

National profiles for professional manager

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Version history and amendments

Action	Date	Notes
	Nov 2023	Profile suite has been transferred onto new template. No changes to wording, scores or levels.
	12.12.11	Attention is drawn to the advice on matching and local evaluation of non-clinical manager jobs in clinical areas on pages 41–42 of the Job Evaluation Handbook (third edition), which clarifies that levels 6d and level 7 of the Responsibility for Patient/Client Care factor were intended to be applied only to healthcare practitioner roles with clinical accountability to the direct delivery of clinical etc services and not intended to apply to non-clinical roles and those general manager roles with responsibilities for the delivery of clinical services.
	29.4.05	Professional Manager (Clinical, Clinical Technical Service) was originally banded at 8C–D prior to the introduction of band 9 and has now been rebanded as 8C–9 as the JE score was over 720.



Profile Suite and Label	Professional Manager (Clinical, Clinical Technical Service)
Job Statement	1. Manages staff, including recruitment, appraisal, CPD, performance 2. Responsible for policy & service development 3. Clinically accountable for clinical service delivery: liaises with other agencies as appropriate 4. Responsible for budget & physical resources

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	Provide and receive highly complex, sensitive or contentious information; barriers to understanding; agreement or co-operation required; present complex, sensitive or contentious information to large groups Communicates service-related information to senior managers, staff, external agencies: requires negotiating, persuasive, motivational, reassurance skills; gives formal presentations.	5 (a) (b)	45
2.	Knowledge, Training & Experience	Specialist knowledge across range of procedures underpinned by theory Professional clinical knowledge acquired through degree supplemented by diploma level specialist training, management qualification or equivalent and experience.	6	156
3.	Analytical & Judgemental Skills	Highly complex facts or situations requiring analysis, interpretation comparison of a range of options Skills for analysis service, client, organisational, staffing issues	5	60
4.	Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjusts plans or strategies Operational planning of service, business planning	4	42
5.	Physical Skills	Physical skills obtained through practice; Developed physical skills; advanced keyboard use; Highly developed physical skills, accuracy important; manipulation of fine tools materials Driving, keyboard skills/ skills needing accuracy and/or speed required for professional practice.	2-3 (a)(b)	15-
6.	Patient/Client Care	Accountable for direct delivery of clinical, clinical technical or social care service Clinically accountable to trust for delivery of a clinical or clinical technical service	7	49
7.	Policy/Service Development	Responsible for policy implementation & development for a service Responsible for proposing & implementing departmental policies; involved in development of trust policies.	4	32
8.	Financial & Physical Resources	Budget holder for department/service/service procurement of physical assets or supplies for department/service Holds budget, monitoring, control for department, procurement of capital equipment, supplies.	4 (a) (c)	32
9.	Human Resources	Line manager for single function or department Manages staff of department, including recruitment, career development, performance, work evaluation	4(a)	32



10.	Information Resources	Record personally generated information Updates patient/client, work records	1	4
11.	Research & Development	Occasionally/regularly undertakes R&D; major job feature May undertake research.	1-3	5-21
12.	Freedom to Act	General policies, need to establish interpretation Operates independently, manages department, interprets organisational policies	5	45
13.	Physical Effort	Combination of sitting, standing, walking; Frequent light effort for short periods; occasional/ frequent moderate for several short periods Effort required for carrying out clinical/ technical duties	1/ 2(b); (d)/ 3 (c)	3-7-12
14.	Mental Effort	Frequent concentration, work pattern unpredictable Concentration for e.g. analysis, writing reports, meetings, patient/client assessment, interruptions to deal with service issues	3(a)	12
15.	Emotional Effort	Occasional distressing / highly distressing or emotional circumstances Deals with staff problems, patient complaints, conveys unwelcome news/ unexpected deaths	2-3(b)	11-18
16.	Working Conditions	Occasional/frequent unpleasant conditions Conditions relating to carrying out clinical/technical duties	2-3	7-12
JE Score 550-599			Band 8a/b	



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Factor		Level descriptor and example 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 Communicates service-related information to senior managers, staff, external agencies: requires negotiating, persuasive, motivational, reassurance skills; gives formal presentations.	5 (a) (b)	45
2.	Knowledge, Training & Experience	Highly developed specialist knowledge, underpinned by theory and experience Professional clinical knowledge acquired through degree, supplemented by specialist training to masters or equivalent level, management qualification or equivalent experience.	7	196
3.	Analytical & Judgemental Skills	Highly complex facts or situations requiring analysis, interpretation comparison of a range of options Skills for analysing service, client, organisational, staffing issues	5	60
4.	Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjusts plans, strategies Operational planning of service, business planning	4	42
5.	Physical Skills	Physical skills obtained through practice; Developed physical skills; advanced keyboard use; Highly developed physical skills, accuracy important; manipulation of fine tools materials Driving, keyboard skills/ skills needed for professional practice requiring accuracy and/or speed for professional practice.	2-3 (a)(b)	15-27
6.	Patient/Client Care	Accountable for direct delivery of clinical, clinical technical or social care service(s) Clinically accountable to trust for delivery of a clinical or clinical technical service	7	49
7.	Policy/Service Development	Responsible for policy implementation & development for a service/ Responsible for policy implementation & development for directorate or equivalent Responsible for proposing & implementing service/ departmental policies/responsible for policy implementation and service development for a directorate or equivalent. .	4-5	32-45
8.	Financial & Physical Resources	Budget holder for department/service; procurement of physical assets or supplies for department/service/ responsible for budget for several services Holds budget, procures capital equipment, supplies/holds budgets for several services.	4 (a) (c)/ 5(a)	32-45
9.	Human Resources	Line manager for single function or department Manages staff of department, including recruitment, career development, performance, work evaluation	4(a)	32



10.	Information Resources	Records personally generated clinical observations Updates patient/client, work records	1	4
11.	Research & Development	Occasionally/regularly undertakes R&D; major job feature May undertake research.	1-3	5-21
12.	Freedom to Act	General policies, need to establish interpretation Operates independently, manages department, interprets organisational policies	5	45
13.	Physical Effort	Combination of sitting, standing, walking; Frequent light effort for short periods; occasional/ frequent moderate for several short periods Effort required for carrying out clinical/ technical duties	1/ 2(b); (d)/ 3 (c)	3-7-12
14.	Mental Effort	Frequent concentration, work pattern unpredictable Concentration for e.g. analysis, writing reports, meetings, patient/client assessment, interruptions to deal with service issues	3(a)	12
15.	Emotional Effort	Occasional distressing / highly distressing or emotional circumstances Deals with staff problems, patient complaints, conveys unwelcome news/ unexpected deaths	2-3(b)	11-18
16.	Working Conditions	Occasional/frequent unpleasant conditions Conditions relating to carrying out clinical/technical duties	2-3	7-12
JE Score 590-665			Band 8b-8c	



Profile Suite and Label	Professional Manager (Clinical, Clinical Technical Service)
Job Statement	1. Manages staff, including recruitment, appraisal, CPD, performance 2. Responsible for policy & service development 3. Clinically accountable for clinical service delivery: liaises with other agencies as appropriate 4. Responsible for budget & physical resources

Factor		Level descriptor and example 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/ significant barriers to acceptance; hostile, antagonistic or highly emotive atmosphere Communicates service-related information to senior managers, staff, external agencies: requires negotiating, persuasive, motivational, reassurance skills; gives formal presentations/ manage and reconcile conflicting views where there are significant barriers to acceptance or understanding	5-6	45-60
2.	Knowledge, Training & Experience	Advanced theoretical & practical knowledge Professional knowledge acquired through degree, supplemented by specialist training to doctorate or equivalent level, management qualification or equivalent, experience	8(a)	240
3.	Analytical & Judgemental Skills	Highly complex facts or situations requiring analysis, interpretation comparison of a range of options Skills for analysing service, client, organisational, staffing issues	5	60
4.	Planning & Organisational Skills	Plan and organise broad range of complex activities; formulates, adjusts plans, strategies Operational planning of service, business planning	4	42
5.	Physical Skills	Physical skills obtained through practice; Developed physical skills; advanced keyboard use; Highly developed physical skills, accuracy important; manipulation of fine tools materials Driving, keyboard skills/ skills needed for professional practice, requiring accuracy and/or speed required for professional practice	2-3 (a)(b)	15-27
6.	Patient/Client Care	Accountable for direct delivery of clinical, clinical technical, social care service(s) Clinically accountable to trust for delivery of a clinical or clinical technical service	7	49
7.	Policy/Service Development	Responsible for policy implementation & development for a service/ Responsible for policy implementation & development for directorate or equivalent Responsible for proposing & implementing service/departmental policies/ responsible for policy implementation and service development for a directorate or equivalent	4-5	32-45
8.	Financial & Physical Resources	Budget holder for department/service; procurement of physical assets or supplies for department/service/ responsible for budget for several services Holds budget; procures capital equipment, supplies/ holds budgets for several services	4 (a) (c)5(a)	32-45



9.	Human Resources	Line manager for single function or department/ several/ multiple departments Manages staff of department/ directorate or equivalent including recruitment career development, performance, work evaluation	4-5(a)	32-45
10.	Information Resources	Records personally generated information Updates patient/client, work records	1	4
11.	Research & Development	Regularly undertakes R&D activity; R&D as major job requirement; co-ordinate, implement R&D activity as job requirement Undertakes research; carries out research as major job requirement/ co-ordinates and implements R&D programmes	2-4	12-32
12.	Freedom to Act	General policies, need to establish interpretation Operates independently, manages department, interprets organisational policies	5	45
13.	Physical Effort	Combination of sitting, standing, walking; Frequent light effort for short periods; occasional/ frequent moderate for several short periods Effort required for carrying out clinical/ technical duties	1/ 2(b); (d)/ 3 (c)	3-7-12
14.	Mental Effort	Frequent concentration, work pattern unpredictable Concentration for e.g. analysis, writing reports, meetings, patient/client assessment, interruptions to deal with service issues	3(a)	12
15.	Emotional Effort	Occasional distressing / highly distressing or emotional circumstances Deals with staff problems, patient complaints, conveys unwelcome news/ unexpected deaths	2-3(b)	11-18
16.	Working Conditions	Occasional/frequent unpleasant conditions Conditions relating to carrying out clinical/technical duties	2-3	7-12
JE Score 641-748			Band 8c-9	