures the extent to which the jobholder is required to be accountable for own actions and those of others, to use own initiative and act independently and the discretion allowed to the jobholder to take action. It takes account of any restrictions on the jobholder's freedom to act imposed by, for example, supervisory control, instructions, procedures, practices and policies, professional, technical or occupational codes of practice or other ethical guidelines.*

12.1 Supervision and management

	Yes/ No	Describe the supervision, management or guidance you receive
12.1.1 Is your work checked on a regular basis? (e.g. daily)		
12.1.2 Is your work checked on a sample/random basis?		
12.1.3 Is your work assessed at agreed intervals? (e.g. monthly, quarterly)		
12.1.4 Is your supervisor/manager generally close by or immediately contactable?		
12.1.5 Is your supervisor/manager generally only available at specific times?		
12.1.6 Do you refer to people outside the organisation for guidance?		
12.1.7 Are you a lead specialist, professional or expert in your field?		

12.2 Describe the areas of responsibility where you would act yourself without asking for assistance

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12.3 Describe the areas of responsibility where you would ask for assistance

<p>Interpretation of unexpected results</p> <p>Testing of new materials & products</p>

12.4 Constraints, policies and procedures

	Yes/ No	Describe the policies, guidelines, procedures or legislation that you are required to work within
12.4.1 Are there clear policies and procedures that you are not allowed to deviate from?		
12.4.2 Are you required to work to policies and procedures (SOPs), but use your initiative when non-routine situations arise?		
12.4.3 Do you work to clear professional or occupational policies and are accountable for your own professional actions?		
12.4.4 Do you work to broad professional standards and have significant discretion to operate within these?		

	Yes/ No	Describe the policies, guidelines, procedures or legislation that you are required to work within
12.4.5 Are you responsible for determining how certain broad policies should be put into practice?		
12.4.6 Are you required to take action based on your own interpretation of national policies/legislation/initiatives?		
12.4.7 Are you responsible for setting targets and goals for a department/division/service/organisation?		

13 PHYSICAL EFFORT

HELP *This factor measures the physical effort (sustained effort at a similar level or sudden explosive effort) required for the job. It takes account of any circumstances that may affect the degree of effort required, such as working in an awkward position or confined space.*

13.1 Does your job require any of the following?

Job requirements	Yes/ No	Please give an example(s)	Average number of shifts per week	Number of times per shift	Average duration of each occurrence	Average weight
13.1.1 Lifting, pushing, pulling objects?						
13.1.2 Bending, kneeling, crouching, stretching?						
13.1.3 Crawling, climbing?						
13.1.4 Working in physically cramped conditions?						
13.1.5 Working at heights?						
13.1.6 Standing/sitting with limited scope for movement for long periods?						
13.1.7 Walking for substantial periods of time?						

13.1.8 Making repetitive movements?						
13.1.9 Controlled restraint? i.e. jobs requiring training/ certification in this						
13.1.10 Running?						
13.1.11 Lifting weights/equipment with mechanical aids?						
13.1.12 Clearing tables?						
13.1.13 Manoeuvring/ manipulating objects/ people?						
13.1.14 Transferring people from bed to chair or similar?						
13.1.15 Lifting weights/ equipment without mechanical aids?						
13.1.16 Manual digging?	No					
13.1.17 Heavy-duty pot washing/oven cleaning?	No					

13.1.18 Other, please specify

No

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14 MENTAL EFFORT

This factor measures the mental effort (concentration, responding to unpredictable work patterns, interruptions) required for the job.

14.1 **Concentration** **Note:** * This should be the total amount of time spent on this activity each shift.

Describe the duties that you undertake that require concentration. List the most important first	How many shifts during the week	How long for on each shift*

14.2 **Interruptions**

If you are interrupted in the course of your work, describe the nature of the interruption and say whether you have to stop what you are doing to respond to the interruption and whether you have to re-prioritise your work as a result of it	How often each shift

15 EMOTIONAL EFFORT

This factor measures the emotional effort required to undertake clinical or non-clinical duties that are generally considered to be distressing and/or emotionally demanding.

15.1 Please complete the table below, indicating whether you carry out the activities listed as examples.

Examples	Yes/ No	Number of occasions per week/month/year	Please describe, including the degree of involvement with the distressed/angry patient/client
15.1.1 Processing (e.g. typing/ transmitting) news of highly distressing events			
15.1.2 Providing a service for distressed/ angry patients/ clients/ staff			
15.1.3 Giving unwelcome news to patients/ clients/ carers/ staff			
15.1.4 Dealing with difficult situations/ circumstances			
15.1.5 Designated to provide emotional support to front line staff			
15.1.6 Caring for the terminally ill			
15.1.7 Providing a therapy service to emotionally demanding patients/ clients/ staff			
15.1.8 Communicating life changing events to patients/ clients/ staff			
15.1.9 Dealing with people with challenging behaviour			
15.1.10 Arriving at the scene of a distressing incident			

15.1.11 Other			
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16 WORKING CONDITIONS

This factor measures the demands arising from inevitably adverse environmental conditions (such as extreme heat/cold, smells, noise, fumes) and hazards, which are unavoidable (even with the strictest health and safety controls), such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carer).

16.1 Please describe where you work. If you work in more than one area, state the percentage of time in each.

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16.2 Please complete the table below concerning the conditions in which you are required to work or illness/injury to which you are exposed.

Are you required to use or are exposed to:	Yes/No	Frequency per week/month/year on average	Please describe the requirement
16.2.1 Using transport on a regular basis			
16.2.2 Using road transport in emergency situations			
16.2.3 Outdoor working			
16.2.4 Using a computer/VDU for the majority of the shift			
16.2.5 Extreme temperatures			
16.2.6 Unpleasant smells or odours			
16.2.7 Excessive noise or vibration			
16.2.8 Dust or dirt			
16.2.9 A humid atmosphere			

16.2.10 Dangerous chemicals/ substances in containers			
16.2.11 Aggressive verbal behaviour			
16.2.12 Unpleasant substances/ non household waste			
16.2.13 Severe weather conditions			
16.2.14 Noxious fumes			
16.2.15 Infectious materials or foul linen			
16.2.16 Fleas and lice			
16.2.17 Bodily fluids, faeces, or vomit			
16.2.18 Aggressive physical behaviour			
16.2.19 Dangerous chemicals or substances that are <i>not</i> contained			
16.2.20 Life threatening hazards			
16.2.21 Other			

APPENDIX 2 - ADDITIONAL GUIDANCE ON FACTOR 2 KNOWLEDGE, TRAINING & EXPERIENCE

General Points

Consider the main types of knowledge required for your work and state them under the most appropriate question heading, starting with the one that is the most central to your job (e.g. scientific knowledge for biochemists). Only list qualifications once, in the most relevant section (e.g. a nursing qualification in the clinical knowledge section).

Qualifications indicate that the level of knowledge required must be of *an equivalent* level to the stipulated qualification *not* that there is a requirement to hold any particular qualification. Training towards qualifications is a means of acquiring knowledge as is on-the-job training, short courses and practical experience. If a job does genuinely require the knowledge acquired through a specified formal qualification, then this should be recorded.

This factor measures the *minimum* knowledge required by a competent performer to do the job to the required standards. You may have different or higher qualifications than those required for the job, but these should not be included.

Where qualification and/or experience requirements for a job have changed over time, the current requirements should be entered. As it is the job that is evaluated, jobholders in post with previous qualifications are deemed to have achieved the current qualification level through on the job learning and experience. You may need to consult your line manager on the current qualification and/or experience requirements that are actually needed for your post.

A Person Specification may set out the qualifications and experience required, but you should bear in mind that it may understate the knowledge actually needed to carry out the job because it is set at recruitment level on the expectation that the rest of the required knowledge will be acquired through on the job training and experience, for example, the person specifications for:

- Clerical posts typically state the recruitment level of knowledge as a number of GCSEs, whereas the actual knowledge requirement includes a range of clerical and administrative procedures.
- Managerial posts may state the recruitment level of knowledge as a number of GCSEs plus a specified period of health service experience, whereas the actual knowledge requirement includes the range of administrative procedures used by the team plus supervisory/managerial knowledge or experience.

- Healthcare jobs may state that a form of specialist knowledge is desirable, rather than essential, because the trust is willing to provide training in the particular specialist field.

Appendix 3

The Newcastle upon Tyne Hospitals NHS Foundation Trust

NHS Terms & Conditions of Service Handbook Job Description Template

The following job description template contains guidance on what information should be included under each of the headings (these guidance boxes need to be deleted prior to submission to the AfC office).

Please include examples where appropriate, e.g. instead of putting 'ability to influence' use a real example of when these skills might be required. This will enable the panel to fairly and consistently consider the job description. Ambiguous phrases like "and any other duties" etc should not be included within the job description as this cannot be evaluated.

It is essential that a structure is included in the job description to enable panel members to understand how an individual post fits in to the overall structure for the department.

All job descriptions should be checked by the HR Officer for your area, prior to it being submitted to the AfC office via the AfC e-mail:

Agenda.Change@nuth.nhs.uk or find it under Human Resources Agenda for Change on the Trust's global e-mail.

THE NEWCASTLE UPON TYNE HOSPITALS NHS FOUNDATION TRUST

Matching Review Request

Please supply any new information relating to the responsibilities of the post, which were not available to the original Matching Panel or contained in the original job description. You may also include information which you feel may not have been fully taken into account by the original Panel. Your Line Manager must verify all additional information supplied.

Job Title: _____ Post Reference Number: _____ Date of Assimilation Letter _____
 (This information will be found on the correspondence advising you of your allocated Band)

Factor	Additional Relevant Job Information	
	Employee's comments	Manager's comments
1 Communication & Relationship Skills		
2 Knowledge, Training & Experience		
3 Analytical & Judgement Skills		
4 Planning & organisational skills		
5 Physical Skills		
6 Responsibility for Patient/ Client Care		

7 Responsibility for Policy/Service Development		
8 Responsibility for Financial & physical resources		
9 Responsibility for Information Resources		
10 Responsibility for Human Resources		
11 Responsibility for research & Development		
12 Freedom to act		
13 Physical Effort		
14 Mental Effort		
15 Emotional Effort		
16 Working conditions		

Date received	Panel Decision	

Post Holder (print name)..... Directorate/Line Manager (print name).....

Signed (post holder) Signed (line manager)

Date

Date

PLEASE SEE ATTACHED GUIDANCE NOTES

GUIDANCE NOTES

1. This form **must be** submitted within 3 weeks of notification of the decision of the first matching panel, and should be sent to:

Reward Assistant
Planning & Reward
Human Resources
Level 3 Cheviot Court
Freeman Hospital

Forms must be signed by all parties in advance of submission and sent in the internal mail to the above address, in the meantime, an electronic version must be e-mailed through to:

Agenda.Change@nuth.nhs.uk

Failure to comply with the above process will result in a delay in notification of the outcome of the panel.

2. The job description submitted to the first job matching panel and the review form will be submitted to a second matching panel for a fresh look at all the job factors. The second panel will not have access to the first matching outcome and the majority of its members will be different from the previous panel.
3. The outcome by a review panel will be one of the following:
 - a) the job description is matched to the same national profile at the same band
 - b) the job description is matched to the same national profile at a different band which could be higher or lower
 - c) the job description is matched to a different national profile at the same band
 - d) the job description is matched to a different national profile at a different band which could be higher or lower
 - e) the job description is not matched to a national profile and is referred for local evaluation (Job Analysis Questionnaire), the outcome of which could result in the same band or a different band which could be higher or lower
4. Rebanding to a higher band will be dealt with in accordance with the provisions for promotion contained in the NHS Terms and Conditions of Service Handbook and be effective from the date of the original job matching decision.
5. Where a job description is banded lower, pay protection will not apply and any overpayment of salary for the period between the date the former band was effective from and the date the lower band was effective from, will be repayable by the post holder. The length of the repayment period will be the same as the period over which the overpayment was paid.

6. The review procedure represents the sole level of review; there will be no right of appeal beyond the second (review) matching outcome.
7. A review request following job evaluation (JAQ) will be handled in accordance with Section 10 of the NHS Job Evaluation Handbook.
8. This form should only be used to request a review of the band allocated through the Job Matching Process and should **not** be used to make a complaint in relation to any misapplication of the Matching Process.
9. A complaint against misapplication of process should be sent to:

Mr Ian Palfreeman, Head of Medical & Dental, Planning & Reward, Freeman Hospital
10. A complaint must be received within one month of notification of the decision of the first matching/evaluation panel, or where a review request is lodged, within one month of notification of the decision of the review panel.