

## Contents

Profile Title	Band	Page
Social Work Entry Level	5	2
Rehabilitation Worker (Sensory Impairment)	5	3
Social Worker	6	4
Social Work Team Manager	7	5
Social Worker Specialist	7	6
Social Work Locality/Service Manager	8a*	7 – 8
Social Care Programme Manager / Assistant Director Social Services	8b	9 – 10

## Version history and amendments

Action	Date	Notes
	Nov 2023	Profile suite has been transferred onto new template. No changes to wording, scores or levels.
	26/06/06	Social Care Programme Manager/Assistant Director Social Services profiles added to Social Work sub family of profiles
	22/04/06	Residential Carer (Higher level) in Residential and Day Care amended to Residential Carer with no change to JE score.

### Explanatory Note

Social care jobs are covered by Health and Social Services organisations in Northern Ireland and are increasingly found in the primary care sector in Britain. The social care profiles were developed, on the basis of completed JAQs, as for all other profiles, by a joint group from Northern Ireland working with members of profile group. They were tested in a primary care trust in England with a range of relevant jobs transferred in from local authorities.

Some points arise from this experience:

1. There are a number of relatively similar profiles for carer and support worker roles in, for example, day care, residential care and home care. It is anticipated that these will be replaced by generic profiles, when the profile family is reviewed, but the separate profiles were agreed to be necessary for transitional purposes. Matching panel members can, of course, match to whichever profile they consider most appropriate in terms of job statement and factor analysis.
2. Job titles for social care jobs vary in some cases between the four countries, with some common titles e.g. Care Manager being used for different jobs and some common jobs having



different titles. It is especially important that matching panel members focus on the profile job statements as the basis of the selection of jobs for matching.

3. While the care providing jobs occur very similarly in Northern Ireland and primary care in Britain, the organisational context may be different with the result that some of the profiles may be used only in Northern Ireland and others only in Britain. Non-use of some profiles either side of the water should not be a cause for concern.

4. Training systems for social care jobs have historically differed between Northern Ireland and Britain. It is especially important, therefore, for matching panels to consider the job as a whole and not to make assessments solely on the basis of whether jobholders do or do not hold any formal qualifications mentioned in the profile texts. If the job for matching covers the range of duties and responsibilities described in a profile job statement, for example, in terms of the nature and complexity of client circumstances, and the job matches all factors other than Knowledge, Training and Experience (KTE), then this is an indicator that the level of knowledge specified in the profile may also be required. Where this situation arises matching panels should consult the additional guidance in the Job Evaluation Handbook [p.43-8] and make enquiries about the actual knowledge required for the job, however that has been acquired.

5. JE Leads and local managers will need to be aware that a local procedure should be in place in accordance with the requirements of Annex T of the Agenda for Change agreement and the KSF foundation gateway development review.

**NHS Staff Council Job Evaluation Group**  
First Published: 10 January 2006

generic profile provisions apply - see below

## GENERIC PROFILES

**The following generic profile note extracted from the Second Edition of the Job Evaluation Handbook explains the position in cases where the minimum score falls below the relevant grade boundary: (See para 5.2 Section 7).**

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.



Profile Suite and Label	Social Work - Social worker entry level
Job Statement	<ol style="list-style-type: none"> <li>1. Provides a social work service in a community/hospital setting as part of indentured/supported practice</li> <li>2. Discharges statutory social care functions on behalf of the organisation</li> <li>3. Assesses and arranges delivery of social care packages for caseload clients</li> <li>4. Arranges/provides therapeutic services</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	<b>Provide and receive highly complex, sensitive, contentious information/ complex, sensitive information in a hostile or highly emotive atmosphere</b> Communicates on issues of a highly sensitive nature e.g. child protection, vulnerable adults, guardianship issues/ communicates information in an emotive atmosphere	5(a)(c)	45
2.	Knowledge, Training & Experience	<b>Expertise within a specialism underpinned by theory</b> Professional knowledge and competence gained through Diploma in Social Work or equivalent; undertaking indentured/ supported practice.	5	120
3.	Analytical & Judgemental Skills	<b>Range of facts and situations requiring analysis</b> Client related decisions, assessment of social care needs	3	27
4.	Planning & Organisational Skills	<b>Plan and organise straightforward activities, some ongoing tasks/plan and organise complex activities, programmes requiring formulation, adjustment</b> Plans care/organises multi-disciplinary meetings, case conferences	2-3	15-27
5.	Physical Skills	<b>Physical skills obtained through practice</b> Standard driving, keyboard skills.	2	15
6.	Patient/Client Care	<b>Develop programmes of social care/care packages</b> Co-ordinates and develops care packages or support services, advises clients, carers	5(a)	30
7.	Policy/Service Development	<b>Follow policy within own area, may comment</b> Follows departmental policies	1	5
8.	Financial & Physical Resources	<b>Handle cash, valuables; authorised signatory, small payments</b> Handles client cash; makes, authorises small payments to clients.	2(a)(d)	12
9.	Human Resources	<b>Demonstrate own activities</b> May demonstrate own duties	1	5
10.	Information Resources	<b>Record personally generated information</b> Maintains client records and writes reports.	1	4
11.	Research & Development	<b>Undertake surveys/audits within own area of work</b> Undertakes surveys, care audits as necessary	1	5
12.	Freedom to Act	<b>Clearly defined occupational policies; work is managed rather than supervised</b> Works independently but with regular support.	3	21



13.	Physical Effort	<b>Combination of sitting, standing and walking</b> Light physical effort	1	3
14.	Mental Effort	<b>Frequent concentration, work pattern predictable</b> Concentration when dealing with clients.	2(a)	7
15.	Emotional Effort	<b>Frequent distressing; occasional highly distressing circumstances</b> Client behaviour and circumstances; disclosure of abuse, unexpected death.	3(a)(b)	18
16.	Working Conditions	<b>Occasional/ frequent unpleasant conditions</b> <b>Verbal aggression.</b>	2(a)- 3(a)	7-12
<b>JE Score 339-356</b>			<b>Band 5</b>	



<b>Profile Suite and Label</b>	<b>Social Work - Rehabilitation Worker (Sensory Impairment)</b>
<b>Job Statement</b>	1. Develops and provides services for people with a sensory impairment 2. Develop individual work plans for clients to maximise independence

<b>Factor</b>		<b>Level descriptor and example job information</b>	<b>JE Level</b>	<b>JE Score</b>
1.	<b>Communication &amp; Relationship Skills</b>	<b>Provide and receive complex sensitive contentious/in a hostile, antagonistic or highly emotive atmosphere.</b> Working with individuals, families and carers to encourage them to accept diagnosis of illness/Communication of issues where there may be barriers to acceptance, e.g. life-altering circumstances, abuse.	4(a)-5(c)	32-45
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Expertise within a specialism</b> Professional knowledge gained through qualification to degree level or equivalent	5	120
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Facts or situations requiring analysis</b> Assesses and refers to other specialists where necessary.	3	27
4.	<b>Planning &amp; Organisational Skills</b>	<b>Plans and organises straightforward tasks/plans and organises complex activities or programmes.</b> Plans and organises client activities/multi-disciplinary case discussion meetings and reviews.	2-3	15-27
5.	<b>Physical Skills</b>	<b>Developed skills: advanced sensory skills.</b> Using Braille, British Sign Language or equivalent when teaching or communicating.	3(a)	27
6.	<b>Patient/Client Care</b>	<b>Develop programmes of care/care packages</b> Develops individual living plans with clients	5(a)	30
7.	<b>Policy/Service Development</b>	<b>Follow policies in own role/implements policies for own work area.</b> May comment on policy development/Implement policies within own area of work.	1-2	5-12
8.	<b>Financial &amp; Physical Resources</b>	<b>Maintains stock control.</b> Order stock items, and checks stock received.	2(c)	12
9.	<b>Human Resources</b>	<b>Demonstrates own activities to new or less experienced employees/responsible for training in own discipline.</b> Demonstrates own duties/Provides sensory awareness training to health professionals, students and community groups.	1-2(c)	5-12
10.	<b>Information Resources</b>	<b>Records personally generated information</b> Updates client records.	1	4
11.	<b>Research &amp; Development</b>	<b>Undertakes surveys/audits within own area of work.</b> Carries out audits	1	5
12.	<b>Freedom to Act</b>	<b>Broad occupational policies.</b> Lead specialist in sensory impairment, autonomous working, not directly supervised	4	32
13.	<b>Physical Effort</b>	<b>Combination of sitting, standing, walking.</b> Light physical effort.	1	3



14.	Mental Effort	<b>Frequent concentration, work pattern predictable.</b> Concentration for working with clients.	2(a)	7
15.	Emotional Effort	<b>Occasional/frequent exposure to distressing or emotional circumstances.</b> Imparting information on the impact of sensory impairment.	2-3(a)	11-18
16.	Working Conditions	<b>Occasional/frequent exposure to unpleasant conditions.</b> Exposure to dust, dirt, verbal aggression.	2(a) - 3(b)	7-12
<b>JE Score 342-393</b>			<b>Band 5</b>	



Profile Suite and Label	Social Work - Social Worker
Job Statement	<ol style="list-style-type: none"> <li>1. Provides a social work service in a community, mental health or hospital setting</li> <li>2. Discharges statutory social care functions on behalf of the organisation</li> <li>3. Assesses and arranges delivery of social care packages for caseload clients</li> <li>4. Arranges/ provides of therapeutic services</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	<p><b>Provide and receive complex, sensitive information in a hostile or highly emotive atmosphere ;highly complex, sensitive, contentious information/ in a hostile, antagonistic or highly emotive atmosphere</b></p> <p>Communicates on highly sensitive issues e.g. child protection, vulnerable adults, guardianship issues/ communicates information in an emotive atmosphere ; deals with child protection, vulnerable adults, mental health issues, disclosure of sensitive information, bereavement, explaining legislation in emotive situations</p>	5(a)(c)-6	45-60
2.	Knowledge, Training & Experience	<p><b>Specialist knowledge underpinned by theory and relevant practical experience</b></p> <p>Professional knowledge gained through Diploma in Social Work or equivalent plus consolidation through period of indentured/supported practice</p>	6	156
3.	Analytical & Judgemental Skills	<p><b>Complex facts or situations requiring analysis, interpretation, comparisons of a range of options</b></p> <p>Complicated decisions which may be disputed in court; assesses and manages risk, admission to care</p>	4	42
4.	Planning & Organisational Skills	<p><b>Plan and organise straightforward tasks/plan and organise complex activities or programmes requiring formulation, adjustment</b></p> <p>Plans care/organises multi-disciplinary meetings, case conferences.</p>	2-3	15-27
5.	Physical Skills	<p><b>Physical skills obtained through practice</b></p> <p>Standard driving, keyboard skills</p>	2	15
6.	Patient/Client Care	<p><b>Develop programmes of social care/care packages</b></p> <p>Co-ordinates and develops care packages or support services, advises carers and families.</p>	5(a)	30
7.	Policy/Service Development	<p><b>Follow policies in own role</b></p> <p>Follows policies, makes comments on proposals for change</p>	1	5
8.	Financial & Physical Resources	<p><b>Handle cash, valuables; authorised signatory for small cash payments</b></p> <p>Handles client cash; makes or authorises small payments to clients.</p>	2(a) (d)	12
9.	Human Resources	<p><b>Demonstrate own activities to new or less experienced employees/ clinical supervision</b></p> <p>May demonstrate own duties; mentor social work student, new entrants</p>	1-2 (b)	5-12
10.	Information Resources	<p><b>Record personally generated information</b></p> <p>Maintains client records and writes reports.</p>	1	4



11.	<b>Research &amp; Development</b>	<b>Undertakes survey/audits within own area of work</b> Undertakes surveys, care audits as necessary to own work	1	5
12.	<b>Freedom to Act</b>	<b>Broad occupational policies and regulations.</b> Works within broad guidelines and protocols, monthly supervision	4	32
13.	<b>Physical Effort</b>	<b>Combination of sitting, standing and walking.</b> Light physical effort	1	3
14.	<b>Mental Effort</b>	<b>Frequent concentration, work pattern predictable/unpredictable</b> Requirement for concentration when dealing with clients/ interruptions to deal with emergency situations	2(a)- 3(a)	7-12
15.	<b>Emotional Effort</b>	<b>Frequent distressing; occasional/frequent highly distressing or emotional circumstances</b> Clients with difficult circumstances/ disclosure of abuse, unexpected death	3(a)(b)- 4(b)	18-25
16.	<b>Working Conditions</b>	<b>Frequent exposure to unpleasant conditions/some exposure to hazards</b> Verbal/physical aggression	3(a)- 4(a)	12-18
<b>JE Score 406-458</b>			<b>Band 6</b>	





Profile Suite and Label	Social Work - Social Work Team Manager
Job Statement	<ol style="list-style-type: none"> <li>1. Delivers a social work service within the community, mental health or hospital setting (or in residential childcare in Northern Ireland)</li> <li>2. Manages a team of staff in social care</li> <li>3. Discharges statutory social care functions on behalf of the organisation</li> <li>4. Responsible for ensuring the delivery of social care packages</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	<b>Provide and receive highly complex, sensitive, contentious/highly complex information/ in a hostile, antagonistic or highly emotive atmosphere</b> Communicates on highly sensitive issues, negotiates over services, staff, clients/ deals with child protection, vulnerable adults, mental health issues, disclosure of sensitive information, bereavement, explaining legislation in emotive situations	5(a)-6	45-60
2.	Knowledge, Training & Experience	<b>Specialist knowledge across range of procedures underpinned by theory</b> Professional knowledge acquired through Diploma in Social Work/degree or equivalent in social care supplemented by specialist training, experience	6	156
3.	Analytical & Judgemental Skills	<b>Complex facts or situations requiring analysis, interpretation, comparison of a range of options.</b> Assesses risk, develops management strategies, content of advice, direction to team members.	4	42
4.	Planning & Organisational Skills	<b>Plan and organise complex activities, requiring formulation, adjustment</b> Organises and allocates team workload, staff meetings, adjust plans as necessary	3	27
5.	Physical Skills	<b>Physical skills obtained through practice.</b> Standard driving, keyboard skills.	2	15
6.	Patient/Client Care	<b>Provide highly specialised advice.</b> Provide advice to social workers in relation to client care, maintains, ensures quality standards	6 (c)	39
7.	Policy/Service Development	<b>Implement policies and propose changes to practices, procedures for own area/Propose policy changes/ impact beyond own area</b> Responsible for policy development and implementation/may impact outside own area e.g. housing, education	2-3	12-21
8.	Financial & Physical Resources	<b>Authorised signatory; purchase of physical assets or supplies; hold delegated budget</b> Authorises payments for services, staff and expenses; responsible for commissioning care packages.; holds delegated social care budget	3(a) (b) (d)	21
9.	Human Resources	<b>Day to day management</b> Management of a team of staff in social care	3(a)	21
10.	Information Resources	<b>Record personally generated information</b> Updates client, staff records	1	4



11.	<b>Research &amp; Development</b>	<b>Regularly lead clinical audit</b> Undertakes clinical audit using research techniques.	2(a)	12
12.	<b>Freedom to Act</b>	<b>Broad occupational policies</b> Accountable for own professional action, manages team.	4	32
13.	<b>Physical Effort</b>	<b>A combination of sitting standing or walking.</b> Light physical effort.	1	3
14.	<b>Mental Effort</b>	<b>Frequent concentration, unpredictable work pattern/occasional intense concentration.</b> Concentration when dealing with clients, interruptions to deal with emergency situations/ cross examination in complex legal cases	3(a)- 4(b)	12-18
15.	<b>Emotional Effort</b>	<b>Occasional/frequent exposure to highly distressing or emotional circumstances</b> Deals with issues of abuse, adoption, mental health, case conferences	3(b)- 4(b)	18-25
16.	<b>Working Conditions</b>	<b>Frequent exposure to unpleasant working conditions/some exposure to hazards.</b> Verbal /physical aggression	3(a)- 4(a)	12-18
<b>JE Score 471-514</b>			<b>Band 7</b>	



<b>Profile Suite and Label</b>	<b>Social Work - Social Worker Specialist</b>
<b>Job Statement</b>	1. Primarily carries a selected caseload of complex cases 2. Provides advice and guidance to other staff 3. Participate in staff/student training and development

<b>Factor</b>		<b>Level descriptor and example job information</b>	<b>JE Level</b>	<b>JE Score</b>
1.	<b>Communication &amp; Relationship Skills</b>	<b>Provide and receive highly complex information; barriers to acceptance in a hostile, antagonistic or highly emotive atmosphere.</b> Communicates on disclosure of sensitive information, child protection/vulnerable adults issues, negotiating for client services.	6	60
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Highly developed specialist knowledge underpinned by theory and experience.</b> Professional knowledge acquired through degree/diploma in social care, supplemented by further specialist knowledge, for example in needs of a specific client group, experience to masters equivalent level	7	196
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Complex facts or situations requiring analysis, interpretation, comparison of a range of options.</b> Assesses risk, develops management strategies, advice/direction to team members.	4	42
4.	<b>Planning &amp; Organisational Skills</b>	<b>Plan and organise complex activities, requiring formulation, adjustment</b> Co-ordinates activities with other agencies/professions.	3	27
5.	<b>Physical Skills</b>	<b>Physical skills obtained through practice.</b> Standard driving/keyboard skills.	2	15
6.	<b>Patient/Client Care</b>	<b>Develop specialised programmes of care/ care packages, provide highly specialised advice.</b> Care packages for complex cases; provides advice and guidance to other staff on complex cases or issues.	6(a)-6(c)	39
7.	<b>Policy/Service Development</b>	<b>Implement policy and propose changes to practices, procedures for own area/impact beyond own area.</b> Responsible for policy development and implementation/impact outside own area.	2-3	12-21
8.	<b>Financial &amp; Physical Resources</b>	<b>Authorised signatory small payments.</b> Makes or authorises payments to clients.	2(d)	12
9.	<b>Human Resources</b>	<b>Provide training in own discipline.</b> Delivers training to team members/other professions	2(c)	12
10.	<b>Information Resources</b>	<b>Record personally generated information.</b> Updates client records.	1	4
11.	<b>Research &amp; Development</b>	<b>Regularly undertake R&amp;D activity</b> Undertakes care audit using research techniques.	2(a)	12
12.	<b>Freedom to Act</b>	<b>Broad occupational policies.</b> Lead specialist within own field, practitioner specialising in a particular field.	4	32



13.	<b>Physical Effort</b>	<b>Combination of sitting, standing and walking.</b> Light physical effort.	1	3
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern unpredictable/Occasional intense concentration.</b> Concentration when dealing with clients, interruptions to deal with emergency situations/cross examination in complex legal cases.	3(a)- 4(b)	12-18
15.	<b>Emotional Effort</b>	<b>Frequent distressing/highly distressing or highly emotional circumstances.</b> Dealing with issues of abuse, terminal illness, severe mental ill-health.	3(a)- 4(b)	18-25
16.	<b>Working Conditions</b>	<b>Frequent unpleasant conditions/some exposure to hazards.</b> Verbal /physical aggression.	3(a) 4(a)	12-18
<b>JE Score 508-536</b>			<b>Band 7</b>	



Profile Suite and Label	Social Work - Social Work Locality/Service Manager
Job Statement	4. Provides managerial leadership to multi-disciplinary teams/facilities for a locality or service 5. Provides professional leadership to social work teams 6. Plan services and ensures statutory social care obligations are upheld 7. Monitors /audits to ensure standards of practice meet requirements

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	<b>Provide and receive highly complex, sensitive or contentious information where there are significant barriers to acceptance in a highly emotive atmosphere.</b> Chairs case conferences, case management meetings to ensure families understand what is happening e.g. discusses with clients cases of abuse where there are highly sensitive and emotional issues and significant barriers to acceptance	6	60
2.	Knowledge, Training & Experience	<b>Highly developed specialist knowledge underpinned by theoretical knowledge and practical experience.</b> Professional knowledge gained through Diploma in Social Work, degree or equivalent supplemented by specialist training experience within specialist area equivalent to masters level	7	196
3.	Analytical & Judgemental Skills	<b>Judgements involving complex facts requiring interpretation, analysis, comparison of a range of options.</b> How to handle meetings where conflict exists between members of multi-disciplinary team, organisation or family e.g. case conferences, vulnerable adult panels, guardianship applications	4	42
4.	Planning & Organisational Skills	<b>Plan, organise a range of complex activities requiring formulation, adjustment/ broad range of complex activities, strategies</b> Planning, co-ordinating statutory function, case management meetings, supervision programmes/ long term business/operational planning of social services priorities.	3-4	27-42
5.	Physical Skills	<b>Skills obtained through practice.</b> Driving, keyboard skills	2	15
6.	Patient/Client Care	<b>Accountable for direct delivery of sub-division of a social care service.</b> Responsible for direct delivery of a sub-division of a social care service across a geographical area or programme of care	6(d)	39
7.	Policy/Service Development	<b>Propose changes which impact beyond own area.</b> Responsible for policy for area, impact on other services.	3	21
8.	Financial & Physical Resources	<b>Authorised signatory; hold delegated budget/budget holder for department/service.</b> Authorised signatory for payments; hold delegated budget/hold budget for locality/service	3(a)(d)-4 (a)	21-32
9.	Human Resources	<b>Line manager for a function/department.</b> Management of staff for a service or subdivision; including performance, sickness absence, appraisals, recruitment	4 (a)	32
10.	Information Resources	<b>Record personally generated information</b> Updates client and staff records.	1	4



11.	<b>Research &amp; Development</b>	<b>Occasionally/regularly undertakes R&amp;D activity</b> Undertakes audits/ undertakes research or advises on research for others.	1-2(a)	5-12
12.	<b>Freedom to Act</b>	<b>Guided by principles and broad occupational policies and regulations.</b> Accountable for own area	4	32
13.	<b>Physical Effort</b>	<b>Combination of sitting, standing and walking.</b> Light physical effort	1	3
14.	<b>Mental Effort</b>	<b>Frequent concentration, work pattern is unpredictable.</b> Requirement to chair complex meetings, carry out audits, analysis, frequent interruptions to deal with emergencies	3(a)	12
15.	<b>Emotional Effort</b>	<b>Occasional/frequent exposure to distressing/highly distressing circumstances.</b> Deals with difficult family situations or circumstances/ issues of abuse, family breakdown, people with severely challenging behaviour.	3(a)(b)- 4(b)	18-25
16.	<b>Working Conditions</b>	<b>Rare/occasional unpleasant conditions</b> Verbal aggression.	1-2(a)	3-7
<b>JE Score 530-574</b>			<b>Band *8(a)</b>	



Profile Suite and Label	Social Work - Social Care Programme Manager/Assistant Director Social Services
Job Statement	<ol style="list-style-type: none"> <li>1. Manages social care service for designated programme(s) e.g. childcare, disability, services for older people</li> <li>2. Responsible for policy and service development for programme area(s); ensures statutory obligations are upheld</li> <li>3. Accountable for service delivery: liaises with other agencies, as appropriate</li> <li>4. Responsible for management of senior staff, service budget and physical resources e.g. residential care homes, transport</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	<b>Communicate highly complex, sensitive information, agreement, co-operation required; significant barriers to acceptance in a highly emotive atmosphere</b> Communicates highly sensitive, complex information in emotive situations e.g. court cases, public and media enquiries, in response to complaints from clients, highly complex care cases with significant barriers to acceptance	6	60
2.	Knowledge, Training & Experience	<b>Highly developed specialist knowledge across range of work procedures, underpinned by theoretical knowledge, practical experience</b> Professional knowledge acquired through Diploma in Social Work, degree or equivalent supplemented by specialist training, experience within specialist area equivalent to master's level	7	196
3.	Analytical & Judgemental Skills	<b>Judgements involving highly complex facts, requiring interpretation and analysis, range of options</b> Judgements on workforce planning, responses to financial pressures, contracts, complex casework where expert opinions may differ	5	60
4.	Planning & Organisational Skills	<b>Plan, organise broad range of complex activities; formulate, adjust plans, strategies</b> Contributes to long-term plans and strategies for service provision, contracts, project management	4	42
5.	Physical Skills	<b>Skills obtained through practice</b> Driving, keyboard skills	2	15
6.	Patient/Client Care	<b>Accountable for sub-division of service/accountable for direct delivery of social care service</b> Accountable for delivery of a social care sub-division/service	6(d)- 7	39-49
7.	Policy/Service Development	<b>Responsible for policy implementation and development for service/for directorate or equivalent</b> Responsible for proposing and implementing service policies.	4	32
8.	Financial & Physical Resources	<b>Budget holder; budget setting; procurement for service</b> Holds budget; responsible for budget setting, monitoring, control for service; procurement of capital equipment	4(a) (b) (c)	32
9.	Human Resources	<b>Line manager for single function</b> Manages staff of service, including recruitment, career development, discipline, work evaluation and planning.	4(a)	32
10.	Information Resources	<b>Record personally generated information</b> Maintains client/staff and service records	1	4



11.	<b>Research &amp; Development</b>	<b>Occasionally/regularly undertake R&amp;D</b> <b>Undertakes care audits/ undertakes, scopes research.</b>	1-2	5-12
12.	<b>Freedom to Act</b>	<b>Guided by general health, organisational policies, determines interpretation.</b> Manages service, interprets policies.	5	45
13.	<b>Physical Effort</b>	<b>Combination of sitting, standing, walking.</b> Light physical effort.	1	3
14.	<b>Mental Effort</b>	<b>Frequent concentration, work pattern unpredictable.</b> Concentration on data analysis, writing reports, frequent interruptions.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Occasional distressing / highly distressing situations</b> Deals with complex service provision and staffing issues/imparts unwelcome news	2(a)- 3(b)	11-18
16.	<b>Working Conditions</b>	<b>Exposure to unpleasant conditions is rare/occasional</b> Primarily office conditions/ verbal abuse.	1 –2(a)	3-7
<b>JE Score 591-619</b>			<b>Band 8b</b>	