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* The new Band 7 HR Team Manager profile has a different level in respect of factor 2, therefore, sites are immediately required to revisit existing matches and non-matches to HR/Personnel Services Manager profile in line with the agreed procedure for matching to reviewed profiles.

** new in September 2005

Note:

Following the review of the profiles, the following profiles have been withdrawn.

Profile Title	AfC Banding	Date of Publication
HR/Personnel Assistant (Recruitment)	2	Sept 03
Administrative Officer Personnel/Personnel Assistant Higher Level	3	Nov 03
HR/Personnel Services Officer	6	Feb 04
HR/Personnel Services Manager	7	Apr 04

National profiles for Human Resources

Profile Label: HR Assistant

- Job Statement:**
1. Compiles HR information on e.g. recruitment, workforce, absence.
 2. Enters employee data to HR systems.
 3. Responds to routine enquires.
 4. Types/processes standard documents

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive routine information, to inform work colleagues, patients, clients. Communicates information to staff and members of the public on standard HR information	2
2. Knowledge, Training & Experience	Range of routine work procedures requiring job training. Knowledge of standard HR procedures, IT skills to RSA/NVQ level 2 or equivalent experience	2
3. Analytical & Judgemental Skills	Judgements involving straightforward facts or situations. Responds to routine enquiries to staff and applicants	1
4. Planning & Organisational Skills	Plan and organise straightforward activities, some ongoing. Plans and schedules interviews	2
5. Physical Skills	Physical skills obtained through practice/Developed physical skills: advanced keyboard use. Dexterity, coordination for keyboard skills; advanced keyboard skills for data input	2-3a
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contacts. Contact with patients is incidental	1
7. Responsibility for Policy/Service Development	Follow policies in own role, may be required to comment. May comment on procedures	1
8. Responsibility for Financial & Physical Resources	Maintain stock control. Orders stationery, supplies	2c
9. Responsibility for Human Resources	Demonstrate own activities to new or less experienced employees. Demonstrates activities in own work area to new employees	1
10. Responsibility for Information Resources	Data entry, text processing, storage of data/Take, transcribe formal minutes. Enters data into HR systems/ Takes minutes of absence, grievance hearings etc	2a-3a
11. Responsibility for Research & Development	Undertake surveys or audits, as necessary to own work. Completes e.g. staff surveys	1
12. Freedom to Act	Standard operating procedures, someone available for reference. Complies with standard HR operating procedures, supervisor available	2
13. Physical Effort	Frequent sitting or standing in a restricted position; Frequent light effort for several short periods. Sits in constrained position for data processing; filing and storing activities.	2ab
14. Mental Effort	Frequent concentration; work pattern predictable Daily concentration on data handling, answering queries	2a
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare; occasional indirect distressing or emotional circumstances/Occasional distressing or emotional circumstances. Little exposure; types minutes of disciplinary meetings/deals with calls from distressed members of staff	1ab-2a
16. Working Conditions	Use VDU equipment more or less continuously. Uses keyboard continuously for substantial proportion of the day.	2e
JE Score/Band	JE Score 162–187	Band 2

National profiles for Human Resources

Profile Label: HR Assistant Higher Level

- Job Statement:**
1. Provides administrative HR support to staff.
 2. Advises on queries arising from staffs terms and conditions/recruitment issues.
 3. Maintains HR records and databases.

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive routine information requiring tact or persuasive skills; Provide and receive complex or sensitive information. Tact required when dealing with, e.g. sickness and compassionate leave requests; communicates information to staff regarding their pay, terms and conditions, deals with recruitment information with applicants	3ab
2. Knowledge, Training & Experience	Range of work procedures and practices; base level of theoretical knowledge Knowledge of HR systems and procedures, e.g. recruitment, terms and conditions, absence control, acquired through NVQ level 3 or equivalent experience	3
3. Analytical & Judgemental Skills	Judgements involving facts or situations, some requiring analysis. Resolves queries regarding leave entitlements, sickness and vacancies	2
4. Planning & Organisational Skills	Plan and organise straightforward activities, some ongoing. Arranges meetings, including liaising with other departments, arranges job interviews, panel hearings	2
5. Physical Skills	Developed physical skills: advanced keyboard use Dexterity, coordination for keyboard skills; advanced skills for data input	3a
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contacts. Contact with patients is incidental	1
7. Responsibility for Policy/Service Development	Follow policies in own role, may be required to comment. May comment on procedures	1
8. Responsibility for Financial & Physical Resources	Maintain stock control. Orders stationery, supplies	2c
9. Responsibility for Human Resources	Provide basic HR advice. Provision of advice on e.g. staff pay, terms and conditions queries, recruitment procedures	2d
10. Responsibility for Information Resources	Data entry, text processing, storage of data/Take, transcribe formal minutes. Enters data into HR systems/ Takes minutes of absence, grievance hearings etc	2a-3a
11. Responsibility for Research & Development	Undertake surveys or audits, as necessary to own work. Completes, e.g. staff surveys	1
12. Freedom to Act	Standard operating procedures, someone available for reference. Complies with standard HR operating procedures, supervisor available	2
13. Physical Effort	Frequent sitting or standing in a restricted position; Frequent light effort for several short periods. Sits in constrained position for data processing; filing and storing activities	2ab
14. Mental Effort	Frequent concentration; work pattern predictable. Daily concentration on data handling, answering queries	2a
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare; occasional indirect distressing or emotional circumstances/Occasional distressing or emotional circumstances. Little exposure; types minutes of disciplinary meetings/deals with calls from distressed members of staff	1ab-2a
16. Working Conditions	Use VDU equipment more or less continuously. Uses keyboard continuously for substantial proportion of the day	2e
JE Score/Band	JE Score 223–236	Band 3

National profiles for Human Resources

Profile Label: HR Administrator

- Job Statement:**
1. Provides administrative service to the HR Department.
 2. May supervise a team of administrative staff and HR.
 3. Responsible for HR administrative systems.
 4. Deals with a range of queries arising from staff terms and conditions, HR Policies etc.

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive routine information requiring tact or persuasive skills; Provide and receive complex or sensitive information/Provide and receive complex, sensitive information; barriers to understanding. Tact required when dealing with, e.g. sickness and compassionate leave requests; communicates information to staff regarding their pay, terms and conditions, deals with recruitment information with applicants/Communicates complex/sensitive information, e.g. redeployment, grading appeals, disciplinary matters	3ab-4a
2. Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine; intermediate level theoretical knowledge. Knowledge of a range of administrative and HR procedures, acquired through relevant training and experience to diploma, CPP equivalent level	4
3. Analytical & Judgemental Skills	Judgements involving facts or situations, some requiring analysis. Resolves queries regarding leave entitlements, sickness and vacancies	2
4. Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment. Coordinates activities which include multi-disciplinary meetings, disciplinary hearings, training programmes, workforce planning	3
5. Physical Skills	Physical skills obtained through practice/Developed physical skills; advanced keyboard use. Dexterity, coordination for keyboard skills	2-3a
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contacts. Contact with patients is incidental	1
7. Responsibility for Policy/Service Development	Follow policies in own role, may be required to comment/Implement policies and propose changes to practices, procedures for own area. May comment on procedures/implements administrative policies in own area	1-2
8. Responsibility for Financial & Physical Resources	Safe use of equipment other than equipment used personally; authorised signatory, small payments/authorised signatory Responsible for office equipment, e.g. photocopier; authorises temporary staff timesheets/overtime payments	2bd-3a
9. Responsibility for Human Resources	Deliver core HR advice, range of subjects Provides advice on a range of HR policies and procedures, e.g. equal opportunities, workforce, terms and conditions	3d
10. Responsibility for Information Resources	Take, transcribe formal minutes/Responsible for maintaining one or more information systems, significant job responsibility. Takes minutes of absence, grievance hearings, etc/Maintains HR records system(s)	3a-3c
11. Responsibility for Research & Development	Undertake surveys or audits, as necessary to own work. Completes, e.g. staff surveys	1
12. Freedom to Act	Clearly defined occupational policies, work is managed, rather than supervised. Works within HR policies and procedures; operates on own initiative, takes advice from manager if required	3
13. Physical Effort	Frequent light effort for several short periods. Filing and storing activities	2b
14. Mental Effort	Occasional concentration; work pattern unpredictable. Concentration required for answering enquiries	2b
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare; Occasional indirect distressing or emotional circumstances/Occasional distressing or emotional circumstances. Little exposure; types minutes of disciplinary meetings/deals with calls from distressed members of staff	1ab-2a
16. Working Conditions	Exposure to unpleasant conditions is rare/Use VDU equipment more or less continuously. Little exposure/uses keyboard for substantial proportion of the day	1-2e
JE Score/Band	JE Score 272–321	Band 4

National profiles for Human Resources

- Profile Label:** HR Adviser
- Job Statement:**
1. Provides advice and support to line managers and employees across a range of HR services e.g. recruitment, employee relations, workforce planning or advice in a specific area
 2. Delivers HR training and staff development courses
 3. May manage a team of HR staff which may be within a discrete section, e.g. medical personnel, workforce planning, recruitment

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive complex information; persuasive, motivational, negotiating, training skills are required. Communicates complex/sensitive information, e.g. redeployment, grading appeals, disciplinary matters	4a
2. Knowledge, Training & Experience	Expertise within specialism, underpinned by theory. Understanding or relevant legislation, e.g. employment law, data protection plus HR knowledge acquired through relevant training and experience to degree equivalent level	5
3. Analytical & Judgemental Skills	Range of facts or situations requiring analysis. Makes judgements on a range of HR issues, e.g. absence, special leave entitlement, redeployment, IWL or judgements in a specific area of HR	3
4. Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment. Coordinates activities which include multi-disciplinary meetings, disciplinary hearings, training programmes, workforce planning, medical staffing	3
5. Physical Skills	Physical skills obtained through practice. Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contacts. Contact with patients is incidental	1
7. Responsibility for Policy/Service Development	Implement policies and propose changes to practices, procedures for own area/Propose policy or service changes, impact beyond own area. Implements HR policies in own area/makes recommendations on changes to HR policies and procedures	2-3
8. Responsibility for Financial & Physical Resources	Authorised signatory, small payments/Authorised signatory Authorises payments for HR materials and publications/staff overtime payments	2d-3a
9. Responsibility for Human Resources	Teach, devise training and development programmes, major job responsibility; Deliver comprehensive range of HR services. Provides and delivers training on HR policies and procedures; responsible for the delivery of range of HR services, e.g. staff development and training, equal opportunities, terms and conditions, recruitment, employee relations, medical staffing	4bc
10. Responsibility for Information Resources	Occasional/Regular requirement to develop or create reports, documents, drawings; Responsible for maintaining one or more information systems, significant job responsibility. Occasionally/regularly develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)	2b-3bc
11. Responsibility for Research & Development	Undertake surveys or audits, as necessary to own work Undertakes staff surveys on HR issues	1
12. Freedom to Act	Clearly defined occupational policies, work is managed, rather than supervised. Works within HR policies and procedures; operates on own initiative, takes advice from manager if required	3
13. Physical Effort	Combination of sitting, standing, walking. Light physical effort	1
14. Mental Effort	Frequent concentration; work pattern predictable. Concentration required for answering enquiries	2a
15. Emotional Effort	Occasional/Frequent distressing or emotional circumstances. Deals with welfare issues, long term sickness, redeployment & redundancy, grievance and discipline	2a – 3a
16. Working Conditions	Exposure to unpleasant conditions is rare. Office conditions	1
JE Score/Band	JE Score 340–372	Band 5

National profiles for Human Resources

Profile Label: HR Adviser Specialist

- Job Statement:**
1. Provides a range of HR advice e.g. recruitment & selection, employee relations, workforce planning, equality and diversity, change management or specialist advice in a specific area
 2. May design and deliver staff development and training courses
 3. May manage a section of the HR directorate
 4. May implement all or part of a specific HR strategy, e.g. learning and development, OD strategy

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive complex/highly complex, sensitive or contentious information, agreement or co-operation required; Presents complex, sensitive or contentious information to large groups. Communicates complex/highly complex information e.g. redeployment issues, absence management, workforce development strategies, grading appeals, welfare issues; gives evidence at disciplinary and tribunal hearings, delivers specialist training courses	4a - 5ab
2. Knowledge, Training & Experience	Specialist knowledge across work procedures, underpinned by theory Knowledge of specialist HR topics to postgraduate diploma level acquired through degree and professional HR qualification or equivalent level of training experience	6
3. Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation, comparison of a range of options Analyses complex HR issues and makes decisions in relation to e.g. disciplinary action, grievance hearings, sickness counselling, interpretation of HR policies, workforce strategies	4
4. Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment Plans e.g. recruitment drives, workforce planning, organisational development	3
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/ clients during incidental contacts Provides assistance to patients/clients when necessary	1
7. Responsibility for Policy/Service Development	Propose policy or service changes, impact beyond are Makes proposals on range of personnel policies which impact on other departments. May implement a specific HR strategy.	3
8. Responsibility for Financial & Physical Resources	Authorised signatory for small payments/Authorised signatory Authorises payments for HR materials and publications/staff overtime payments	2d-3a
9. Responsibility for Human Resources	Teach, devise training and development programmes, major job requirement; deliver comprehensive range of HR services Develops training/staff development courses; Responsible for delivery of some or all of range of HR services e.g. recruitment & selection, sickness management	4bc
10. Responsibility for Information Resources	Occasional requirement to develop or create reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility. Occasionally develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)	2b-3c
11. Responsibility for Research & Development	Undertake surveys or audits as necessary to own work / regularly undertakes R&D activities Undertakes staff surveys on HR issues	1-2a
12. Freedom to Act	Broad occupational policies Works autonomously; provides HR services to managers, lead specialist in own field	4
13. Physical Effort	Combination of sitting, standing walking Office based	1
14. Mental Effort	Frequent concentration; work pattern unpredictable Concentration for complaints, report writing, giving advice, frequent interruptions for advice, queries	3a
15. Emotional Effort	Occasional/frequent distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline	2a-3a
16. Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1
JE Score/Band	JE Score 416-459	Band 6

National profiles for Human Resources

Profile Label: HR Team Manager
Job Statement: 1. Manages the performance of a discrete section of an HR department
 2. Provides highly specialist advice, HR/ OD consultancy services to the organisation

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information, agreement or co-operation required; presents complex, sensitive or contentious information to large groups Communicates highly complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations, gives evidence at disciplinary and tribunal hearings/ run specialist training courses, give presentations on complex HR issues	5(a), (b)
2. Knowledge, Training & Experience	Highly developed specialist knowledge across work procedures, underpinned by theory and experience Highly specialist knowledge of one or more HR topics to masters level equivalent acquired through degree and professional HR qualification plus additional training or equivalent experience	7
3. Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation, comparison of a range of options Assesses and recommends courses of action on complex, specialist HR issues	4
4. Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjusts plans and strategies Plans implementation of HR strategies, change management programmes across service	4
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/ clients during incidental contacts Provides assistance to patients /clients when necessary	1
7. Responsibility for Policy/Service Development	Propose policy or service changes, impact beyond own area Makes proposals on range of HR policies which impact on other departments	3
8. Responsibility for Financial & Physical Resources	Authorised signatory; hold delegated budget Authorises costs e.g. recruitment; manages delegated budget	3(a), (d)
9. Responsibility for Human Resources	Line manager for single function or department; deliver comprehensive range of HR services/ Manage significant part of HR function across organisation Manage an HR section, including appraisal, discipline, personal development; Responsible for provision of an advisory service to managers on all aspects of e.g. employee relations / Manages a specialist area e.g. equal opportunities, employee relations, workforce planning, medical staffing	4(a), (c)-5(c)
10. Responsibility for Information Resources	Occasional requirement to develop or create reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility. Occasionally develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)	2(b)-3(c)
11. Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work Undertakes staff surveys on HR issues	1
12. Freedom to Act	Broad occupational policies/ General policies, needs to establish interpretation Works autonomously, provides HR services to managers/ Interprets employment legislation and case law, provides authoritative advice on specialist HR issues	4-5
13. Physical Effort	Combination of sitting, standing walking Light physical effort	1
14. Mental Effort	Frequent requirement for concentration; unpredictable Concentration for complaints, report writing, frequent interruptions for advice, queries	3(a)
15. Emotional Effort	Occasional/ frequent distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline	2(a)-3(a)
16. Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1
JE Score/Band	JE Score 493–533	Band 7

National profiles for Human Resources

Profile Label:	HR Adviser Advanced
Job Statement:	<ol style="list-style-type: none"> 1. Provides highly specialist advice, HR/OD consultancy services to the organisation 2. May design and deliver specialist staff development and training courses

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	<p>Provide and receive highly complex, sensitive or contentious information, agreement or co-operation required; Presents complex, sensitive or contentious information to large groups.</p> <p>Communicates highly complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations, gives evidence at disciplinary and tribunal hearings; run specialist training courses, give presentations on complex HR issues.</p>	5ab
2. Knowledge, Training & Experience	<p>Highly developed specialist knowledge across work procedures, underpinned by theory and experience</p> <p>Highly specialist knowledge of one or more HR topics to masters level equivalent acquired through degree and professional HR qualification plus additional training or equivalent experience</p>	7
3. Analytical & Judgemental Skills	<p>Complex facts or situations requiring analysis, interpretation, comparison of a range of options</p> <p>Analyses complex HR issues and makes decisions in relation to e.g. disciplinary action, grievance hearings, interpretation of HR policies, workforce strategies</p>	4
4. Planning & Organisational Skills	<p>Plan and organise complex activities or programmes, requiring formulation, adjustment/Plan and organise broad range of complex activities; formulates, adjusts plans and strategies</p> <p>Plans e.g. recruitment drives, workforce planning, organisational development programmes/Plans implementation of HR strategies, change management programmes across service</p>	3-4
5. Physical Skills	<p>Physical skills obtained through practice</p> <p>Standard keyboard skills</p>	2
6. Responsibility for Patient/Client Care	<p>Assist patients/clients during incidental contacts</p> <p>Provides assistance to patients/clients when necessary</p>	1
7. Responsibility for Policy/Service Development	<p>Propose policy or service changes, impact beyond are</p> <p>Makes proposals on range of personnel policies, which impact on other departments. May implement a specific HR strategy.</p>	3
8. Responsibility for Financial & Physical Resources	<p>Authorised signatory for small payments/Authorised signatory Authorises payments for HR materials and publications/staff overtime payments, sign payroll authorisations</p>	2d-3a
9. Responsibility for Human Resources	<p>Teach, devise training and development programmes, major job requirement; deliver comprehensive range of HR services</p> <p>Develops training/staff development courses; provides highly specialist advice, OD, training, consultancy services</p>	4bc
10. Responsibility for Information Resources	<p>Occasional requirement to develop or create reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility.</p> <p>Occasionally develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)</p>	2b-3c
11. Responsibility for Research & Development	<p>Undertake surveys or audits as necessary to own work / regularly undertakes R&D activities</p> <p>Undertakes staff surveys on HR issues</p>	1-2a
12. Freedom to Act	<p>Broad occupational policies</p> <p>Works autonomously; provides HR services to managers, lead specialist in own field</p>	4
13. Physical Effort	<p>Combination of sitting, standing walking</p> <p>Office based</p>	1
14. Mental Effort	<p>Frequent concentration; work pattern unpredictable</p> <p>Concentration for complaints, report writing, giving advice, frequent interruptions for advice, queries</p>	3a
15. Emotional Effort	<p>Occasional/frequent distressing or emotional circumstances</p> <p>Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline</p>	2a-3a
16. Working Conditions	<p>Exposure to unpleasant working conditions is rare</p> <p>Office conditions</p>	1
JE Score/Band	JE Score 469–514	Band 7

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Profile Label: HR Manager Principal (Assistant Director)

- Job Statement:**
1. Manages the performance and direction of part of a large HR function or all of a smaller function
 2. Investigates and advises on very complex issues and leads on strategic HR development
 3. Advises on very complex employment issues

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information, agreement or co-operation required; present complex, sensitive or contentious information to large groups Communicates very complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations, gives evidence at disciplinary and tribunal hearings/ run specialist training courses, give presentations on complex HR issues	5(a), (b)
2. Knowledge, Training & Experience	Highly developed specialist knowledge across work procedures, underpinned by theory and experience Highly specialist knowledge of one or more HR topics acquired through degree and professional HR qualification plus additional training or equivalent experience to masters level or equivalent	7
3. Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation comparison of a range of options / Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options Assesses and recommends courses of action on complex, specialist HR issues / analyses a range of very complex employment situations which require deciding on the way forward where no precedent exists or options conflict	4 -5
4. Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjusts plans and strategies/ Formulate long term strategic plans, involving uncertainty, may impact on the whole of the organisation Plans implementation of HR strategies, change management programmes across service / Develops and takes the lead in advising on long term strategic HR, business planning for the whole organisation	4-5
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/ clients during incidental contacts Provides assistance to patients /clients when necessary	1
7. Responsibility for Policy/Service Development	Responsible for policy implementation and development for a service/ responsible for policy implementation for a Directorate or equivalent Responsibility for developing policy and procedures for a section of the HR function which impact across the organisation/develops HR policies for the organisation, working jointly with other organisations to create a consistent approach; implements national policies and practices.	4-5
8. Responsibility for Financial & Physical Resources	Budget holder for department/service Manages HR budget	4(a)
9. Responsibility for Human Resources	Manage teaching/training function/Manage significant part of HR function across organisation Manages training department; manages a discreet area of the HR function e.g. organisational development, employee relations	5(b), (c)
10. Responsibility for Information Resources	Responsible for the operation of one or more information systems for department/service, major job responsible Manages the operation of e.g. recruitment, training, equal opportunities, job evaluation information systems	4(b)
11. Responsibility for Research & Development	Undertake surveys and audits as necessary to own work Researches HR topics e.g. employment law, equal opportunities	1
12. Freedom to Act	Broad occupational policies/ General policies, needs to establish interpretation Works autonomously, provides HR services to managers/ Interprets employment legislation and case law, provides authoritative advice on specialist HR issues	4-5
13. Physical Effort	Combination of sitting, standing walking Desk based, required to visit staff throughout organisation	1
14. Mental Effort	Frequent requirement for concentration; unpredictable Concentration for complaints, report writing; frequent interruptions for advice, queries	3(a)
15. Emotional Effort	Frequent distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline, tribunal and court hearings	3(a)

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16. Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1
JE Score/Band	JE Score 550–612	Band 8ab

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Profile Label: HR Head of Service

- Job Statement:**
1. Manages the performance and direction of the whole HR function
 2. Ensures all HR systems and policies are in place to comply with employment law and governance requirements
 3. Investigates and advises on very complex employment and organisational development issues
 4. May have corporate responsibility for organisation policy

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information, agreement or co-operation required; presents complex, sensitive or contentious information to large groups/Provides and receives highly complex, sensitive or contentious information; significant barriers to acceptance; hostile, antagonistic or highly emotive atmosphere Communicates very complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations. Gives evidence at disciplinary and tribunal hearings; Runs specialist training courses, give presentations on complex HR issues/Communicates issues e.g. mergers where barriers to acceptance may cause a hostile and emotive atmosphere	5ab-6
2. Knowledge, Training & Experience	Highly developed specialist knowledge across work procedures, underpinned by theory and experience Highly specialist knowledge of one or more HR topics acquired through degree and professional HR qualification plus additional training or equivalent experience to masters level or equivalent	7
3. Analytical & Judgemental Skills	Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options Analyses a range of very complex employment situations which require deciding on the way forward where no precedent exist or options conflict	5
4. Planning & Organisational Skills	Formulate long term strategic plans, involving uncertainty, may impact on the whole of the organisation Develops and takes the lead in advising on long term strategic HR, business planning for the whole organisation	5
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/ clients during incidental contacts Provides assistance to patients /clients when necessary	1
7. Responsibility for Policy/Service Development	Responsible for policy implementation and development for a directorate or equivalent/corporate responsibility for major policy implementation, impacts across or beyond the organisation Develops HR policies for the organisation, working jointly with other organisations to create a consistent approach; implements national policies and practices/Corporate responsibility for all the organisation's HR policy development and implementation and provides HR input to all the organisations policies and strategies.	5-6
8. Responsibility for Financial & Physical Resources	Budget holder for department/service/Responsible for the budget for several services Holds budget for HR function/HR and other service budget e.g. OD	4a-5a
9. Responsibility for Human Resources	Corporate responsibility for the HR function Responsible for interpreting legislation and policy and developing organisation wide HR strategy	6
10. Responsibility for Information Resources	Responsible for the operation of one or more information systems for department/service, major job responsible Manages the operation of e.g. recruitment, training, equal opportunities monitoring, job evaluation information systems	4b
11. Responsibility for Research & Development	Undertake audits and surveys as necessary to own work Completes e.g. staff surveys	1
12. Freedom to Act	General policies, need to establish interpretation/Required to interpret overall health service policy and strategy Interprets employment legislation and case law, provides authoritative advice on specialist HR issues	5
13. Physical Effort	Combination of sitting, standing walking Desk based, required to visit staff throughout organisation	1
14. Mental Effort	Frequent requirement for concentration; unpredictable/occasional intense concentration Concentration for complaints, report writing; frequent interruptions for advice, queries/intense concentration e.g. giving evidence, board meetings, pay negotiations	3a – 4b
15. Emotional Effort	Frequent distressing or emotional circumstances; Occasional highly distressing or	3ab

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	emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline, tribunal and court hearings; hostile public meetings,	
16. Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1
JE Score/Band	JE Score 627–676	Band 8bcd