SUPPORT SERVICES



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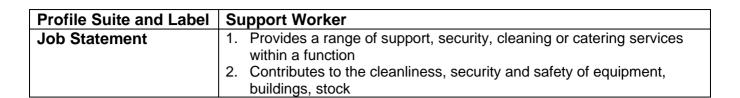
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Version history and amendments

Date	Notes
October 2023	Drafting error in Procurement Band 4 corrected
	New branded version published
October 2022	Profiles for B4 Supervisor & B5 Manager have been amended slightly to
	demonstrate the differentiation between the roles and reinstated.
July 2020	All support services profiles are now contained in either the Estates or Maintenance sub family or the newly published Support Services Combined job family. All other sub families have been archived because they are included in the main two family groups.
June 2019	The following Band 1 profiles have been archived:
	Estates and Maintenance
	Estates Support Worker Catering
	Catering Support Worker
	Hotel Services
	Laundry Assistant
	Porter
	Domestic Support Worker
	Linen Room Assistant
	Sewing Room Assistant
	Domestic Support Worker (Hotel Services)
	Supplies and Procurement
	Supply Chain Porter

	Otavila
	CSSD/TSSU/HSDU Support Worker Soft Packs Porter (Theatre)
January 2019	The Estates and Maintenance components of these profiles have been removed as a revised suite for Estates and Maintenance has been published
December 2018	This suite of profiles was been removed on a temporary basis to enable consideration to be given to the 'estates and maintenance' elements of these profiles. A band 2 'support worker higher level' profile has been published in the interim.
October 2012	These profiles have been published alongside the existing source profiles, as set out in the document, and both sets of profiles can be used.
October 2012	Maintenance supervisor band 4 archived. Please note: Although this profile has been archived any jobs already matched to this profile should remain. Any new jobs should be matched to a new profile
14 March 2006	New profile for CSSD supervisor added in Sterile Services (SS-SS)
12 January 2006	Profile for head of estates reviewed and replaced with profile for head of estates/assistant head of estates in SS-ME
1 July 2005	New profiles for:
23 June 2005	New profile for director of estates and facilities (band 8d-9) in SS-ME
16 June 2005	Reviewed profiles for catering (band 5-6) (ins-catering); reviewed profiles for domestic support worker (in ss-hotel services)
1 June 2005	New profiles for supplies and procurement (in SS-SP)
16 May 2005	Reviewed profiles for catering (band 1 – 3) replace the previous profiles
11 May 2005	New generic profile at band 8a-8b estates manager higher level (operations)
26 April	Reviewed profiles for domestics (in support services: hotel services) Note: the hotel services manager reviewed profile is band 7, whereas the profile it replaces was band 6; Panels are required immediately to revisit their matches to the old profile in light of this change
22 April 2005	Fire safety manager, under HR, replaced by fire safety office, band 5, under states and maintenance



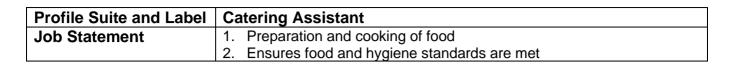


Fac	etor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information, to inform work colleagues, patients, clients/ Provide and receive routine information requiring tact or persuasive skills; barriers to understanding; provide advice, instruction or training to groups Exchanges routine information with colleagues, external contacts, patients /Communicates with staff, suppliers, patients or public where persuasion is needed; provides training in own discipline	2-3ac	12-21
2.	Knowledge, Training & Experience	Range of routine work procedures requiring on the job training Knowledge of relevant policies, procedures, systems and regulations gained through induction and on the job training over a number of weeks not months or equivalent experience	2	36
3.	Analytical & Judgemental Skills	Judgements involving facts or situations, some requiring analysis Investigates problems e.g. stock issues, fault finding, patient transport, use of chemicals	2	15
4.	Planning & Organisational Skills	Organise own day to day work tasks or activities Plans own work	1	6
5.	Physical Skills	Physical skills obtained through practice Use of tools, equipment, driving or keyboard skills	2	15
6.	Patient/Client Care	Assist patients, clients during incidental contacts /Provide non- clinical advice, information to patients, clients, relatives; provide ancillary services directly to patients, clients /Provide personal care to patients, clients Incidental contact with patients, clients /Provides cleaning, catering services to patients, clients / provides portering services to patients, clients	1-2-3a	4-9-15
7.	Policy/Service Development	Follow policies in own role, may be required to comment May comment on policies	1	5
8.	Financial & Physical Resources	Regularly handle cash, valuables; safe use of equipment other than equipment used personally; responsible for maintaining stock control, security of stock; responsible for safe use of expensive or highly complex equipment Handles cash, valuables; assembling, dismantling or ensuring safe use of equipment; orders, maintains security of stock; responsible for safe use of expensive or highly complex equipment e.g. vehicle and contents	2abce	12
9.	Human Resources	Demonstrate own activities to new or less experienced employees Explains, demonstrates own duties to new starters	1	5



10.	Information Resources	Record personally generated information Completes timesheets or similar records	1	4
11.	Research & Development	Undertake surveys or audits, as necessary to own work Participates in audits and surveys	1	5
12.	Freedom to Act	Guided by standard operating procedures, someone available for reference Works within clearly defined procedures using own initiative on routine matters, supervision available	2	12
13.	Physical Effort	Occasional moderate effort for several long periods; frequent moderate effort for several short periods/ On-going requirement for light effort; frequent moderate effort for several long periods; Occasional intense effort for several short periods Lifting and pushing equipment; lifting, moving patients/ Manoeuvring patients on beds or trolleys frequently for long periods during the shift; occasionally lifting very heavy equipment without aids e.g. kitchen equipment	3bc- 4abc	12-18
14.	Mental Effort	Frequent concentration, work pattern predictable; occasional concentration, work pattern unpredictable Frequent concentration e.g. for use of equipment; Interruptions to deal with emergencies	2ab	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare; occasional/Occasional distressing or emotional circumstances Little contact with patients; limited exposure to patient information /Contact with terminally ill patients, clients	1ab-2a	5-11
16.	Working Conditions	Occasional unpleasant conditions; use of VDU equipment more or less continuously/ Frequent unpleasant conditions; occasional highly unpleasant conditions/ Some exposure to hazards; Frequent highly unpleasant conditions Occasional exposure to dust and temperature variations; use of VDU for major part of shift /Frequent exposure to dust and temperature variations; occasional exposure to body fluids /Some exposure to physical aggression; frequent exposure to body fluids	2ae- 3ab- 4ab	7-18
		JE Score 162-205	Band	2



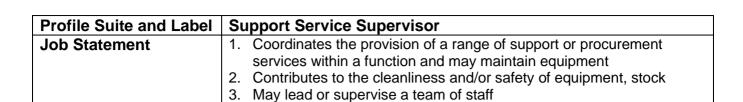


Fact	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information to inform colleagues, patients, clients Informs staff of menu changes; communicates dietary information to patients, clients	2	12
2.	Knowledge, Training & Experience	Range of work procedures and practices; base level of theoretical knowledge Knowledge of work procedures, practices and equipment for a catering service, including food hygiene processes; level 2 vocational qualification or equivalent	2	36
3.	Analytical & Judgemental Skills	Judgements involving facts or situations, some requiring analysis Judgements on efficient use of equipment	2	15
4.	Planning & Organisational Skills	Plan and organise straightforward activities, some on going Organises daily work plan – prioritising, cooking methods, cooking times, cooking procedures; reorganises menus at short notice	2	15
5.	Physical Skills	Developed physical skills; manipulation of objects, people; narrow margins for error; highly developed physical skills, accuracy important; manipulation of fine tools, materials Skills required for preparation of food to deadlines; Uses knife skills in butchery and filleting	3ab	27
6.	Patient/Client Care	Assist patients, clients during incidental contacts Provides food information	1	4
7.	Policy/Service Development	Follow policies in own role, may be required to comment Comments on catering and hygiene policies	1	5
8.	Financial & Physical Resources	Personal duty of care in relation to equipment, resources / maintain stock control Careful use of own equipment/ orders food	1-2c	5-12
9.	Human Resources	Demonstrate own activities to new or less qualified employees Guidance to new starters	1	5
10.	Information Resources	Record personally generated information Processes own time sheets and work records	1	4
11.	Research & Development	Undertake surveys or audits, as necessary to own work Completes e.g. staff surveys	1	5
12.	Freedom to Act	Standard operating procedures, someone available for reference Operates within health, hygiene, food preparation and cooking procedures	2	12
13.	Physical Effort	Frequent moderate effort for several short periods Lifts kitchen equipment and foodstuffs daily	3c	12



14.	Mental Effort	Frequent concentration; work pattern predictable Concentration required when cooking and using machinery	2a	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare Rarely exposed to distressing circumstances	1	5
16.	Working Conditions	Frequent unpleasant conditions Hot, humid, noisy kitchen	3a	12
	JE Score 181-188 Band 2			



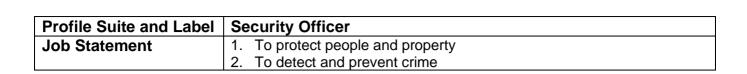


Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information requiring tact or persuasive skills, barriers to understanding; provide advice, instruction or training to groups Communicating with staff, suppliers, patients or public where persuasion is needed; provides training to groups	3ac	21
2.	Knowledge, Training & Experience	Range of work procedures and practices, some of which are non routine; base level of theoretical knowledge Knowledge of procedures to NVQ 3 or equivalent, relevant certification or equivalent experience, skills and knowledge	3	60
3.	Analytical & Judgemental Skills	Judgements involving facts or situations, some requiring analysis Investigates problems e.g. stock issues, fault finding, staff cover	2	15
4.	Planning & Organisational Skills	Plan and organise straightforward activities, some ongoing Organises and adjusts staff rotas, plans work schedules	2	15
5.	Physical Skills	Physical skills obtained through practice/ Developed physical skills, manipulation of objects or people with narrow margins for error; highly developed physical skills, where accuracy important; manipulation of fine tools, materials Use of tools, equipment, driving or keyboard skills /High level of dexterity required e.g., preparing food to deadlines; use of fine tools e.g. for filleting, butchery, pattern cutting	2-3ab	15-27
6.	Patient/Client Care	Assist patients, clients during incidental contacts/Provide non- clinical advice, information to patients, clients, relatives; provide ancillary services to patients, clients/ Provide personal care to patients, clients; provide basic clinical technical services Incidental contact with patients, clients /Provides cleaning, catering services to patients, clients /Transporting patients, clients, provides portering services to patients, clients; cleaning, sterilising specialist equipment e.g. sterile supplies	1-2- 3ab	4-9-15
7.	Policy/Service Development	Implement policies and propose changes to practices, procedures for own area Implements departmental policies and proposes changes to working practices	2	12
8.	Financial & Physical Resources	Safe use of equipment other than equipment used personally; maintain stock control or security of stock; authorised signatory, small payments / Authorised signatory; responsible for purchase of some assets or supplies; monitor or contributes to the drawing up of department or service budgets or financial initiatives Assembling, dismantling or ensuring safe use of equipment; orders, maintains security of stock; signs timesheets /Authorised signatory; purchases stock; monitor or contributes to budgets.	2bcd- 3abc	12-21



9.	Human Resources	Responsible for day to day supervision or co-ordination of staff; regularly responsible for providing training in own discipline, or practical training, or undertake basic workplace assessments Supports induction of new starters/Supervises staff; trains apprentices, support workers, trainees in own work area. Undertakes workplace assessments on e.g. cooking skills	2ac	12
10.	Information Resources	Record personally generated information Completes timesheets or similar records	1	4
11.	Research & Development	Undertake surveys or audits, as necessary to own work Participates in audits and surveys	1	5
12.	Freedom to Act	Standard operating procedures, someone available for reference/ Clearly defined occupational policies, work is managed, rather than supervised Works within clearly defined procedures using own initiative on routine matters, supervision available /Determines own work within established parameters, refers to manager when necessary	2-3	12-21
13.	Physical Effort	Frequent sitting or standing in a restricted position; occasional moderate effort for several short periods/Occasional moderate effort for several long periods; frequent moderate effort for several short periods Restricted movement due to continuous operation of equipment e.g. sewing machine, keyboard; lifting equipment, supplies, moving patients/Lifting and pushing equipment; lifting, moving patients	2ad- 3bc	7-12
14.	Mental Effort	Frequent concentration, work pattern predictable; occasional concentration, work pattern unpredictable Frequent concentration e.g. for use of equipment; Occasional concentration, interruptions to deal with emergencies	2ab	7
15.	Emotional Effort	Occasional distressing or emotional circumstances Contact with terminally ill patients, clients, dealing with staff issues	2a	11
16.	Working Conditions	Occasional unpleasant conditions; use VDU equipment more or less continuously/Frequent unpleasant conditions; occasional highly unpleasant conditions Occasional exposure to unpleasant odours; inputs at keyboard for significant part of shift/Frequent exposure to dust and temperature variations/soiled equipment or linen; occasional exposure to body fluids	2ae-3a	7-12
		JE Score 219-270	Band	3



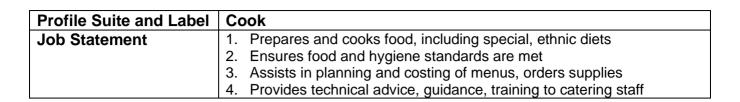


Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information requiring tact or persuasive skills, barriers to understanding Communicating with victims of assault; calming violent or distressed people	3a	21
2.	Knowledge, Training & Experience	Range of work procedures requiring job training Knowledge of work procedures and practices for the provision of a security service, including the use of CCTV, including liaison with external organisations, control and restraint and breakaway procedures; basic knowledge of the law	2	36
3.	Analytical & Judgemental Skills	Judgements involving facts or situations, some of which require analysis Analysing information during crime investigations; questioning witnesses	2	15
4.	Planning & Organisational Skills	Plan and organise straightforward activities some ongoing Plans crime prevention measures	2	15
5.	Physical Skills	Physical skills requiring speed and accuracy Skills for physical restraint	За	27
6.	Patient/Client Care	Assist patients, clients during incidental contacts Provides advice where necessary	1	4
7.	Policy/Service Development	Follows policies in own role, may be required to comment Comments on changes to policies in own sphere of work	1	5
8.	Financial & Physical Resources	Maintain security of stock Ensures security of cash movements; custody of lost property	2c	12
9.	Human Resources	Demonstrate activities to new or less experienced employees Explains own job to new or less experienced staff	1	5
10.	Information Resources	Responsible for storage of data/Responsible for taking and transcribing minutes Security of CCTV information/Transcribing minutes for court proceedings	2a-3a	9-16
11.	Research & Development	Undertake surveys or audits as necessary to own work Participates in audits or surveys in own sphere of work	1	5
12.	Freedom to Act	Guided by defined occupational policies, work is managed rather than supervised Works independently, support available if required	3	21
13.	Physical Effort	Occasional/frequent moderate effort Occasional/Frequent requirement for controlled restraint for several short periods	2d-3c	7-12



14.	Mental Effort	Occasional/frequent requirement for concentration, work pattern unpredictable Concentration required when writing reports of serious incidents, interrupted by emergency security incidents	2b- 3a	7 – 12
15.	Emotional Effort	Occasional distressing or emotional circumstances Exposure to violent or traumatic situations	2 - 3a	11 – 18
16.	Working Conditions	Occasional/frequent exposure to hazards Exposure to aggression on a varying basis depending on the environment in which job holder works	4a-5	18-25
	JE Score 218-237 Band 3			13



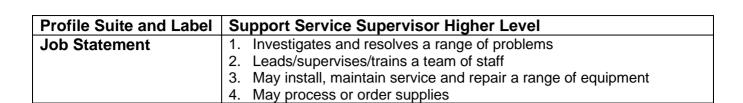


Fact	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information, to inform colleagues, patients, clients/ provide advice, instruction or training to groups where the subject matter is straightforward Informs staff of menu changes; communicate dietary information to patients, clients/ provides training to catering staff	2-3c	12-21
2.	Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine, intermediate level of theoretical knowledge Knowledge of full range of work procedures, practices and equipment for a catering service, including advanced food hygiene processes; vocational level 3 qualification or equivalent plus knowledge for special diets acquired through training and experience to diploma equivalent level	4	88
3.	Analytical & Judgemental Skills	Judgements involving facts or situations, some requiring analysis Judgements on efficient use of equipment	2	15
4.	Planning & Organisational Skills	Plan and organise straightforward activities, some on going Organises daily work plan – prioritising, cooking methods, cooking times, cooking procedures; reorganises menus at short notice	2	15
5.	Physical Skills	Developed physical skills, manipulation of objects, people, narrow margins for error; highly developed physical skills, accuracy important, manipulation of fine tools, materials Skills required for preparation of food to deadlines; uses knife skills in butchery and filleting	3ab	27
6.	Patient/Client Care	Provide general non-clinical advice, information to patients Deals with customer, patient queries.	2	9
7.	Policy/Service Development	Implement policies and propose changes to policies for own area. Applies operational policy and proposes innovation or service improvement.	2	12
8.	Financial & Physical Resources	Safe use of equipment other than equipment used personally; maintain stock control Ensures safe use of equipment by other catering staff; orders food	2bc	12
9.	Human Resources	Demonstrate own duties to less experienced staff / day to day supervision Provides advice to new starters/ provides technical advice and guidance to other catering staff	1–2a	5-12
10.	Information Resources	Record personally generated information Processes own time sheets and work records	1	4
11.	Research & Development	Undertake surveys or audits, as necessary to own work Completes e.g. staff surveys	1	5



12.	Freedom to Act	Standard operating procedures, someone available for reference Operates within health, hygiene, food preparation and cooking procedures	2	12
13.	Physical Effort	Frequent moderate effort for several short periods Lifts kitchen equipment and foodstuffs	3c	12
14.	Mental Effort	Frequent concentration, work pattern predictable Concentration required when cooking and using machinery	2a	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare Rarely exposed to distressing circumstances	1	5
16.	Working Conditions	Frequent unpleasant conditions Hot, humid, noisy kitchen	3a	12
		Score 252-268	Band	3



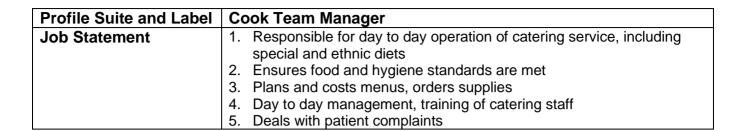


Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Providing and receiving routine information orally, in writing or electronically to inform work colleagues, patients, clients, carers, the public or other external contacts/ Providing and receiving routine information which requires tact or persuasive skills or where there are barriers to understanding; providing and receiving complex or sensitive information, Communicates technical information to departmental colleagues/Communicates with staff, suppliers, patients or public where persuasion is needed; explains technical issues to others	2-3ab	12-21
2.	Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine; intermediate level theoretical knowledge Professional knowledge acquired through vocational qualification level 3, City and Guilds or equivalent plus additional knowledge acquired through training and experience to diploma or equivalent level	4	88
3.	Analytical & Judgemental Skills	Judgements involving a range of facts or situations, which require analysis or comparison of a range of options. Investigates problems/issues and finds solutions e.g. Day to day operational decisions, delegation of work	3	27
4.	Planning & Organisational Skills	Plan and organise straightforward activities, some ongoing/Plan and organise complex activities or programmes, requiring formulation, adjustment Organises and adjusts rotas, plans work schedules/Plans work schedules including coordinating contractors, suppliers	2-3	15-27
5.	Physical Skills	Physical skills obtained through practice/ Developed physical skills; manipulation of objects, people; narrow margins for error; highly developed physical skills, accuracy important; manipulation of fine tools, materials Use of tools, equipment, driving or keyboard skills /High level of dexterity required e.g. preparing food to deadlines; use of fine tools e.g. for filleting, butchery, intricate equipment	2-3ab	15-27
6.	Patient/Client Care	Assist patients /clients during incidental contacts/ Provide non- clinical advice, information to patients/clients/ relatives; provide ancillary services to patients/clients Incidental contact with patients, visitors/Deals with patient/client queries, complaints, equipment/service issues	1-2	4-9
7.	Policy/Service Development	implement policies and propose changes to practices, procedures for own area Proposes changes to practices, implements departmental policies	2	12



8.	Financial & Physical Resources	Safe use of equipment other than equipment used personally; maintain stock control, security of stock/ Purchase of some assets, supplies; installation and/or repair and maintenance of physical assets Assembling, dismantling or ensuring safe use of equipment; orders, maintains security of stock/ Purchases stock; maintains and repairs equipment e.g. boilers	2bc- 3be	12-21
9.	Human Resources	Day to day supervision, co-ordination of staff; provide training in own discipline, practical training, undertake basic workplace assessments Supervises staff; trains apprentices, support workers, trainees in own area of work	2ac	12
10.	Information Resources	Record personally generated information Completes timesheets or similar records	1	4
11.	Research & Development	Undertake surveys or audits, as necessary to own work, occasionally participate in equipment testing Participates in audits and survey, occasionally testing new equipment	1	5
12.	Freedom to Act	Clearly defined occupational policies, work is managed, rather than supervised Determines own work within established parameters, refers to manager when necessary	3	21
13.	Physical Effort	Frequent requirement for sitting or standing in a restricted position for a substantial proportion of the working time; occasional requirement to exert moderate physical effort for several short periods during a shift/ occasional requirement to exert moderate physical effort for several long periods during a shift; frequent requirement to exert moderate physical effort for several short periods during a shift/ frequent requirement to exert moderate physical effort for several long periods during a shift; occasional requirement to exert intense physical effort for several short periods during a shift. Restricted movement due to continuous operation of equipment e.g. keyboard; lifting equipment, supplies/ Lifting and pushing equipment; lifts, moves equipment,	2ad- 3bc- 4bc	7-12 - 18
14.	Mental Effort	Frequent concentration; work pattern predictable Concentration required for fault finding, using machinery, entering data	2a	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare/ Occasional distressing or emotional circumstances Rarely exposed to distressing circumstances/Staffing issues	1a-2a	5-11
16.	Working Conditions	Use VDU equipment more or less continuously/ Frequent unpleasant conditions; occasional highly unpleasant conditions Inputs at keyboard for significant part of shift/ Frequent exposure to dust and temperature variations; occasional exposure to sewage and fumes	2e-3ab	7-12
		JE Score 253-322	Band	4





Fact	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information, requiring tact or persuasive skills Informs staff of menu changes, motivates staff, deals with patient complaints	3а	21
2.	Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine, intermediate level of theoretical knowledge Knowledge of full range of work procedures, practices and equipment for a catering service, including advanced food hygiene processes; vocational level 3 qualification or equivalent plus knowledge acquired through training and experience to diploma equivalent level on eg special diets, health and safety, management	4	88
3.	Analytical & Judgemental Skills	Range of facts or situations, requiring analysis, comparison of range of options Day to day operational decisions, delegation of work	3	27
4.	Planning & Organisational Skills	Plan and organise complex activities, requiring formulation, adjustment Plans work of kitchen, adjusts work schedules as necessary	3	27
5.	Physical Skills	Developed physical skills, manipulation of objects, people, narrow margins for error; highly developed physical skills, accuracy important, manipulation of fine tools, materials Skills required for preparation of food to deadlines; use knife skills in butchery and filleting	3ab	27
6.	Patient/Client Care	Provide general non-clinical advice, information to patients Deals with customer, patient queries, complaints	2	9
7.	Policy/Service Development	Implement policies and propose changes to policies for own area Ensures hygiene, H&S policies followed, proposes changes	2	12
8.	Financial & Physical Resources	Safe use of equipment other than equipment used personally; maintain stock control Ensures safe use of equipment by other catering staff; orders food	2bc	12
9.	Human Resources	Day to day management Day to day management of catering staff	3a	21
10.	Information Resources	Records personally generated information Process own time sheets and work records	1	4
11.	Research & Development	Undertake surveys or audits, as necessary to own work Completes e.g. staff surveys	1	5



12.	Freedom to Act	Clearly defined occupational policies, work is managed rather than supervised Operates within health, hygiene, food preparation and cooking procedures; responsible for managing kitchen	3	21
13.	Physical Effort	Occasional/ frequent moderate effort for several short periods Lift kitchen equipment and foodstuffs	2d-3c	7-12
14.	Mental Effort	Frequent concentration, work pattern predictable Concentration required when cooking and using machinery	2a	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare/occasional Rarely exposed to distressing circumstances/ staffing issues, patient complaints	1–2	5-11
16.	Working Conditions	Frequent unpleasant conditions Hot, humid, noisy kitchen	3a	12
		JE Score 308-316	Band	1 4





Profile Suite and Label	Procurement, Administrative Officer
Job Statement	Processes orders, organises high value quotes and low value contracts
	 Co-ordinates the work of a team of staff Recommends sources of supply/savings opportunities to customers Investigates and solves supply related problems e.g. deliveries, invoices

Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information requiring tact or persuasive skills Liaises with suppliers to encourage them to meet organisational purchasing needs and persuades customers to use contract arrangements	3a	21
2.	Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine, intermediate level theoretical knowledge Knowledge of professional purchasing principles acquired through vocational level 3 qualification or Chartered Institute of Purchasing and Supply (CIPS) Foundation, plus knowledge of contract law acquired through short courses and experience or equivalent	4	88
3.	Analytical & Judgemental Skills	Range of facts or situations requiring analysis Assesses customer requirements, determines the appropriate supplier, analyses financial and purchasing data for quotes and options for purchases and contract awards	3	27
4.	Planning & Organisational Skills	Plan and organise straightforward activities, some ongoing Plans workload to meet urgency and order/contract lead times	2	15
5.	Physical Skills	Physical skills obtained through practice Standard keyboard skills for data input	2	15
6.	Patient/Client Care	Assist patients, clients during incidental contacts Assists patients, visitors as necessary	1	4
7.	Policy/Service Development	Implement policies and propose changes to practices, procedures for own area Introduces new policies into work area as directed, feeds back on areas of difficulty and suggests improvements	2	12
8.	Financial & Physical Resources	Purchase of some supplies Responsible for the purchase of some goods, services	3b	21
9.	Human Resources	Day-to-day supervision Co-ordinates work for a team of purchasing staff	2a	12
10.	Information Resources	Responsible for data entry, text processing, storage of data Enters data onto purchase ledger, stock ordering system.	2a	9
11.	Research & Development	Undertake surveys or audits, as necessary to own work Participates in audits and surveys of own and section's work activities	1	5



12.	Freedom to Act	Clearly defined occupational policies, work is managed, rather than supervised Works independently for most of time, only referring to supervisor when necessary	3	21
13.	Physical Effort	Frequent sitting or standing in a restricted position. Works at keyboard for majority of the day.	2a	7
14.	Mental Effort	frequent concentration, work pattern predictable Concentration required to check requisitions, calculate costs, enter data on to purchase order system, check order details	2a	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare Little exposure	1a-2	5-11
16.	Working Conditions	Use of VDU more or less continuously Inputs at keyboard for a significant part of day	2e	7
		JE Score 276-282	Ban	d 4



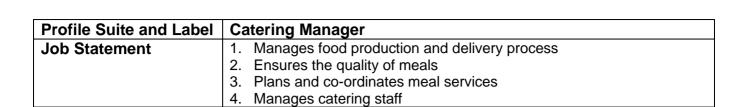


Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive complex, sensitive information; barriers to understanding; provide and receive complex information; persuasive, motivational, negotiating, training skills are required Communicates with staff, suppliers, patients on a number of complex issues e.g. service provision complaints, dietary and service requirements. May need to overcome cultural/language differences, special needs or age related barriers	4a	32
2.	Knowledge, Training & Experience	Range of work procedures and practices, majority non-routine; intermediate level theoretical knowledge Practical and theoretical knowledge acquired through diploma level or equivalent e.g. a relevant vocational qualification plus management training, experience	4	88
3.	Analytical & Judgemental Skills	Judgements involving a range of facts or situations, which require analysis or comparison of a range of options. Investigates problems/issues and finds solutions e.g. Day to day operational decisions, delegation of work	3	27
4.	Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment Plans work schedules including coordinating contractors, suppliers	3	27
5.	Physical Skills	Physical skills obtained through practice/Highly developed physical skills, accuracy important; manipulation of fine tools, materials Manoeuvres trolleys, equipment, use of keyboard/ Use of fine tools e.g. filleting, butchery, maintaining intricate equipment	2-3b	15-27
6.	Patient/Client Care	Assist patients /clients during incidental contacts/Provide non- clinical advice, information to patients/clients/ relatives; provide ancillary services to patients/clients Incidental contact with patients, visitors/Deals with patient/client queries, complaints, equipment/service issues	1-2	4-9
7.	Policy/Service Development	Implement policies and propose changes to practices, procedures for own area/ Propose policy or service changes, impact beyond own area Proposes, implements departmental policies/ Implements policy development for service, impacts on other areas	2-3	12-21
8.	Financial & Physical Resources	Authorised signatory; monitor budgets or financial initiatives; contribute to formulation of budgets, financial initiatives; installation and/or repair and maintenance of physical assets / Budget holder for department/service Authorises payments; monitors project budgets; maintain and repairs property and equipment / holds department budget	3ace- 4a	21-32



9.	Human Resources	Line manager for single function or department Line manager of departmental staff	4a	32
10.	Information Resources	Data entry, text processing, storage of data Records information provided by others for e.g. departmental activity reports, operational or business reporting, performance indicator data	2a	9
11.	Research & Development	Undertake surveys or audits, as necessary to own work Completes surveys, audits related to service	1	5
12.	Freedom to Act	Clearly defined occupational policies, work is managed, rather than supervised/ Broad occupational policies Determines own work within established parameters, refers to manager when necessary / Works within broad occupational parameters to manage work area	3-4	21-32
13.	Physical Effort	Frequent requirement for sitting or standing in a restricted position for a substantial proportion of the working time; Frequent light effort for several short periods; occasional moderate effort for several short periods Restricted movement due to continuous operation of equipment e.g. keyboard; Climbing ladders; lifting equipment, food items	2abd	7
14.	Mental Effort	Frequent concentration where the work pattern is unpredictable Concentration required, workload unpredictable with interruptions to deal with staffing or service issues	3a	12
15.	Emotional Effort	Occasional distressing or emotional circumstances Rarely exposed to distressing circumstances/Staffing issues	2a	11
16.	Working Conditions	Occasional unpleasant conditions/Frequent unpleasant conditions; occasional highly unpleasant conditions Occasional exposure to extreme temperatures, noise, humidity/ Frequent exposure to extreme temperatures, noise, humidity; occasional exposure to sewage and fumes	2a-3ab	7-12
		JE Score 330-383	Band	5



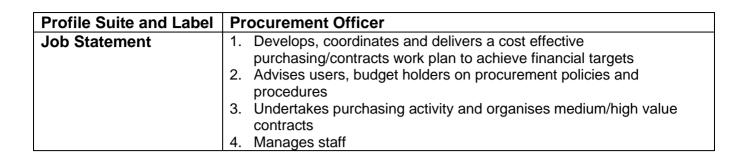


Fact	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive complex information, persuasive, motivational, negotiating and training skills are required, agreement and co-operation required Communicates with staff on management and training issues; deals with patients and ward staff regarding complaints, dietary and service requirements.	4a	32
2.	Knowledge, Training & Experience	Understanding of a range of work procedures and practices, majority non-routine, intermediate level of theoretical knowledge Knowledge of full range of work procedures, practices and equipment for a catering service, including advanced food hygiene processes; vocational level 3 qualification or equivalent plus knowledge acquired through training and experience to diploma equivalent level on eg special diets, health and safety, management	4	88
3.	Analytical & Judgemental Skills	Range of facts or situations, requiring analysis, comparison of a range of options Decisions on work allocation and re-allocation, rosters, menu changes and supply issues	3	27
4.	Planning & Organisational Skills	Plan and organise number of complex activities, requiring formulation, adjustment Plans staff allocation, food production and delivery	3	27
5.	Physical Skills	Physical skills obtained through practice Manoeuvres food trolleys, food presentation, keyboard skills, use of kitchen equipment	2	15
6.	Patient/Client Care	Provide non-clinical advice to patients. Deals with patient complaints re food service.	2	9
7.	Policy/Service Development	Implement policies and propose policy or service change, impact beyond own area Implements and proposes policy development for catering services, eg menu development, market trends and techniques, impact on other areas	3	21
8.	Financial & Physical Resources	Authorised signatory; contributes to service budget; delegated budget Signs for orders and or over time sheets; monitors expenditure against budget; holds delegated cetering budget	3acd	21
9.	Human Resources	line manager for department or service I Line management of catering service staff	4a	32
10.	Information Resources	Record personally generated information Maintains catering records	1	4



11.	Research & Development	Undertakes surveys or audits as necessary to own work Undertakes catering surveys, audits	1	5
12.	Freedom to Act	Clearly defined occupational policies Works within organisational catering management policies	3	21
13.	Physical Effort	Occasional moderate physical effort for several short periods Lifting equipment, food items, delivering food trolleys	2d	7
14.	Mental Effort	Frequent concentration, work pattern unpredictable interruptions to deal with staffing or service issues	3a	12
15.	Emotional Effort	Exposure to distressing or emotional circumstances is occasional Dealing with staffing issues	2a	11
16.	Working Conditions	frequent unpleasant working conditions Kitchen temperatures, noise, humidity	3a	12
		Score 344	Ban	d 5





Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive routine information which requires tact or persuasive skills; Provide and receive complex information/ Provide and receive complex, sensitive information, persuasive, motivational, negotiating, training skills are required Liaises with suppliers to encourage them to meet organisational purchasing needs; explains detailed purchasing/contractual issues, including relevant regulations with both NHS staff and suppliers/ Negotiates contractual issues	3ab-4a	21-32
2.	Knowledge, Training & Experience	Expertise within specialism underpinned by theory and practical experience Knowledge of professional purchasing principles acquired through degree or Chartered Institute of Purchasing and Supply (CIPS), or equivalent training and experience.	5	120
3.	Analytical & Judgemental Skills	Range of facts or situations requiring analysis; comparison of a range of options Assesses customer requirements, determines the appropriate supplier, analyses financial and purchasing data from quotes, and options for purchases and contract awards.	3	27
4.	Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment Plans and coordinates purchasing and contract work plans including operational timing requirements of capital schemes.	3	27
5.	Physical Skills	Physical skills obtained through practice Standard keyboard skills. May require standard driving skills	2	15
6.	Patient/Client Care	Assist patients, clients during incidental contacts Assists patients, visitors as necessary	1	4
7.	Policy/Service Development	Propose policy or service changes beyond own area Introduces new purchasing policies and practices that impact on other departments	3	21
8.	Financial & Physical Resources	Procurement of all supplies for department or service Responsible for the purchase of goods, services for a service area	4c	32
9.	Human Resources	Day-to-day management of staff manages staff including selection and induction of own staff; undertakes annual performance appraisal	3a	21
10.	Information Resources	Data entry, text processing, storage of data; occasional requirement to develop or create reports, documents, drawings	2ab	9



		JE Score 341-352	Band	15
16.	Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1	3
15.	Emotional Effort	Rare/Occasional distressing or emotional circumstances Little exposure/ Occasional requirement to deal with staff issues including appraisal, disciplinary issues or counselling to resolve problems.	1a-2a	5-11
14.	Mental Effort	Frequent concentration, work pattern predictable Concentration is required to prepare tender and contract documentation, check work, calculate costs and produce recommendations	2a	7
13.	Physical Effort	Combination of sitting, standing, walking Light physical effort	1	3
12.	Freedom to Act	Clearly defined occupational policies, work is managed rather than supervised Works independently for most of time, refers to supervisor when necessary	3	21
11.	Research & Development	Undertake surveys or audits, as necessary to own work Participates in audits and surveys of own and section's work activities	1	5
		Enters data onto purchase ledger/stock ordering system; Uses office software to produce spreadsheets and create formulae to allow purchase option appraisal.		





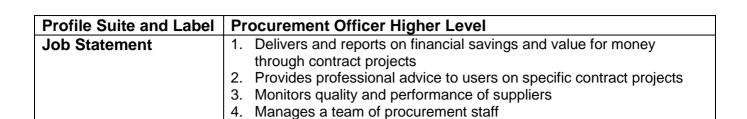
Profile Suite and Label	Catering Manager Higher Level
Job Statement	 Manages food production services and delivery services on one or more sites Manages catering services budget Produces, implements and monitors organisational food safety and related policies

Fact	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive complex information, persuasive, motivational and negotiation skills, agreement or co-operation is required Communicates with staff on performance and training matters, patients' groups and staff about complaints; provides advice to the organisation on a range of catering risk management and food production subjects	4a	32
2.	Knowledge, Training & Experience	Understanding of a range of work procedures requiring expertise within a specialism underpinned by theoretical knowledge Knowledge of a range of procedures and practices relating to management and provision of food services, safety regulations and staff management acquired through HCIMA full membership status, Advanced Food Hygiene Diploma to degree level equivalent	5	120
3.	Analytical & Judgemental Skills	Range of complex facts and situations, requiring analysis, interpretation or comparison of a range of options Judgements regarding workload and performance management, assessment of food safety procedures, quality of food production and supplies	4	42
4.	Planning & Organisational Skills	Plan and organise a number of complex activities or programmes requiring formulation, adjustment / broad range of complex activities, formulation and adjustment of plans, strategies Complex staff planning for food production services, co-ordinates staff input to organisational food safety risk management policy, long term menu planning/ long term planning for catering services	3–4	27-42
5.	Physical Skills	Physical skills obtained through practice Standard keyboard skills, use of kitchen equipment	2	15
6.	Patient/Client Care	Provide general non-clinical advice to patients Deals with service issues, provides advice to patients on menu issues	2	9
7.	Policy/Service Development	Responsible for policy implementation and development for a service or more than one area of activity Produces, implements and monitors the HACCP policy for the catering department, implements organisational and HR policies for the catering service, implements legislative changes relating to all aspects of food purchase, storage and production and service	4	32
8.	Financial & Physical Resources	Budget-holder for service/ several services Budget holder for catering service/Responsible for managing the staffing, supplies and income-generation budgets of multi-stranded catering services	4a–5a	32-45



13.	Physical Effort	generation targets Combination of sitting standing, walking	1	3
12	Physical Effort		1	3
		Walking between sites, sitting at a computer, standing in kitchens		
14.	Mental Effort	Frequent concentration; work pattern unpredictable Concentration required for producing e.g. budgetary reports, frequent interruptions to deal with staff, service issues, or complaints	3a	12
15.	Emotional Effort	Occasional exposure to distressing or emotional circumstances Imparts news regarding e.g. performance to catering staff	2a	11
16.	Working Conditions	Occasional unpleasant working conditions Inspection of food preparation and storage areas, exposure to extreme temperatures	2a	7
		Score 415-488	Band	16





Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive complex, sensitive information, persuasive, motivational, negotiating, training skills are required Negotiates contractual issues, communicates statutory financial and procurement regulations to non-supplies people	4a	32
2.	Knowledge, Training & Experience	Specialist knowledge across range of procedures underpinned by theory Knowledge of professional purchasing principles acquired through degree or Chartered Institute of Purchasing and Supply (CIPS), plus specialist expertise in procurement and contract management obtained via further training and experience or equivalent post graduate diploma level or equaivalent	6	156
3.	Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation, comparison of a range of options Carries out complex procurements for high value contracts, develops appropriate evaluation methods	4	42
4.	Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment Plans and coordinates purchasing/contracts work plans including operational timing requirements of capital schemes	3	27
5.	Physical Skills	Physical skills obtained through practice Requires standard keyboard skills. May require standard driving skills	2	15
6.	Patient/Client Care	Assist patients/clients during incidental contacts Assists patients, visitors as necessary	1	4
7.	Policy/Service Development	Propose policy or service changes beyond own area Introduces new purchasing policies and practices which impact on other departments	3	21
8.	Financial & Physical Resources	Procurement of supplies for department or service Responsible for the purchase of goods, services for a service area	4c	32
9.	Human Resources	Day-to-day management Manages staff including selection and induction of own staff; undertakes annual performance appraisal	3a	21
10.	Information Resources	Data entry, text processing, storage of data; occasional requirement to develop or create reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility Enters savings/contract data; produces reports for users/ Oversees the purchase order information system for the department	2ab-3c	9-16



		JE Score 419-439	Band	d 6
16.	Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1	3
15.	Emotional Effort	Occasional distressing or emotional circumstances Resolves staffing issues	2a	11
14.	Mental Effort	Frequent concentration, work pattern predictable/ Occasional prolonged concentration Concentration required to prepare orders, draft tender and contract documentation, check work / Prepares EU contract documents and analyses complex returns for high value contracts	2a-3b	7-12
13.	Physical Effort	Combination of sitting, standing and walking, Light physical effort	1	3
12.	Freedom to Act	Clearly defined occupational policies, work is managed rather than supervised/Broad occupational policies Works independently, refers to supervisor when necessary /Operates within broad policies and procedures, lead responsibility for an area of procurement	3-4	21-32
11.	Research & Development	Undertake surveys or audits, as necessary to own work/ Regularly undertake R&D activity Participates in audits and surveys of own and section's work activities/ Ensures standard met for product, equipment trials and evaluation sheets completed and analysed	1-2a	5-12





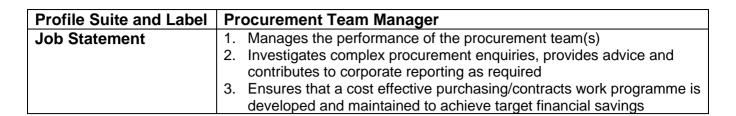
Profile Suite and Label	Support Services Manager
Job Statement	Manages the support services function for hospital or primary care sites
	Manages the provision of catering, domestic, laundry, portering, security and car parking services
	Manages staff and resources to meet service needs
	4. Ensures compliance with statutory standards and recognised safe

Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive complex information, persuasive, motivational, negotiating and training skills are required Staff management and training, bidding and negotiating for resources, negotiations associated with changes in work practises and procedures, customer agreements and satisfaction, communications with Environmental Health	4 (a)	32
2.	Knowledge, Training & Experience	Specialist knowledge across range of procedures and practices underpinned by theory Professional support services and business management knowledge to degree equivalent plus further management experience or training to post graduate diploma level or equivalent	6	156
3.	Analytical & Judgemental Skills	Complex facts or situations, requiring analysis, interpretation, comparison of a range of options Analyses and resolves complex service issues, judgements on performance management	4	42
4.	Planning & Organisational Skills	Plan and organise broad range of complex activities; formulate, adjust plans or strategies Planning and delivery of a number of services in liaison with service users and providers	4	42
5.	Physical Skills	Physical skills obtained through practice Standard keyboard skills	2	15
6.	Patient/Client Care	Assist patients, clients during incidental contacts Gives directions to patients/clients when asked	1	4
7.	Policy/Service Development	Responsible for policy implementation and service development for more than one area of activity Develops policy for the support services and ensures implementation through performance management	4	32
8.	Financial & Physical Resources	Budget holder for a department/service/services Holds budgets for a number/range of support services	4a-5a	32-45
9.	Human Resources	Line manager for several/ multiple departments Manages support services staff for a number of departments.	5a	45
10.	Information Resources	Record personally generated information Maintains own records	1	4
11.	Research & Development	Undertake surveys or audits as necessary to own work Completes e.g. staff audits	1	5



12.	Freedom to Act	Broad occupational policies and regulations Works within overall trust policies and procedures	4	32
13.	Physical Effort	Combination of sitting, standing, walking Light physical effort for short periods	1	3
14.	Mental Effort	Frequent concentration; work pattern is unpredictable Deals with service problems, processes financial staffing and service information; interruptions to deal with service emergencies	3 (a)	12
15.	Emotional Effort	Occasional exposure to distressing or emotional circumstances Deals with staff, performance issues	2 (a)	11
16.	Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1	3
		JE Score 470-483	Band	d 7



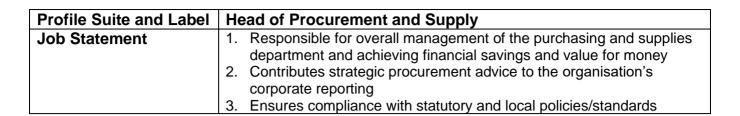


Fac	tor	Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive complex, sensitive information; persuasive, motivational, negotiating, training skills are required Negotiates contractual issues, communicates statutory financial / procurement regulations to non-supplies people	4a	32
2.	Knowledge, Training & Experience	Specialist knowledge across range of procedures underpinned by theory Knowledge of professional purchasing principles acquired through professional qualifications – degree or Chartered Institute of Purchasing and Supply (CIPS), plus specialist expertise in procurement and contract management obtained via further training to post graduate level or equivalent and experience or the equivalent	6	156
3.	Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation, comparison of a range of options Carries out complex procurements for high value contracts, develops appropriate evaluation methods	4	42
4.	Planning & Organisational Skills	Plan and organise broad range of complex activities, formulates, adjusts plans or strategies Plans and prioritises programmes which impact across/within departments, services, agencies	4	42
5.	Physical Skills	Physical skills obtained through practice Requires standard keyboard skills. May require standard driving skills	2	15
6.	Patient/Client Care	Assist patients/clients during incidental contacts Assists patients, visitors as necessary	1	4
7.	Policy/Service Development	Responsible for policy implementation and development for a service Develops departmental procurement policies and implements procurement procedures across the organisation	4	32
8.	Financial & Physical Resources	Procurement of physical assets or supplies for department/service Responsible for the authorisation of new contracts and purchase orders	4c	32
9.	Human Resources	Line manager for single function or department Responsible for recruitment and selection of staff, performance appraisal; monitors workload, performance and achievement of targets	4a	32
10.	Information Resources	Responsible for maintaining one or more information systems, significant job responsibility Oversees the department's purchase order system/	3c	21
11.	Research & Development	Undertake surveys or audits, as necessary to own work/ Regularly undertakes R&D activity	1-2a	5-12



		JE Score 469-473	Band	7
16.	Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1	3
15.	Emotional Effort	Occasional distressing or emotional circumstances Resolves staffing issues	2a	11
14.	Mental Effort	Frequent concentration; work pattern unpredictable; occasional prolonged concentration Concentration required to prepare orders, draft tender and contract documentation, check work, interruptions to deal with staffing issues; Prepares EU contract documents and analyses complex returns for high value contracts	3ab	12
13.	Physical Effort	Combination of sitting, standing and walking Light physical effort	1	3
12.	Freedom to Act	Broad occupational policies Operates within broad policy/procedures, has responsibility for specific area of procurement	4	32
		Participates in audits and surveys of own and section's work activities. / Ensures standards met for product /equipment trials and all evaluation sheets completed and analysed		





Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information, agreement or cooperation is required Discusses very detailed contractual issues with NHS staff and suppliers and negotiates complex contracts	5a	45
2.	Knowledge, Training & Experience	Highly developed specialist knowledge, underpinned by theory and experience Expert knowledge of procurement strategy acquired by professional procurement qualification (CIPS) or vocational level 4 plus MBA or equivalent experience	7	196
3.	Analytical & Judgemental Skills	Complex facts or situations, which require analysis, interpretation, comparison of a range of options/ Highly complex facts or situations, which require analysis, interpretation, comparison of a range of options Carries out procurements for high value, detailed contracts and develops appropriate evaluation methods / Carries out procurements for highly detailed, high value contracts that require analysis, comparison and assessment	4- 5	42-60
4.	Planning & Organisational Skills	Plans and organise broad range of complex activities; formulate, adjust plans or strategies / Formulate long-term, strategic plans, involving uncertainty, may impact across the whole organisation Plans and prioritises programmes which impact across/within departments, services, agencies. / Plans procurement strategies that impact across/within departments and services	4 -5	42-60
5.	Physical Skills	Physical skills obtained through practice Requires standard keyboard skills. May require standard driving skills	2	15
6.	Patient/Client Care	Assist patients/clients during incidental contacts Assists patients, visitors. Assists patients as necessary	1	4
7.	Policy/Service Development	Responsible for policy implementation and development for a service/ Responsible for policy implementation and development for directorate or equivalent Develops departmental procurement policies and implements across the trust/ Develops and applies procurement policies across multiple departments or services	4- 5	32-45
8.	Financial & Physical Resources	Budget holder for a department/service; Procurement of physical assets or supplies for department/service Develops, manages and controls budget for own department; Responsible for the authorisation of purchase orders for goods and services across the organisation	4ac	32
9.	Human Resources	Line manager for a single function or department/ Several /multiple departments	4a-5a	32-45



		JE Score 543-612	Band	8a-b
16.	Working Conditions	Exposure to unpleasant conditions is rare Office conditions	1	3
15.	Emotional Effort	Occasional distressing or emotional circumstances Supervision and management of staff involving appraisal, resolves staff issues	2a	11
14.	Mental Effort	Frequent concentration; work pattern unpredictable; Occasional prolonged concentration Prepares contracts and analyses returns; staff interruptions to solve problems/ prepares strategic plans and reports for the organisation's board	3ab	12
13.	Physical Effort	Combination of sitting, standing and walking Light physical effort	1	3
12.	Freedom to Act	General policies, need to establish interpretation Manages the procurement service within the constraints of the organisation's Strategic Plan	5	45
11.	Research & Development	Undertake surveys or audits, as necessary to own work/ Regularly undertakes R&D activity Participates in audits and surveys of own and section's work activities. / Ensures standards met for product /equipment trials and all evaluation sheets completed and analysed	1-2a	5-12
10.	Information Resources	Responsible for the operation of one or more information systems for department/service, major job responsibility Manages the introduction of new information systems eg. purchase order module	4b	24
		Responsible for recruitment and selection of staff, performance appraisal; monitors workload, performance and achievement of targets/ Responsible for management of staff in several departments		

