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*Generic profile provisions apply – see note below

** New in February 2007

*** New in June 2019

Please note: The Professional Manager Performance/Operations profiles, although placed in the Business Administration and Projects sub-family, can be used for a variety of non- clinical managerial roles.

Generic Profiles

The following generic profile note extracted from the Job Evaluation Handbook explains the position in cases where the minimum score falls below the relevant grade boundary.

The band for jobs covered by this generic profile is band e.g. 4. The minimum total profile score falls below the band 4 grade boundary. This is the result of using a single generic profile to cover a number of jobs of equivalent but not necessarily similar factor demand. It is not anticipated that any job will be assessed at the minimum level of every possible factor range. If this were the case it indicates that the job should instead be matched against a band 3 profile. If this is not successful, the job must be locally evaluated.

National profiles for Business Administration and Projects

Profile Label: Project Support Officer

- Job Statement:**
1. Provides administrative support to the manager of a specific project
 2. Acts as the first point of contact for enquiries from end users
 3. Maintains project library, database, resources
 4. May train end users of the project

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive routine information requiring tact or persuasive skills/ Provide and receive complex information; persuasive, motivational, negotiating, training skills are required Communicates routine project information using persuasive skills/provides training to end users	3(a)-4 (a)
2. Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine; intermediate level theoretical knowledge Knowledge of administrative procedures, including specialised IT systems and project management, training knowledge, acquired through formal training or experience to diploma level equivalent	4
3. Analytical & Judgemental Skills	Judgements involving facts or situations, some of which require analysis Resolves business or software problems encountered by users	2
4. Planning & Organisational Skills	Plan and organise straightforward activities, some ongoing/ Plan and organise complex activities or programmes, requiring formulation, adjustment Organises rotas and meetings, plans presentations/coordinates multi-disciplinary meetings	2-3
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact Contact with patients is incidental	1
7. Responsibility for Policy/Service Development	Follow policies in own role, may be required to comment Follows policies for own area of work, may comment on proposals for change in own work area	1
8. Responsibility for Financial & Physical Resources	Maintain stock control Orders supplies for project team	2 (c)
9. Responsibility for Human Resources	Demonstrate own duties to new or less experienced employees/Provide practical training Demonstrates office systems to new starters/provides project training to end users	1-2 (c)
10. Responsibility for Information Resources	Data entry, text processing, storage of data/ Regular requirement to develop or create reports, documents, drawings Enters project data/Uses a range of IT applications	2 (a)/3 ((b)
11. Responsibility for Research & Development	Undertake surveys or audits as necessary to own work Undertakes surveys related to project	1
12. Freedom to Act	Standard operating procedures, someone available for reference Works within departmental procedures, work is checked on a regular basis	2
13. Physical Effort	Combination of sitting, standing, walking/Frequent sitting or standing in a restricted position Light physical effort/Laptop or computer use	1-2(a)
14. Mental Effort	Frequent concentration, work pattern predictable Concentration required for checking documents, writing reports and protocols and analysing statistics	2(a)

National profiles for Business Administration and Projects

15. Emotional Effort	Exposure to distressing or emotional circumstances is rare Little exposure to emotional effort	1(a)
16. Working Conditions	Exposure to unpleasant conditions is rare/ Use VDU equipment more or less continuously Office conditions/Extended laptop or computer use	1-2e
JE Score/Band	JE Score 224–269	Band 3

National profiles for Business Administration and Projects

Profile Label: Project Support Officer Higher Level

- Job Statement:**
1. Provides administrative support to the manager of a specific project; resolves day-to-day problems independently
 2. Acts as the first point of contact for enquiries from end users
 3. Maintains project library, database, resources
 4. Assists in project planning; trains end users of the project

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive complex information; persuasive, motivational, negotiating, training skills are required Communicates information about a project in a developmental stage, where the message is constantly changing. Provides training to users.	4 (a)
2. Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine; intermediate level theoretical knowledge Knowledge of administrative procedures, including specialised IT systems and project management, training knowledge, acquired through formal training or experience to diploma level equivalent	4
3. Analytical & Judgemental Skills	Range of facts or situations, requiring comparison of a range of options Judgements and assessments on projects where there is more than one solution where there is more than one solution to a problem or issue	3
4. Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment Assists the project manager in the development and preparation of the overall project plan, plans key workstreams in relation to the project	3
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact Contact with patients is incidental	1
7. Responsibility for Policy/Service Development	Implement policies and propose changes to practices, procedures for own area Develops policies and protocols for own work area	2
8. Responsibility for Financial & Physical Resources	Maintain stock control; authorised signatory, small payments/Monitor budget or financial initiatives Orders supplies for project team; authorised signatory for small payments in relation to project/carries out day-to-day budget management duties, including administering and monitoring the project budget	2 (c) (d)- 3c
9. Responsibility for Human Resources	Provide practical training Provides project training to users	2 (c)
10. Responsibility for Information Resources	Data entry, text processing, storage of data/ Regular requirement to develop or create reports, documents, drawings Enters project data/Uses a range of IT applications	2 (a)/3 ((b)
11. Responsibility for Research & Development	Undertake surveys or audits as necessary to own work Undertakes surveys related to project	1
12. Freedom to Act	Standard operating procedures, someone available for reference/clearly defined occupational policies, work is managed rather than supervised Works within departmental procedures, work is checked on a regular basis/ works autonomously within own area; may develop protocols for project	2-3
13. Physical Effort	Combination of sitting, standing, walking/Frequent sitting or standing in a restricted position; Occasional moderate effort for several short periods Light physical effort/Laptop/computer use	1-2(a)
14. Mental Effort	Frequent concentration, work pattern predictable	2(a)

National profiles for Business Administration and Projects

	Concentration required for checking documents, writing reports and protocols and analysing statistics	
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare Little exposure to emotional effort	1(a)
16. Working Conditions	Exposure to unpleasant conditions is rare/ Use VDU equipment more or less continuously Office conditions/Laptop or computer use	1-2e
JE Score/Band	JE Score 273–306	Band 4

National profiles for Business Administration and Projects

Profile Label: Project Support Manager

- Job Statement:**
1. Manages elements of a project
 2. Supports, facilitates and monitors progress of project within or across site(s)
 3. Supports performance improvement

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive complex information; persuasive, motivational, negotiating, training skills are required Persuades staff of the importance of the project, negotiates with and motivates sites on project delivery, including linking in with other initiatives, communicates sensitive information about performance and change, makes routine presentations	4(a)
2. Knowledge, Training & Experience	Expertise within specialism, underpinned by theory, practical experience Knowledge of specific area, acquired through diploma or equivalent experience or training, plus further management knowledge or experience to degree level equivalent	5
3. Analytical & Judgemental Skills	Range of facts or situations, requiring comparison of a range of options Analysing assessments and resolving failures to meet project standards	3
4. Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment. Plans elements of a project across site(s)	3
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact 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 Develops policies and protocols for own work area/proposes project changes which impact across the sector	2-3
8. Responsibility for Financial & Physical Resources	Authorised signatory, small payments Authorised signatory for small or large payments in relation to project	2 (d)
9. Responsibility for Human Resources	Provide training in own discipline/Teach/deliver specialist training Provides training on business systems/Provides training on own project to clinicians, management and staff at all levels	2(c) -3(c)
10. Responsibility for Information Resources	Regular requirement to develop or create reports, documents, drawings; Maintaining one or more information systems Uses a range of IT applications to create reports; maintains project information system	3 (b) (c)
11. Responsibility for Research & Development	Occasionally/Regularly undertake R&D activity Undertakes surveys as necessary to own work/ complex surveys relating to project	1-2(a)
12. Freedom to Act	Clearly defined occupational policies, work is managed rather than supervised Works autonomously	3
13. Physical Effort	Combination of sitting, standing, walking Light physical effort	1
14. Mental Effort	Frequent concentration, work pattern predictable Concentration required for checking documents, writing reports and protocols and analysing statistics	2(a)
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare Little exposure to emotional news effort	1(a)

National profiles for Business Administration and Projects

16. Working Conditions	Exposure to unpleasant conditions is rare/Frequent use of road transportation Office conditions/Uses public transport to visit sites	1-2(c)
JE Score/Band	JE Score 321*–350	Band 5*

*Generic job grade boundary provisions apply – see cover page note.

National profiles for Business Administration and Projects

Profile Label: Business/ Administration Manager

- Job Statement:**
1. Provides business support to a small directorate or a section of a large directorate
 2. Overall responsibility for managing, maintaining and developing the directorate database and filing system
 3. Provides supervision, training and support to own staff

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive complex or sensitive information; agreement or co-operation required Communicate business sensitive information; agreement or co-operation from NHS staff at all levels of the organisation is required	4 (a)
2. Knowledge, Training & Experience	Expertise within specialism, underpinned by practical experience Knowledge of administrative procedures, range of computerised software, own directorate specialised terminology, managerial knowledge, project monitoring, acquired through degree or equivalent experience or equivalent training and experience	5
3. Analytical & Judgemental Skills	Range of facts or situations requiring analysis, comparison of range of options Analysis of business performance information, decisions on meeting business targets, highlighting performance information	3
4. Planning & Organisational Skills	Plan, organise complex activities, programmes requiring formulation, adjustment Organising workshops, including selection of venue, provision of materials, coordinating multi-disciplinary meetings	3
5. Physical Skills	Physical skills obtained through practice/Developed physical skills; Advanced keyboard use Keyboard skills/Advanced use of IT packages, manipulating data	2-3 (a)
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact Incidental patient contact	1
7. Responsibility for Policy/Service Development	Implement policies, proposes changes to practices, procedures for own area Implements policies for own section	2
8. Responsibility for Financial & Physical Resources	Maintain stock control; authorised signatory, small/large payments Orders stock and stationery; authorised signatory for travel arrangements, meeting expenses	2 (c); (d)/3 (a)
9. Responsibility for Human Resources	Day to day supervision; provide training in own discipline/ Day-to-day management Allocates work to staff; train new members of staff on the database and filing system/Manages team of staff	2 (a); 2 (c) -3(a)
10. Responsibility for Information Resources	Responsible for maintaining one or more operation systems, significant job responsibility Manages, maintains and develops paper based and/or computer filing systems	3)(c)
11. Responsibility for Research & Development	Undertake surveys or audits as necessary to own work Completes audits	1
12. Freedom to Act	Clearly defined occupational policies, work is managed rather than supervised Works on own initiative	3
13. Physical Effort	Combination of sitting, standing, walking; Frequent light effort for several short periods Light physical effort/Lifts heavy files and filing	1-2 (b)
14. Mental Effort	Frequent concentration, work pattern predictable Concentration required for checking documents, for inputting into computer	2 (a)
15. Emotional Effort		1 (a)

National profiles for Business Administration and Projects

	Exposure to emotional or distressing circumstances is rare Limited exposure to emotional or distressing circumstances	
16. Working Conditions	Exposure to unpleasant conditions is rare/ Use VDU more or less continuously Office conditions/VDU use	1-2(e)
JE Score/Band	JE Score 321*–359	Band 5*

*Generic job grade boundary provisions apply – see cover sheet

National profiles for Business Administration and Projects

Profile Label: Business/ Administration Manager Higher Level

- Job Statement:
1. Provides business support to a directorate
 2. Overall responsibility for managing, maintaining and developing the directorate information system(s)
 3. Monitors progress of investment projects and business case investments
 4. May develop business plans

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive complex or sensitive information, agreement or co-operation required Communicates business sensitive information/agreement or co-operation from NHS staff at all levels of the organisation is required	4 (a)
2. Knowledge, Training & Experience	Specialist knowledge across range of procedures, underpinned by theory Knowledge of business case procedures, range of computerised software, managerial knowledge, project monitoring, acquired through degree or equivalent experience plus further training and experience to post graduate diploma level equivalent	6
3. Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation, comparison of range of options Business case and qualitative assessment to ensure compliance with a range of targets	4
4. Planning & Organisational Skills	Plan, organise complex activities, programmes requiring formulation, adjustment/Plan, organise broad range of complex activities; formulates, adjusts plans or strategies Organising workshops, including selection of venue, provision of materials, organise multi-disciplinary meetings/project manage business case and investment projects across a range of organisations	3-4
5. Physical Skills	Physical skills obtained through practice/Developed physical skills; Advanced keyboard use Keyboard skills/Advanced use of IT packages, manipulating data	2-3 (a)
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact Incidental patient contact	1
7. Responsibility for Policy/Service Development	Propose policies or service changes, impact beyond own area Develops and implements business policies which impact across the site or health economy	3
8. Responsibility for Financial & Physical Resources	Authorised signatory, small/large payments; hold delegated budget Authorised signatory for travel arrangements, meeting expenses; holds budget for own project	2 (d)-3 (a)(d)
9. Responsibility for Human Resources	Day to day supervision; /Day-to-day management Allocates work to staff, completes monthly sickness returns/manages team of staff	2 (a) - 3(a)
10. Responsibility for Information Resources	Responsible for the operation of one or more information systems Manages, maintains and develops directorate information system	4(b)
11. Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work Completes audits	1
12. Freedom to Act	Broad occupational policies Works on own initiative, specialist for own area	4
13. Physical Effort	Combination of sitting, standing, walking Light physical effort	1
14. Mental Effort	Frequent concentration, work pattern predictable/unpredictable Concentration required for checking documents, for inputting into computer/ interruptions to deal with business issues	2 (a)- 3(a)
15. Emotional Effort		1(a)

National profiles for Business Administration and Projects

	Exposure to emotional or distressing circumstances is rare Limited exposure to emotional or distressing circumstances	
16. Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1
JE Score/Band	JE Score 400–450	Band 6

National profiles for Business Administration and Projects

Profile Label: Project Manager

- Job Statement:**
1. Project manages a specific project within a site or health economy
 2. Supports, facilitates and monitors progress of project within site(s) or health economy
 3. Supports performance improvement

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive complex information; persuasive, motivational, negotiating, training skills are required/present complex, sensitive or contentious information to large groups Persuades project boards and staff of the importance of the project, negotiates with and motivates sites on project delivery, including linking in with other initiatives, communicates sensitive information about performance and change, makes routine/complex formal presentations to large groups	4 (a)-5(b)
2. Knowledge, Training & Experience	Specialist knowledge across range of procedures, underpinned by theory Knowledge of specific area, acquired through degree or equivalent experience or training, plus further staff or project management knowledge to post graduate diploma level equivalent	6
3. Analytical & Judgemental Skills	Complex facts or situations, requiring interpretation, comparison of a range of options Analysing assessments and resolving failures to meet project standards	4
4. Planning & Organisational Skills	Plan and organise broad range of complex activities; formulations, adjusts plans or strategies or programmes Project planning need to make adjustments if targets are not met	4
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact 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 Develops policies and protocols for own work area/proposes project changes which impact across the sector	2-3
8. Responsibility for Financial & Physical Resources	Authorised signatory, large payments; monitor budgets or financial initiatives; hold delegated budget/Budget holder for department, service Authorised signatory for large payments in relation to project/carries out day-to-day budget management duties, including administering and monitoring the project budget; budget holder for project	3(a)(c)(d)-4(a)
9. Responsibility for Human Resources	Day-to-day supervision; Provide training in own discipline/Day-to-day management; Teach/deliver specialist training Supervises support staff; trains own staff; manages team of staff; provides training on own project to clinicians, management and staff at all levels	2(a)(c)-3(a)(c)
10. Responsibility for Information Resources	Regular requirement to develop or create reports, documents, drawings; Maintaining one or more information systems Uses a range of IT applications to create reports; maintains project information system	3 (b) (c)
11. Responsibility for Research & Development	Occasionally/Regularly undertake R&D activity Undertakes surveys as necessary to own work/ complex surveys relating to project	1-2(a)
12. Freedom to Act	Broad occupational policies Lead specialist on specific project	4
13. Physical Effort	Combination of sitting, standing, walking Light physical effort	1

National profiles for Business Administration and Projects

14. Mental Effort	Frequent concentration, work pattern predictable/unpredictable Concentration required for checking documents, writing reports and protocols and analysing statistics/interruptions on project issues	2(a)-3(a)
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare Little exposure to emotional effort	1
16. Working Conditions	Exposure to unpleasant conditions is rare/Frequent use of road transportation Office conditions/Uses public transport to visit sites	1-2(c)
JE Score/Band	JE Score 407–465	Band 6

National profiles for Business Administration and Projects

Profile Label: Improvement and Development Manager

- Job Statement:**
1. Supports the delivery and development of improved performance across organisation(s)
 2. Promotes quality improvement
 3. Lead on specific programmes

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 highly complex, sensitive or contentious information to groups Motivational skills to encourage collaborative working to improve services/performance where there may be resistance to change; Presents workshops to large groups of staff	5 (a) (b)
2. Knowledge, Training & Experience	Highly developed specialist knowledge, underpinned by theory and experience Knowledge of health service management, including change management and workforce re-design, acquired through training and experience to Masters' level equivalent	7
3. Analytical & Judgemental Skills	Complex facts or situations, requiring analysis, interpretation, comparison of a range of options Analysis of performance data and capacity and demand data, assess projects, identifying areas for collaborative working	4
4. Planning & Organisational Skills	Plan, organise broad range of complex activities; formulates, adjust plans and strategies Plans and implements new ways of working, facilitate collaborative working, capacity planning	4
5. Physical Skills	Physical skills obtained through practice Standard keyboard use	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contacts Occasional contact with patients or clients	1
7. Responsibility for Policy/Service Development	Propose policy, service changes, impact beyond own area/Responsible for policy implementation, development for a service Leads on service development for a specialist area, developing and implementing policy for that area, proposes changes in conjunction with working groups which have wider implications/develops service wide performance, service policies	3-4
8. Responsibility for Financial & Physical Resources	Hold delegated budget Holds budget for own specialist service	3 (d)
9. Responsibility for Human Resources	Provide specialist training Provides training on specialism to clinicians, management and staff at all levels	3 (c)
10. Responsibility for Information Resources	Record personally generated information Records own information	1
11. Responsibility for Research & Development	Occasionally/Regularly undertake research and development activity Undertakes complex surveys related to project	1-2(a)
12. Freedom to Act	Broad occupational policies Lead specialist on specific projects	4
13. Physical Effort	Combination of sitting, standing and walking; light physical effort Light physical effort	1
14. Mental Effort	Frequent requirement for concentration; work pattern predictable Concentration required for checking documents and analysing statistics	2(a)
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare/ Occasional exposure to emotional or distressing circumstances Limited exposure to distressing or emotional circumstances/Imparting unwelcome news to stakeholders e.g. where performance targets have not been met	1(a)/2(a)

National profiles for Business Administration and Projects

16. Working Conditions	Exposure to unpleasant conditions is rare/Frequent requirement to use road transportation Office conditions/Use public transport for visits around sector	1-2(c)
JE Score/Band	JE Score 464–494	Band 7*

* Generic job grade boundary provisions apply – see cover sheet

National profiles for Business Administration and Projects

Profile Label: Commissioning Manager

- Job Statement:
1. Leads on commissioning services, e.g. education, health or social care services
 2. Works on specific projects in relation to the commissioning area
 3. Manages and develops administrative staff
 4. May manage the teaching programmes across the economy

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious Information; agreement or cooperation required; Present complex, sensitive or contentious information to groups Communicates, e.g., funding decisions, cooperation required; Makes formal presentations to a range of organisation and staff	5 (a);(b)
2. Knowledge, Training & Experience	Specialist knowledge across range of procedures, underpinned by theory Knowledge of commissioning procedures in own specific area, acquired through degree or equivalent experience and training, plus further management and commissioning knowledge to post graduate diploma level equivalent	6
3. Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation, comparison of a range of options Determines services to be commissioned taking into account funding resources	4
4. Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjust plans or strategies Undertakes strategic planning to ensure services meet requirements	4
5. Physical Skills	Physical skills obtained through practice Standard keyboard/use of computer packages	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	Propose policy or service changes, impact beyond own area/responsible for policy implementation and development for a service Proposes changes which impact on other projects or policies/ implements policies for commissioning service	3-4
8. Responsibility for Financial & Physical Resources	Procurement of physical assets or supplies for department/service Commissions services	4(c)
9. Responsibility for Human Resources	Line Manager for single function or department: Responsible for teaching/devising training programmes, major job responsibility Line manages the commissioning team; Manages the delivery of teaching and development programmes for clinicians and scientists across the sector	4(a)(b)
10. Responsibility for Information Resources	Responsible for maintaining one or more information systems, major job responsibility Responsible for commissioning information systems	3(c)
11. Responsibility for Research & Development	Undertake surveys or audits as necessary to own work Undertakes surveys	1
12. Freedom to Act	Broad occupational policies Lead specialist on commissioning	4
13. Physical Effort	Combination of sitting, standing and walking Light physical effort	1
14. Mental Effort	Frequent concentration, work pattern unpredictable Concentration required for checking documents and analysing statistics, interruptions to deal with staffing issues	3 (a)
15. Emotional Effort		1

National profiles for Business Administration and Projects

	Exposure to emotional effort is rare Little exposure to emotional effort	
16. Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1
JE Score/Band	JE Score 465* – 476	Band 7*

*Generic job grade boundary provisions apply – see cover sheet

National profiles for Business Administration and Projects

Profile Label: Project Team Manager

- Job Statement:**
1. Provides overall management for projects
 2. Supports, facilitates and monitors progress of project within and across site(s)
 3. Supports performance improvement
 4. Manages a team of project staff

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information; agreement or cooperation required; Present complex, sensitive or contentious information to large groups Persuades project boards and staff of the importance of complex projects, negotiates with and motivates sites on project delivery, including linking in with other initiatives, communicates very sensitive information about performance and change; makes complex formal presentations to large groups	5(a)-(b)
2. Knowledge, Training & Experience	Specialist knowledge across range of procedures, underpinned by theory Knowledge of specific area, acquired through degree or equivalent experience or training, plus further staff and project management knowledge to post graduate diploma level equivalent	6
3. Analytical & Judgemental Skills	Complex facts or situations which require analysis, interpretation, comparison of a range of options Judgements where there are conflicting views on the project and there is a need to make decisions on complex issues	4
4. Planning & Organisational Skills	Plan and organise broad range of complex activities; formulations, adjusts plans or strategies or programmes Project planning needs to make adjustments if targets are not met	4
5. Physical Skills	Physical skills obtained through practice Standard keyboard skills	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact Contact with patients is incidental	1
7. Responsibility for Policy/Service Development	Propose policy or service changes, impact beyond own area/responsible for policy implementation and development for a service Leads on service development for a specialist area, developing and implementing policy for that area, proposes changes in conjunction with working groups which have wider implications/develops sector wide performance, service policy	3-4
8. Responsibility for Financial & Physical Resources	Budget for holder for department/service Holds departmental service budget	4(a)
9. Responsibility for Human Resources	Line manager for single function or department Manages a department of staff including recruitment, performance and work allocation	4(a)
10. Responsibility for Information Resources	Responsible for maintaining one or more information systems, major job responsibility Responsible for project information systems	3(c)
11. Responsibility for Research & Development	Occasionally/Regularly undertake R&D activity Undertakes complex surveys relating to project	1-2(a)
12. Freedom to Act	Broad occupational policies/General policies, need to establish interpretation Lead specialist on specific project/interprets national policies for project area	4-5
13. Physical Effort	Combination of sitting, standing, walking Light physical effort	1
14. Mental Effort	Frequent concentration, work pattern unpredictable Concentration required for checking documents, writing reports and protocols and	3(a)

National profiles for Business Administration and Projects

	analysing statistics, interruptions to deal with staffing or project issues	
15. Emotional Effort	Exposure to distressing or emotional circumstances is rare/Occasional distressing or emotional circumstances Little exposure/Imparting unwelcome news to stakeholders, staff	1-2(a)
16. Working Conditions	Exposure to unpleasant conditions is rare/Frequent use of road transportation Office conditions/Uses public transport to visit sites	1-2c
JE Score/Band	JE Score 465*–506	Band 7*

National profiles for Business Administration and Projects

Profile Label: **Operations Manager**

- Job Statement:**
1. Provides operational management support to a service/directorate
 2. Develops and implements business plans, projects, change initiatives
 3. Carries out business performance monitoring and reports
 4. Manages and develops business support staff

Factor	Relevant Job Information	level	JE score
1. Communication & Relationship Skills	<p>Provide and receive complex information, persuasive, motivational, negotiating and training skills are required; provide and receive highly complex information / Provide and receive highly complex, sensitive or contentious information, agreement or cooperation is required; significant barriers to acceptance</p> <p>Reports on performance management relating to targets, operational activities and makes presentations using a range of information from a variety of sources; negotiate with internal or external bodies or agencies e.g. contracts and/or SLA's; Resolving complex contract management issues, dealing with sensitive issues e.g. complaints re waiting times or appointments. / Uses highly developed negotiating, influencing and persuasive skills in order to communicate multi stranded and highly sensitive business/service information e.g. organisation redesign/change, discontinuation of service; Negotiates complex business plans and co-ordination across service/agencies, dealing with challenges regarding e.g. patient length of stays, patient pathways or with reluctant patients and families with regard to placement in most appropriate environment.</p>	4ab – 5ac	32-45
2. Knowledge, Training & Experience	<p>Specialist knowledge across range of procedures and practices underpinned by theory</p> <p>Professional operational service delivery and business management knowledge to degree equivalent plus further management experience or training to post graduate diploma level or equivalent</p>	6	156
3. Analytical & Judgemental Skills	<p>Complex facts or situations, requiring analysis, interpretation, comparison of a range of options.</p> <p>Analysis of complex management and clinical activities information and waiting list data. Prepare and present business plans and recommend options for improvement.</p> <p>Review and investigate clinical and operational incidents and concerns, undertaking root cause analysis, corrective and preventative actions. Identify trends and lessons learned for their area in line with clinical and operational requirements.</p> <p>Develops a comprehensive work plan taking into account a comparison of a range of options and evaluation process. Identifies opportunities for development.</p>	4	42
4. Planning & Organisational Skills	<p>Plan and organise broad range of complex activities; formulate, adjust plans or strategies.</p> <p>Medium to long term planning, monitoring, delivering and evaluating of strategic projects or initiatives, using project management methodologies. Plans operational activities or programmes of work which impact across or within departments, services or agencies.</p>	4	42
5. Physical Skills	<p>Physical skills obtained through practice / Developed physical skills where there is a specific requirement for speed or accuracy, narrow margins for error.</p> <p>Standard keyboard skills / Advanced keyboard skills used for manipulating large quantities of data and preparing complex analysis and reports. Designs complex spreadsheets and databases, including the building of complex formulas and financial scenarios.</p>	2-3a	15-27
6. Responsibility for Patient/Client Care	<p>Provide general non-clinical advice, information, guidance or ancillary services directly to patients, clients, relatives or carers.</p> <p>Contact with patients, families, carers when dealing with complaints</p>	2	9

National profiles for Business Administration and Projects

7. Responsibility for Policy/Service Development	Responsible for policy implementation and for discrete policy or service development for a service or more than one area of activity Develops policy for operational services and ensures implementation through performance management	4	32
8. Responsibility for Financial & Physical Resources	Monitor or contribute to the drawing up of department or service budgets or financial initiatives; holds a delegated budget from a budget for a department or service / Budget holder for department or service Devises income generation and cost improvement programmes; holds a delegated budget / Holds departmental service budget	3cd-4a	21-32
9. Responsibility for Human Resources	Line manager for single function or department Line management of the business systems operational team including activities such as recruitment, selection, work planning, allocating and delegating activities, and reviewing performance and achievement of targets	4a	32
10. Responsibility for Information Resources	Occasionally use software to develop reports; Uses software to develop performance, statistical or management reports, presentations and written communications	2b	9
11. Responsibility for Research & Development	Regularly undertake R&D activity Undertakes complex surveys relating to service delivery, collates for reports	2a	12
12. Freedom to Act	Guided by principles and broad occupational policies Works on own initiative, operates within broad policy/procedures, has responsibility for specific area of service delivery	4	32
13. Physical Effort	Combination of sitting, standing, walking/ Frequent sitting or standing in a restricted position; Light physical effort / Keyboard work for long periods	1-2a	3-7
14. Mental Effort	Frequent concentration, work pattern unpredictable Concentration required for checking documents, writing reports and analysing statistics, interruptions to deal with staffing or operational issues	3a	12
15. Emotional Effort	Occasional distressing or emotional circumstances Imparting unwelcome news to stakeholders, staff	2a	11
16. Working Conditions	Frequent use of road transportation Uses public transport to visit sites	2c	7
JE Score/Band	JE Score – 467- 507	Band 7	

National profiles for Business Administration and Projects

Profile Label: Programme Manager

Job Statement:

1. Manages a major initiative or programme, which has a range of projects e.g. improving working lives
2. Plans, supports, facilitates and monitors progress of programme within or across sites
3. Leads on programme area
4. Designs and develops training programmes

Factor	Relevant Job Information	JE level
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive and contentious information; agreement or co-operation required; Present complex, sensitive or contentious information to large groups To persuade board, senior managers of the importance of the initiative/programme, to negotiate with and motivate on project delivery, including linking in with other initiatives, very sensitive information about performance and change; Make formal presentations to large groups	5 (a);(b)
2. Knowledge, Training & Experience	Highly developed specialist knowledge across range of procedures underpinned by theory and experience Knowledge of a range of specific project areas, acquired through post graduate diploma or equivalent experience or training, plus further specialist project management knowledge or experience to masters level 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 Decisions on a range of complex/highly complex project issues where there may be more than one course of action; interprets national guidance; expert in their field	4-5
4. Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjusts plans or strategies/formulate long-term strategic plans, involving uncertainty, may impact across the whole organisation Develops a range of plans/long term strategic plans for performance, service improvement in new areas across organisations	4-5
5. Physical Skills	Physical skills obtained through practice Standard keyboard, driving 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	Responsible for policy implementation, development for directorate or equivalent Develops policies for implementation of specialist programme across the organisation/sector	5
8. Responsibility for Financial & Physical Resources	Budget holder for department/service Holds budget for programme	4 (a)
9. Responsibility for Human Resources	Day to day management; teaching, devise training, development programmes as major job responsibility/ line manager for function/department Manages team; develops project training programmes/ line manager	3(a)-4 (a)(b)
10. Responsibility for Information Resources	Record\personally generated information Updates programme records	1
11. Responsibility for Research & Development	Regularly undertake research and development activity Undertakes complex audits, surveys related to programme	2
12. Freedom to Act	General policies, need to establish interpretation Interprets national guidelines for programme	5
13. Physical Effort	Combination of sitting, standing and walking Light physical effort	1

National profiles for Business Administration and Projects

14. Mental Effort	Frequent requirement for concentration, work pattern unpredictable Concentration required for checking documents and analysing statistics, managing conflicting priorities	3(a)
15. Emotional Effort	Occasional exposure to emotional or distressing circumstances Imparting unwelcome news to stakeholders e.g. where performance targets have not been met	2(a)
16. Working Conditions	Unpleasant conditions are rare/frequent requirement to use road transportation Office conditions/use public transport for visits around sector	1-2(c)
JE Score/Band	JE Score 532*–583	Band 8a*

*Generic job grade boundary provisions apply – see cover page note

National profiles for Business Administration and Projects

Profile Label: Professional Manager, Improvement and Development

- Job Statement:
1. Supports the development of improved performance and service delivery in a range of service areas across a health economy
 2. Promotes quality improvement across a health economy
 3. Leads on a range of programmes addressing performance and service 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 highly complex, sensitive or contentious information to groups Motivational skills to encourage collaborative working to improve services/performance where there may be resistance to change; Presents workshops to large groups of staff	5 (a) (b)
2. Knowledge, Training & Experience	Highly developed specialist knowledge, underpinned by theory and experience Knowledge of health service management, including change management and workforce re-design, acquired through training and experience to Masters or equivalent level	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 Analysis of performance data and capacity and demand data, assessment of projects, identification of areas for collaborative working /expert analysis of performance/service redesign in cutting-edge situations	4-5
4. Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjust plans and strategies/formulate long term, strategic plans, involving uncertainty, may impact across the whole organisation Plans and implements new ways of working, facilitates collaborative working across the sector, capacity planning/Develops long-term strategic plans for performance and service improvement in new areas across a health economy	4-5
5. Physical Skills	Physical skills obtained through practice Standard keyboard use	2
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contacts Occasional contact with patients or clients	1
7. Responsibility for Policy/Service Development	Responsible for policy implementation, development for a directorate or equivalent Develops sector wide performance, service policies/develops performance/improvement policies in specialist areas which impact across a health economy	5
8. Responsibility for Financial & Physical Resources	Budget holder for department/service Holds budget for service/department	4(a)
9. Responsibility for Human Resources	Line manager for single function or department Line manager for team/department	4(a)
10. Responsibility for Information Resources	Record personally generated information Records own information	1
11. Responsibility for Research & Development	Undertake surveys or audits as necessary to own work/regularly undertake research and development activity Undertakes surveys/complex surveys related to performance management	1-2(a)
12. Freedom to Act	General policies, need to establish interpretation Interprets national guidance for the health economy	5
13. Physical Effort	Combination of sitting, standing and walking	1

National profiles for Business Administration and Projects

	Light physical effort	
14. Mental Effort	Frequent requirement for concentration; work pattern unpredictable Concentration required for checking documents and analysing statistics, managing conflicting priorities	3(a)
15. Emotional Effort	Frequent exposure to emotional or distressing circumstances Imparting unwelcome news to stakeholders e.g. where performance targets have not been met	3(a)
16. Working Conditions	Exposure to unpleasant conditions is rare/ frequent requirement to use road transportation Office\conditions\ use public transport for visits around sector	1-2(c)
JE Score/Band	JE Score 543–590	Band 8 a–b

National profiles for Business Administration and Projects

Profile Label: Professional Manager, Performance/ Operations

- Job Statement:
1. Responsible for strategic and operational management for a major area of activity, for example, an operational or geographical division or specialist management unit
 2. Responsible for compiling business plan, developing strategy for area of activity, ensuring implementation and that performance targets, strategic objectives are met; contributes to corporate policies and strategy.
 3. Responsible for staff and budgetary management.

Factor	Relevant Job Information	JE level	JE Score
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information; barriers to understanding; present complex, sensitive or contentious information to large groups/ communicate in hostile, antagonistic atmosphere Communicates with internal staff and external agencies to ensure compliance with performance targets, strategic objectives. Involves negotiation and diplomacy; undertakes presentations to staff groups and the public/ conveys highly contentious information in atmosphere of proposed major change	5 (a) (b)-6	45-60
2. Knowledge, Training & Experience	Highly developed specialist knowledge, underpinned by theory and experience Professional knowledge plus additional specialist, management knowledge acquired through training and experience to Masters level equivalent	7	196
3. Analytical & Judgemental Skills	Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options. Analyses performance of area of activity in relation to performance targets, strategic objectives; develop strategies, business plans, advice in areas where expert opinion differs	5	60
4. Planning & Organisational Skills	Formulate long term strategic plans, involving uncertainty, impact on organisation Develops business plan, strategy for area of activity	5	60
5. Physical Skills	Physical skills obtained through practice Keyboard skills, use of IT equipment	2	15
6. Responsibility for Patient/Client Care	Assist patient/clients during incidental contacts Assists patients/clients/relatives during incidental contacts	1	4
7. Responsibility for Policy/Service Development	Responsible for policy implementation and development for a directorate or equivalent Leads the development of policies and procedures for a major area of activity; contributes to and ensures compliance with corporate policies	5	45
8. Responsibility for Financial & Physical Resources	Budget holder; budget setting for several services Holds budgets for a major area of activity; monitors budgets, responsible for overall budget setting for major area of activity	5(a) (b)	45
9. Responsibility for Human Resources	Line manager for single function, department/ several departments Line manager for own staff/ staff of major area of activity	4(a)-5(a)	32-45
10. Responsibility for Information Resources	Record personally generated information/ occasionally/ regularly use software to develop reports; responsible for one or more information systems Updates information system/ uses software to develop performance management reporting templates/ responsible for performance management or similar system	1-2(b) – 3(b) (c)	4-9-16
11. Responsibility for Research & Development	Occasionally/ regularly undertake R & D Undertakes surveys	1-2(a)	5-12
12. Freedom to Act	General policies, need to establish interpretation Lead manager for a major area of activity, interprets corporate and national policies	5	45

National profiles for Business Administration and Projects

13. Physical Effort	Light physical effort for short periods Light physical effort	1	3
14. Mental Effort	Frequent concentration; work pattern unpredictable Concentration required for investigating problems, analysis of performance data and policies, interruptions requiring immediate response	3(a)	12
15. Emotional Effort	Occasional/ frequent distressing or emotional circumstances Imparting unwelcome news e.g. where performance targets not met	2(a) - 3(a)	11-18
16. Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1	3
JE Score/Band		Band 8b–c	585–639

National profiles for Business Administration and Projects

Profile Label: Professional Manager, Performance/ Operations Higher Level

- Job Statement:
1. Responsible for strategic and operational management for a major area of activity, for example, an operational or geographical division or specialist management unit
 2. Responsible for compiling business plan, developing strategy for area of activity, ensuring implementation and that performance targets, strategic objectives are met; contributes to corporate policies and strategy.
 3. Responsible for staff and budgetary management.

Factor	Relevant Job Information	JE level	JE Score
1. Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information; barriers to understanding; present complex, sensitive or contentious information to large groups/ communicate in hostile, antagonistic atmosphere Communicates with internal staff and external agencies to ensure compliance with performance targets, strategic objectives. Involves negotiation and diplomacy; undertakes presentations to staff groups and the public/ conveys highly contentious information in atmosphere of proposed major change	5 (a) (b)-6	45-60
2. Knowledge, Training & Experience	Specialist knowledge over more than one discipline, function acquired over significant period In-depth professional knowledge in a number of disciplines e.g. financial management, performance management, information systems, staff management acquired through training and experience over extended period	8	240
3. Analytical & Judgemental Skills	Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options. Analyses performance of area of activity in relation to performance targets, strategic objectives; develop strategies, business plans, advice in areas where expert opinion differs	5	60
4. Planning & Organisational Skills	Formulate long term strategic plans, involving uncertainty, impact on organisation Develops business plan, strategy for area of activity, makes major contribution to corporate policies and strategy	5	60
5. Physical Skills	Physical skills obtained through practice Keyboard skills, use of IT equipment	2	15
6. Responsibility for Patient/Client Care	Assist patient/clients during incidental contacts Assists patients/clients/relatives during incidental contacts	1	4
7. Responsibility for Policy/Service Development	Responsible for policy implementation and development for a directorate or equivalent Leads the development of policies and procedures for a major area of activity, ensures compliance with the corporate policies	5	45
8. Responsibility for Financial & Physical Resources	Budget holder; budget setting for several services Holds budgets for a major area of activity; monitors budgets, responsible for overall budget setting for major area of activity	5(a) (b)	45
9. Responsibility for Human Resources	Line manager for single function, department/ several departments Line manager for own staff/ staff of major area of activity	4(a)-5(a)	32-45
10. Responsibility for Information Resources	Record personally generated information/ occasionally/ regularly use software to develop reports; responsible for one or more information systems Updates information system/ uses software to develop performance management reports; responsible for performance management or similar system	1-2(b) – 3(b) (c)	4-9-16
11. Responsibility for Research & Development	Occasionally/ regularly undertake R & D Undertakes surveys as necessary to own work	1-2(a)	5-12

National profiles for Business Administration and Projects

12. Freedom to Act	General policies, need to establish interpretation Lead manager for a major area of activity	5	45
13. Physical Effort	Light physical effort for short periods Light physical effort	1	3
14. Mental Effort	Frequent concentration; work pattern unpredictable Concentration required for investigating problems, analysis of performance data and policies, interruptions requiring immediate response	3(a)	12
15. Emotional Effort	Frequent distressing or emotional circumstances Imparting unwelcome news e.g. where performance targets not met	3(a)	18
16. Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1	3
JE Score/Band		Band 8c–d	636–683

National profiles for Business Administration and Projects

- Profile Label:** Professional Manager - corporate level
- Job Statement:**
1. Corporate responsibility for a substantial operational area of service
 2. Lead role in development, interpretation, implementation and monitoring of overall health service policy and strategy
 3. Prime responsibility for staff and budget; for a major area of activity
 4. A corporate decision maker and responsible for strategic and operational management of service

Factor	Relevant Job Information	JE	JE Score
1. Communication & Relationship Skills	Providing and receiving highly complex, highly sensitive or highly contentious information where there are significant barriers to acceptance which need to be overcome Conveys highly contentious information in situations of proposed major change. This may be potentially hostile and antagonistic. Influence and negotiate on delivery of services. Leads the engagement process with strategic stakeholders.	6	60
2. Knowledge, Training & Experience	Specialist knowledge over more than one discipline/ function acquired over a significant period Masters degree and additional in-depth professional knowledge in a number of disciplines, e.g. financial management, performance management, information systems, staff management acquired through training and experience over extended period	8	240
3. Analytical & Judgemental Skills	Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options Analyses performance of area of activity in relation to performance targets, strategic objectives; develop strategies, business plans, advice in areas where expert opinion differs	5	60
4. Planning & Organisational Skills	Formulate long term strategic plans, involving uncertainty, impact on organisation Develops business plan, strategy for area of activity, makes major contribution to corporate policies and strategy	5	60
5. Physical Skills	Physical skills obtained through practice Keyboard skills, use of IT equipment e.g. inputs and manipulates financial data into computer databases and spreadsheets	2	15
6. Responsibility for Patient/Client Care	Assist patients/clients during incidental contact Assists patients, clients or relatives during incidental contact	1	4
7. Responsibility for Policy/Service Development	Corporate responsibility for major policy implementation and policy or service development, which impacts across or beyond the organisation Lead and accountable for specific corporate policy or service development area	6	60
8. Responsibility for Financial & Physical Resources	Responsible for budget for several services; responsible for budget setting for several services Responsibility for budget for multiple departments and or services of major area of activity; responsible for overall budget setting for major area of activity	5 (a) (b)	45
9. Responsibility for Human Resources	Line manager for several departments Line manager for staff of major area of activity	5 (a)	45
10. Responsibility for Information Resources	Regularly use software to develop reports; responsible for one or more information systems / Responsible for the operation of one or more information systems at department or service level where this is the major job responsibility Uses software to develop performance management reports; responsible for performance management or similar system, performance management / responsible for managing the operation of one or more systems	3 (b) (c) - 4 (b)	16 -24
11. Responsibility for Research & Development	Regularly undertake R&D Undertakes complex surveys relating to service improvements or performance management	2	12
12. Freedom to Act	Required to interpret overall health service policy and strategy, in order to establish goals and standards Accountable for a major area of activity, Autonomy to act independently, Interpret	6	60

National profiles for Business Administration and Projects

	National Health Service policy and strategy. Set goals and standards for others. Report directly to the Board		
13. Physical Effort	Sitting, standing, walking/ Frequent requirement for sitting or standing in a restricted position Office work/ Restricted position when inputting at a keyboard and reading reports, significant requirement to be seated while travelling	1-2a	3-7
14. Mental Effort	There is an occasional requirement for intense concentration/frequent requirement for intense concentration requires in-depth mental attention and pro-active engagement / cross examination in court, active engagement in board meetings	4(b)- 5	18 - 25
15. Emotional Effort	Frequent distressing or emotional circumstances Imparting unwelcome news, e.g. where performance targets not met, job loss, redundancy investigations	3a	18
16. Working Conditions	Occasional exposure to unpleasant working conditions; Frequent requirement to use road transportation; requirement to use VDU equipment more or less continuously on most days Exposure to verbal aggression; Regular VDU use; Regular requirement to travel	2 (a) (c) (e)	7
JE Score/Band	JE Score 723 – 752	Band 9	