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Version history and amendments

Action	Date	Notes
Profile Rebrand	Nov 2023	Profile suite has been transferred onto new template. No changes to wording, scores or levels.
New profiles	Pre-2010 – n.d.	The new Band 7 HR Team Manager profile has a different level in respect of factor 2. Sites are immediately required to revisit existing matches and non-matches to HR/Personnel Services Manager profile in line with the agreed procedure for matching to reviewed profiles.
New profiles	Sept 2005	New profiles added into the Human Resources suite: HR Adviser Advanced HR Manager Principal (Assistant Director) HR Head of service



Withdrawn profiles	2003/4	<p>Following the review of the profiles, the following profiles have been withdrawn:</p> <p>HR/Personnel Assistant (Recruitment); Band 2; Sept 2003.</p> <p>Administrative Officer Personnel/Personnel Assistant Higher Level; Band 3; Nov 2003.</p> <p>HR/Personnel Services Officer; Band 6; Feb 2004.</p> <p>HR/Personnel Services Manager; Band 7; April 2004.</p>
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Profile Suite and Label	Human Resources - HR Assistant
Job Statement	<ol style="list-style-type: none"> 1. Compiles HR information on e.g. a recruitment, workforce, absence. 2. Enters employee data into HR systems. 3. Responds to routine enquiries. 4. Types/processes standard documents.

Factor		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. Communicates information to staff and members of the public on standard HR information	2	12
2.	Knowledge, Training & Experience	Range of routine work procedures requiring job training. Knowledge of standard HR procedures, IT skills to RSA/NVQ level 2 or equivalent experience	2	36
3.	Analytical & Judgemental Skills	Judgements involving straightforward facts or situations. Responds to routine enquiries to staff and applicants	1	6
4.	Planning & Organisational Skills	Plan and organise straightforward activities, some ongoing. Plans and schedules interviews	2	15
5.	Physical Skills	Physical skills obtained through practice/Developed physical skills: advanced keyboard use. Dexterity, coordination for keyboard skills; advanced keyboard skills for data input	2-3a	15-27
6.	Patient/Client Care	Assist patients/clients during incidental contacts. Contact with patients is incidental	1	4
7.	Policy/Service Development	Follow policies in own role, may be required to comment. May comment on procedures	1	5
8.	Financial & Physical Resources	Maintain stock control. Orders stationery, supplies	2c	12
9.	Human Resources	Demonstrate own activities to new or less experienced employees. Demonstrates activities in own work area to new employees	1	5
10.	Information Resources	Data entry, text processing, storage of data/Take, transcribe formal minutes. Enters data into HR systems/ Takes minutes of absence, grievance hearings etc	2a-3a	9-16
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. Complies with standard HR operating procedures, supervisor available	2	12



13.	Physical Effort	Frequent sitting or standing in a restricted position; Frequent light effort for several short periods. Sits in constrained position for data processing; filing and storing activities.	2ab	7
14.	Mental Effort	Frequent concentration; work pattern predictable Daily concentration on data handling, answering queries	2a	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare; occasional indirect distressing or emotional circumstances/Occasional distressing or emotional circumstances. Little exposure; types minutes of disciplinary meetings/deals with calls from distressed members of staff	1ab-2a	5-11
16.	Working Conditions	Use VDU equipment more or less continuously. Uses keyboard continuously for substantial proportion of the day.	2e	7
JE Score 162-187			Band 2	



Profile Suite and Label	Human Resources - HR Assistant Higher Level
Job Statement	<ol style="list-style-type: none"> 1. Provides administrative HR support to staff. 2. Advises on queries arising from staff's terms and conditions/recruitment issues. 3. Maintains HR records and databases.

Factor		Level descriptor and example job information	JE level	JE Score
1.	Communication & Relationship Skills	<p>Provide and receive routine information requiring tact or persuasive skills; Provide and receive complex or sensitive information.</p> <p>Tact required when dealing with, e.g. sickness and compassionate leave requests; communicates information to staff regarding their pay, terms and conditions, deals with recruitment information with applicants</p>	3ab	21
2.	Knowledge, Training & Experience	<p>Range of work procedures and practices; base level of theoretical knowledge</p> <p>Knowledge of HR systems and procedures, e.g. recruitment, terms and conditions, absence control, acquired through NVQ level 3 or equivalent experience</p>	3	60
3.	Analytical & Judgemental Skills	<p>Judgements involving facts or situations, some requiring analysis.</p> <p>Resolves queries regarding leave entitlements, sickness and vacancies</p>	2	15
4.	Planning & Organisational Skills	<p>Plan and organise straightforward activities, some ongoing.</p> <p>Arranges meetings, including liaising with other departments, arranges job interviews, panel hearings</p>	2	15
5.	Physical Skills	<p>Physical skills obtained through practice/Developed physical skills: advanced keyboard use.</p> <p>Dexterity, coordination for keyboard skills; advanced keyboard skills for data input</p>	3a	27
6.	Patient/Client Care	<p>Assist patients/clients during incidental contacts.</p> <p>Contact with patients is incidental</p>	1	4
7.	Policy/Service Development	<p>Follow policies in own role, may be required to comment.</p> <p>May comment on procedures</p>	1	5
8.	Financial & Physical Resources	<p>Maintain stock control.</p> <p>Orders stationery, supplies</p>	2c	12
9.	Human Resources	<p>Provide basic HR advice.</p> <p>Provision of advice on e.g. staff pay, terms and conditions queries, recruitment procedures</p>	2d	12
10.	Information Resources	<p>Data entry, text processing, storage of data/Take, transcribe formal minutes.</p> <p>Enters data into HR systems/ Takes minutes of absence, grievance hearings etc</p>	2a-3a	9-16
11.	Research & Development	<p>Undertake surveys or audits, as necessary to own work.</p> <p>Completes e.g. staff surveys</p>	1	5



12.	Freedom to Act	Standard operating procedures, someone available for reference. Complies with standard HR operating procedures, supervisor available	2	12
13.	Physical Effort	Frequent sitting or standing in a restricted position; Frequent light effort for several short periods. Sits in constrained position for data processing; filing and storing activities.	2ab	7
14.	Mental Effort	Frequent concentration; work pattern predictable Daily concentration on data handling, answering queries	2a	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare; occasional indirect distressing or emotional circumstances/Occasional distressing or emotional circumstances. Little exposure; types minutes of disciplinary meetings/deals with calls from distressed members of staff	1ab-2a	5-11
16.	Working Conditions	Use VDU equipment more or less continuously. Uses keyboard continuously for substantial proportion of the day.	2e	7
JE Score 223-236			Band 3	



Profile Suite and Label	Human Resources - HR Administrator
Job Statement	<ol style="list-style-type: none"> 1. Provides administrative service to the HR Department. 2. May supervise a team of administrative staff and HR. 3. Responsible for HR administrative systems. 4. Deals with a range of queries arising from staff terms and conditions, HR Policies etc.

Factor		Level descriptor and example job information	JE level	JE Score
1.	Communication & Relationship Skills	<p>Provide and receive routine information requiring tact or persuasive skills; Provide and receive complex or sensitive information/Provide and receive complex, sensitive information; barriers to understanding.</p> <p>Tact required when dealing with, e.g. sickness and compassionate leave requests; communicates information to staff regarding their pay, terms and conditions, deals with recruitment information with applicants/Communicates complex/sensitive information, e.g. redeployment, grading appeals, disciplinary matters</p>	3ab-4a	21-32
2.	Knowledge, Training & Experience	<p>Range of work procedures and practices, majority non-routine; intermediate level theoretical knowledge.</p> <p>Knowledge of a range of administrative and HR procedures, acquired through relevant training and experience to diploma, CPP equivalent level</p>	4	88
3.	Analytical & Judgemental Skills	<p>Judgements involving facts or situations, some requiring analysis.</p> <p>Resolves queries regarding leave entitlements, sickness and vacancies</p>	2	15
4.	Planning & Organisational Skills	<p>Plan and organise complex activities or programmes, requiring formulation, adjustment.</p> <p>Coordinates activities which include multi-disciplinary meetings, disciplinary hearings, training programmes, workforce planning</p>	3	27
5.	Physical Skills	<p>Physical skills obtained through practice/Developed physical skills; advanced keyboard use.</p> <p>Dexterity, coordination for keyboard skills</p>	2-3a	15-27
6.	Patient/Client Care	<p>Assist patients/clients during incidental contacts.</p> <p>Contact with patients is incidental</p>	1	4
7.	Policy/Service Development	<p>Follow policies in own role, may be required to comment/Implement policies and propose changes to practices, procedures for own area.</p> <p>May comment on procedures/implements administrative policies in own area</p>	1-2	5-12
8.	Financial & Physical Resources	<p>Safe use of equipment other than equipment used personally; authorised signatory, small payments/authorised signatory</p> <p>Responsible for office equipment, e.g. photocopier; authorises temporary staff timesheets/overtime payments</p>	2bd-3a	12-21
9.	Human Resources	<p>Deliver core HR advice, range of subjects</p> <p>Provides advice on a range of HR policies and procedures, e.g. equal opportunities, workforce, terms and conditions</p>	3d	21



10.	Information Resources	Take, transcribe formal minutes/Responsible for maintaining one or more information systems, significant job responsibility. Takes minutes of absence, grievance hearings, etc/Maintains HR records system(s)	3a-3c	16
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. Works within HR policies and procedures; operates on own initiative, takes advice from manager if required	3	21
13.	Physical Effort	Frequent light effort for several short periods. Filing and storing activities	2b	7
14.	Mental Effort	Occasional concentration; work pattern unpredictable. Concentration required for answering enquiries	2b	7
15.	Emotional Effort	Exposure to distressing or emotional circumstances is rare; Occasional indirect distressing or emotional circumstances/Occasional distressing or emotional circumstances. Little exposure; types minutes of disciplinary meetings/deals with calls from distressed members of staff	1ab-2a	5-11
16.	Working Conditions	Exposure to unpleasant conditions is rare/Use VDU equipment more or less continuously. Little exposure/uses keyboard for substantial proportion of the day	1-2e	3-7
JE Score 272-321			Band 4	



Profile Suite and Label	Human Resources - HR Adviser
Job Statement	<ol style="list-style-type: none"> 1. Provides advice and support to line managers and employees across a range of HR services e.g. recruitment, employee relations, workforce planning or advice in a specific area 2. Delivers HR training and staff development courses 3. May manage a team of HR staff which may be within a discrete section, e.g. medical personnel, workforce planning, recruitment

Factor		Level descriptor and example job information	JE level	JE Score
1.	Communication & Relationship Skills	Provide and receive complex information; persuasive, motivational, negotiating, training skills are required. Communicates complex/sensitive information, e.g. redeployment, grading appeals, disciplinary matters	4a	32
2.	Knowledge, Training & Experience	Expertise within specialism, underpinned by theory. Understanding or relevant legislation, e.g. employment law, data protection plus HR knowledge acquired through relevant training and experience to degree equivalent level	5	120
3.	Analytical & Judgemental Skills	Range of facts or situations requiring analysis. Makes judgements on a range of HR issues, e.g. absence, special leave entitlement, redeployment, IWL or judgements in a specific area of HR	3	27
4.	Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment. Coordinates activities which include multi-disciplinary meetings, disciplinary hearings, training programmes, workforce planning, medical staffing	3	27
5.	Physical Skills	Physical skills obtained through practice. Standard keyboard skills	2	15
6.	Patient/Client Care	Assist patients/clients during incidental contacts. Contact with patients is incidental	1	4
7.	Policy/Service Development	Implement policies and propose changes to practices, procedures for own area/Propose policy or service changes, impact beyond own area. Implements HR policies in own area/makes recommendations on changes to HR policies and procedures	2-3	12-21
8.	Financial & Physical Resources	Authorised signatory, small payments/Authorised signatory Authorises payments for HR materials and publications/staff overtime payments	2d-3a	12-21
9.	Human Resources	Teach, devise training and development programmes, major job responsibility; Deliver comprehensive range of HR services. Provides and delivers training on HR policies and procedures; responsible for the delivery of range of HR services, e.g. staff development and training, equal opportunities, terms and conditions, recruitment, employee relations, medical staffing	4bc	32
10.	Information Resources	Occasional/Regular requirement to develop or create reports, documents, drawings; Responsible for maintaining one or more information systems, significant job responsibility.	2b-3bc	9-16



		Occasionally/regularly develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)		
11.	Research & Development	Undertake surveys or audits, as necessary to own work Undertakes staff surveys on HR issues	1	5
12.	Freedom to Act	Clearly defined occupational policies, work is managed, rather than supervised. Works within HR policies and procedures; operates on own initiative, takes advice from manager if required	3	21
13.	Physical Effort	Combination of sitting, standing, walking. Light physical effort	1	3
14.	Mental Effort	Frequent concentration; work pattern predictable. Concentration required for answering enquiries	2a	7
15.	Emotional Effort	Occasional/Frequent distressing or emotional circumstances. Deals with welfare issues, long term sickness, redeployment & redundancy, grievance and discipline	2a – 3a	11-18
16.	Working Conditions	Exposure to unpleasant conditions is rare. Office conditions	1	3
JE Score 340-372			Band 5	



Profile Suite and Label	Human Resources - HR Adviser Specialist
Job Statement	<ol style="list-style-type: none"> 1. Provides a range of HR advice e.g. recruitment & selection, employee relations, workforce planning, equality and diversity, change management or specialist advice in a specific area 2. May design and deliver staff development and training courses 3. May manage a section of the HR directorate 4. May implement all or part of a specific HR strategy, e.g. learning and development, OD strategy

Factor		Level descriptor and example job information	JE level	JE Score
1.	Communication & Relationship Skills	<p>Provide and receive complex/highly complex, sensitive or contentious information, agreement or co-operation required; Presents complex, sensitive or contentious information to large groups.</p> <p>Communicates complex/highly complex information e.g. redeployment issues, absence management, workforce development strategies, grading appeals, welfare issues; gives evidence at disciplinary and tribunal hearings, delivers specialist training courses</p>	4a - 5ab	32-45
2.	Knowledge, Training & Experience	<p>Specialist knowledge across work procedures, underpinned by theory</p> <p>Knowledge of specialist HR topics to postgraduate diploma level acquired through degree and professional HR qualification or equivalent level of training experience</p>	6	156
3.	Analytical & Judgemental Skills	<p>Complex facts or situations requiring analysis, interpretation, comparison of a range of options</p> <p>Analyses complex HR issues and makes decisions in relation to e.g. disciplinary action, grievance hearings, sickness counselling, interpretation of HR policies, workforce strategies</p>	4	42
4.	Planning & Organisational Skills	<p>Plan and organise complex activities or programmes, requiring formulation, adjustment</p> <p>Plans e.g. recruitment drives, workforce planning, organisational development</p>	3	27
5.	Physical Skills	<p>Physical skills obtained through practice</p> <p>Standard keyboard skills</p>	2	15
6.	Patient/Client Care	<p>Assist patients/ clients during incidental contacts</p> <p>Provides assistance to patients/clients when necessary</p>	1	4
7.	Policy/Service Development	<p>Propose policy or service changes, impact beyond are</p> <p>Makes proposals on range of personnel policies which impact on other departments. May implement a specific HR strategy.</p>	3	21
8.	Financial & Physical Resources	<p>Authorised signatory for small payments/Authorised signatory</p> <p>Authorises payments for HR materials and publications/staff overtime payments</p>	2d-3a	12-21
9.	Human Resources	<p>Teach, devise training and development programmes, major job requirement; deliver comprehensive range of HR services</p> <p>Develops training/staff development courses; Responsible for delivery of some or all of range of HR services e.g. recruitment & selection, sickness management</p>	4bc	32



10.	Information Resources	Occasional requirement to develop or create reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility. Occasionally develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)	2b-3c	9-16
11.	Research & Development	Undertake surveys or audits as necessary to own work / regularly undertakes R&D activities Undertakes staff surveys on HR issues	1-2a	5-12
12.	Freedom to Act	Broad occupational policies Works autonomously; provides HR services to managers, lead specialist in own field	4	32
13.	Physical Effort	Combination of sitting, standing walking Office based	1	3
14.	Mental Effort	Frequent concentration; work pattern unpredictable Concentration for complaints, report writing, giving advice, frequent interruptions for advice, queries	3a	12
15.	Emotional Effort	Occasional/frequent distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline	2a-3a	11-18
16.	Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1	3
JE Score 416-459			Band 6	



Profile Suite and Label	Human Resources - HR Team Manager
Job Statement	<ol style="list-style-type: none"> 1. Manages the performance of a discrete section of an HR department. 2. Provides highly specialist advice, HR/OD consultancy services to the organisation.

Factor		Level descriptor and example job information	JE level	JE Score
1.	Communication & Relationship Skills	<p>Provide and receive highly complex, sensitive or contentious information, agreement or co-operation required; presents complex, sensitive or contentious information to large groups</p> <p>Communicates highly complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations, gives evidence at disciplinary and tribunal hearings/ run specialist training courses, give presentations on complex HR issues</p>	5(a), (b)	45
2.	Knowledge, Training & Experience	<p>Highly developed specialist knowledge across work procedures, underpinned by theory and experience</p> <p>Highly specialist knowledge of one or more HR topics to masters level equivalent acquired through degree and professional HR qualification plus additional training or equivalent experience Complex facts or situations requiring analysis, interpretation, comparison of a range of options Assesses and recommends courses of action on complex, specialist HR issues</p>	7	196
3.	Analytical & Judgemental Skills	<p>Complex facts or situations requiring analysis, interpretation, comparison of a range of options</p> <p>Analyses complex HR issues and makes decisions in relation to e.g. disciplinary action, grievance hearings, sickness counselling, interpretation of HR policies, workforce strategies</p>	4	42
4.	Planning & Organisational Skills	<p>Plan and organise broad range of complex activities; formulates, adjusts plans and strategies</p> <p>Plans implementation of HR strategies, change management programmes across service</p>	4	42
5.	Physical Skills	<p>Physical skills obtained through practice</p> <p>Standard keyboard skills</p>	2	15
6.	Patient/Client Care	<p>Assist patients/ clients during incidental contacts</p> <p>Provides assistance to patients/clients when necessary</p>	1	4
7.	Policy/Service Development	<p>Propose policy or service changes, impact beyond own area</p> <p>Makes proposals on range of HR policies which impact on other departments</p>	3	21
8.	Financial & Physical Resources	<p>Authorised signatory; hold delegated budget</p> <p>Authorises costs e.g. recruitment; manages delegated budget</p>	3(a), (d)	21
9.	Human Resources	<p>Line manager for single function or department; deliver comprehensive range of HR services/ Manage significant part of HR function across organisation</p> <p>Manage an HR section, including appraisal, discipline, personal development; Responsible for provision of an advisory service to managers on all aspects of e.g. employee relations / Manages a specialist area e.g. equal opportunities, employee relations, workforce planning, medical staffing</p>	4(a), (c)-5(c)	32-45



10.	Information Resources	Occasional requirement to develop or create reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility. Occasionally develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)	2(b)-3(c)	9-16
11.	Research & Development	Undertakes surveys or audits as necessary to own work Undertakes staff surveys on HR issues	1	5
12.	Freedom to Act	Broad occupational policies/ General policies, needs to establish interpretation Works autonomously, provides HR services to managers/ Interprets employment legislation and case law, provides authoritative advice on specialist HR issues	4-5	32-45
13.	Physical Effort	Combination of sitting, standing walking Light physical effort	1	3
14.	Mental Effort	Frequent requirement for concentration; unpredictable Concentration for complaints, report writing, frequent interruptions for advice, queries	3(a)	12
15.	Emotional Effort	Occasional/ frequent distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline	2(a)-3(a)	11-18
16.	Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1	3
JE Score 493-533			Band 7	



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

Factor		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 co-operation required; Presents complex, sensitive or contentious information to large groups. Communicates highly complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations, gives evidence at disciplinary and tribunal hearings; run specialist training courses, give presentations on complex HR issues.	5(a), (b)	45
2.	Knowledge, Training & Experience	Highly developed specialist knowledge across work procedures, underpinned by theory and experience Highly specialist knowledge of one or more HR topics to masters level equivalent acquired through degree and professional HR qualification plus additional training or equivalent experience	7	196
3.	Analytical & Judgemental Skills	Complex facts or situations requiring analysis, interpretation, comparison of a range of options Analyses complex HR issues and makes decisions in relation to e.g. disciplinary action, grievance hearings, interpretation of HR policies, workforce strategies	4	42
4.	Planning & Organisational Skills	Plan and organise complex activities or programmes, requiring formulation, adjustment/Plan and organise broad range of complex activities; formulates, adjusts plans and strategies Plans e.g. recruitment drives, workforce planning, organisational development programmes/Plans implementation of HR strategies, change management programmes across service	3-4	27-42
5.	Physical Skills	Physical skills obtained through practice Standard keyboard skills	2	15
6.	Patient/Client Care	Assist patients/ clients during incidental contacts Provides assistance to patients/clients when necessary	1	4
7.	Policy/Service Development	Propose policy or service changes, impact beyond own area Makes proposals on range of HR policies which impact on other departments. May implement a specific HR strategy.	3	21
8.	Financial & Physical Resources	Authorised signatory for small payments/Authorised signatory Authorises payments for HR materials and publications/staff overtime payments, sign payroll authorisations	2d-3a	12-21
9.	Human Resources	Teach, devise training and development programmes, major job requirement; deliver comprehensive range of HR services Develops training/staff development courses; provides highly specialist advice, OD, training, consultancy services	4bc	32
10.	Information Resources	Occasional requirement to develop or create reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility.	2b-3c	9-16



		Occasionally develops e.g. workforce planning, staff development spreadsheets/maintains HR records system(s)		
11.	Research & Development	Undertake surveys or audits as necessary to own work / regularly undertakes R&D activities Undertakes staff surveys on HR issues	1-2a	5-12
12.	Freedom to Act	Broad occupational policies Works autonomously; provides HR services to managers, lead specialist in own field	4	32
13.	Physical Effort	Combination of sitting, standing walking Office based	1	3
14.	Mental Effort	Frequent concentration; work pattern unpredictable Concentration for complaints, report writing, giving advice, frequent interruptions for advice, queries	3(a)	12
15.	Emotional Effort	Occasional/frequent distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline	2(a)- 3(a)	11-18
16.	Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1	3
JE Score 469-514			Band 7	



Profile Suite and Label	Human Resources - HR Manager Principal (Assistant Director)
Job Statement	<ol style="list-style-type: none"> 1. Manages the performance and direction of part of a large HR function or all of a smaller function 2. Investigates and advises on very complex issues and leads on strategic HR development 3. Advises on very complex employment issues

Factor		Level descriptor and example job information	JE level	JE Score
1.	Communication & Relationship Skills	<p>Provide and receive highly complex, sensitive or contentious information, agreement or co-operation required; present complex, sensitive or contentious information to large groups</p> <p>Communicates very complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations, gives evidence at disciplinary and tribunal hearings/ run specialist training courses, give presentations on complex HR issues</p>	5(a), (b)	45
2.	Knowledge, Training & Experience	<p>Highly developed specialist knowledge across work procedures, underpinned by theory and experience</p> <p>Highly specialist knowledge of one or more HR topics acquired through degree and professional HR qualification plus additional training or equivalent experience to masters level or equivalent</p>	7	196
3.	Analytical & Judgemental Skills	<p>Complex facts or situations requiring analysis, interpretation comparison of a range of options / Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options</p> <p>Assesses and recommends courses of action on complex, specialist HR issues / analyses a range of very complex employment situations which require deciding on the way forward where no precedent exists or options conflict</p>	4 -5	42-60
4.	Planning & Organisational Skills	<p>Plan and organise broad range of complex activities; formulates, adjusts plans and strategies/ Formulate long term strategic plans, involving uncertainty, may impact on the whole of the organisation</p> <p>Plans implementation of HR strategies, change management programmes across service / Develops and takes the lead in advising on long term strategic HR, business planning for the whole organisation</p>	4-5	42-60
5.	Physical Skills	<p>Physical skills obtained through practice</p> <p>Standard keyboard skills</p>	2	15
6.	Patient/Client Care	<p>Assist patients/ clients during incidental contacts</p> <p>Provides assistance to patients/clients when necessary</p>	1	4
7.	Policy/Service Development	<p>Responsible for policy implementation and development for a service/ responsible for policy implementation for a Directorate or equivalent</p> <p>Responsibility for developing policy and procedures for a section of the HR function which impact across the organisation/develops HR policies for the organisation, working jointly with other organisations to create a consistent approach; implements national policies and practices.</p>	4-5	32-45



8.	Financial & Physical Resources	Budget holder for department/service Manages HR budget	4(a)	32
9.	Human Resources	Manage teaching/training function/Manage significant part of HR function across organisation Manages training department; manages a discreet area of the HR function e.g. organisational development, employee relations	5(b), (c)	45
10.	Information Resources	Responsible for the operation of one or more information systems for department/service, major job responsible Manages the operation of e.g. recruitment, training, equal opportunities, job evaluation information systems	4(b)	24
11.	Research & Development	Undertake surveys and audits as necessary to own work Researches HR topics e.g. employment law, equal opportunities	1	5
12.	Freedom to Act	Broad occupational policies/ General policies, needs to establish interpretation Works autonomously, provides HR services to managers/ Interprets employment legislation and case law, provides authoritative advice on specialist HR issues	4-5	32-45
13.	Physical Effort	Combination of sitting, standing walking Desk based, required to visit staff throughout organisation	1	3
14.	Mental Effort	Frequent requirement for concentration; unpredictable Concentration for complaints, report writing; frequent interruptions for advice, queries	3(a)	12
15.	Emotional Effort	Frequent distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline, tribunal and court hearings	3(a)	18
16.	Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1	3
JE Score 550-612			Band 8ab	



Profile Suite and Label	Human Resources - HR Head of Service
Job Statement	<ol style="list-style-type: none"> 1. Manages the performance and direction of the whole HR function. 2. Ensures all HR systems and policies are in place to comply with employment law and governance requirements. 3. Investigates and advises on very complex employment and organisational development issues. 4. May have corporate responsibility for organisation policy.

Factor		Level descriptor and example job information	JE level	JE Score
1.	Communication & Relationship Skills	<p>Provide and receive highly complex, sensitive or contentious information, agreement or co-operation required; presents complex, sensitive or contentious information to large groups/Provides and receives highly complex, sensitive or contentious information; significant barriers to acceptance; hostile, antagonistic or highly emotive atmosphere</p> <p>Communicates very complex/sensitive information e.g. redeployment issues, workforce development strategies, employee relations. Gives evidence at disciplinary and tribunal hearings; Runs specialist training courses, give presentations on complex HR issues/Communicates issues e.g. mergers where barriers to acceptance may cause a hostile and emotive atmosphere</p>	5ab-6	45-60
2.	Knowledge, Training & Experience	<p>Highly developed specialist knowledge across work procedures, underpinned by theory and experience</p> <p>Highly specialist knowledge of one or more HR topics acquired through degree and professional HR qualification plus additional training or equivalent experience to masters level or equivalent</p>	7	196
3.	Analytical & Judgemental Skills	<p>Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options</p> <p>Analyses a range of very complex employment situations which require deciding on the way forward where no precedent exist or options conflict</p>	5	60
4.	Planning & Organisational Skills	<p>Formulate long term strategic plans, involving uncertainty, may impact on the whole of the organisation</p> <p>Develops and takes the lead in advising on long term strategic HR, business planning for the whole organisation</p>	5	60
5.	Physical Skills	<p>Physical skills obtained through practice</p> <p>Standard keyboard skills</p>	2	15
6.	Patient/Client Care	<p>Assist patients/ clients during incidental contacts</p> <p>Provides assistance to patients/clients when necessary</p>	1	4
7.	Policy/Service Development	<p>Responsible for policy implementation and development for a directorate or equivalent/corporate responsibility for major policy implementation, impacts across or beyond the organisation</p> <p>Develops HR policies for the organisation, working jointly with other organisations to create a consistent approach; implements national policies and practices/Corporate responsibility for all the organisation's HR policy development and implementation and provides HR input to all the organisations policies and strategies.</p>	5-6	45-60
8.	Financial & Physical Resources	<p>Budget holder for department/service/Responsible for the budget for several services</p>	4a-5a	32-45



		Holds budget for HR function/HR and other service budget e.g. OD		
9.	Human Resources	Corporate responsibility for the HR function Responsible for interpreting legislation and policy and developing organisation wide HR strategy	6	60
10.	Information Resources	Responsible for the operation of one or more information systems for department/service, major job responsible Manages the operation of e.g. recruitment, training, equal opportunities monitoring, job evaluation information systems	4b	24
11.	Research & Development	Undertake audits and surveys as necessary to own work Completes e.g. staff surveys	1	5
12.	Freedom to Act	General policies, need to establish interpretation/Required to interpret overall health service policy and strategy Interprets employment legislation and case law, provides authoritative advice on specialist HR issues	5	45
13.	Physical Effort	Combination of sitting, standing walking Desk based, required to visit staff throughout organisation	1	3
14.	Mental Effort	Frequent requirement for concentration; unpredictable/occasional intense concentration Concentration for complaints, report writing; frequent interruptions for advice, queries/intense concentration e.g. giving evidence, board meetings, pay negotiations	3a – 4b	12-18
15.	Emotional Effort	Frequent distressing or emotional circumstances; Occasional highly distressing or emotional circumstances Deals with welfare issues, long term sickness, redeployment and redundancy, grievance and discipline, tribunal and court hearings; hostile public meetings	3ab	18
16.	Working Conditions	Exposure to unpleasant working conditions is rare Office conditions	1	3
JE Score 627-676			Band 8bcd	