

## Contents

Profile Title	Band	Page
Consumer Services Officer	3	2
PALS Administrator *	3	4
Patient Support Officer *	3	6
Communications Assistant	4	8
Patient Support Officer Higher Level *	4	10
PALS Officer Higher Level 1 *	5	12
Communications Officer	5	14
Complaints Officer Higher Level	6	16
Communications Specialist	6	18
PALS Specialist *	6	20
PALS Team Manager *	6	22
Communications Manager	7	24
PALS Service Manager *	7	26
Communications Service Manager	8a-c	28
PALS Professional Head *	8a-b-c	30

## Version history and amendments

Action	Date	Notes
Rebranding	Nov 2023	Profile suite has been transferred onto new template. No changes to wording, scores or levels.
New profiles	Feb 2007	All profiles with * (Asterisk) were republished in 2007



<b>Profile Suite and Label</b>	<b>Public Relations - Consumer Services Officer</b>
<b>Job Statement</b>	1. To operate the NHS complaints procedure. 2. Investigate complaints and compile reports.

<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>Providing and receiving contentious or sensitive information; barriers to understanding.</b> Communicate NHS regulations in an understandable form. Communicate personal and contentious information, using tact, persuasion and emphatic skills.	4	32
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Understanding a range of work procedures and practices, requiring a base level of theoretical knowledge.</b> Knowledge of complaints regulations and procedures.	3	60
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Judgements involving facts or situations, some of which require analysis.</b> Analyse complaints from the public and/or GPs and make recommendations for action.	2	15
4.	<b>Planning &amp; Organisational Skills</b>	<b>Planning of straightforward tasks where there is a need to make short-term adjustments.</b> Plan own workload to meet complaints deadlines.	2	15
5.	<b>Physical Skills</b>	<b>Standard keyboard skills.</b> Word processor use.	2	15
6.	<b>Patient/Client Care</b>	<b>Provide non-clinical advice.</b> Advise patients of their rights of appeal and resolve patient problems.	2	9
7.	<b>Policy/Service Development</b>	<b>Comments on policies.</b>	1	5
8.	<b>Financial &amp; Physical Resources</b>	<b>Observe personal duty of care.</b>	1	5
9.	<b>Human Resources</b>	<b>Demonstrate duties to new starters.</b>	1	5
10.	<b>Information Resources</b>	<b>Responsible for data entry / Transcribe formal minutes.</b> Create complaints records / Transcribe case conferences.	2(a)/3(a)	9-16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits as is necessary to own work.</b>	1	5
12.	<b>Freedom to Act</b>	<b>Guided by standard operating procedures; someone is generally available for reference.</b> Work independently, but Manager is available for reference.	2	12
13.	<b>Physical Effort</b>	<b>Combination of sitting, standing, walking.</b>	1	3



14.	<b>Mental Effort</b>	<b>Frequent requirement for concentration, unpredictable work pattern.</b> Dealing with patient and practitioner complaints; servicing committees, documentation; unpredictable work pattern.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Frequent exposure to emotional effort.</b> Dealing with distressed clients on an occasional basis / Dealing with distressed clients on a weekly basis.	3(a)	18
16.	<b>Working Conditions</b>	<b>Occasional exposure to unpleasant working conditions.</b> Verbal aggression at least 3 times a month.	2(a)	7
<b>JE Score (227-234)</b>			<b>Band 3</b>	



<b>Profile Suite and Label</b>	<b>Public Relations - PALS Administrator</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Provides support to the Patient Advice and Liaison Service and/or the Patient and Public Involvement Service.</li> <li>2. Assists in development and implementation of administrative systems to support PALS and PPI services.</li> <li>3. May coordinate PALS volunteers.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	<b>Communication &amp; Relationship Skills</b>	<b>Provide and receive routine information, barriers to understanding required.</b> Provides advice, information and signposting to patients, relatives where there may be communication difficulties or may be distressed.	3a	21
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Range of work procedures and practices; base level of theoretical knowledge.</b> Knowledge of departmental and administrative procedures and systems; acquired through training e.g. ECDL and experience to NVQ3 level equivalent.	3	60
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Judgements involving facts or situations, some requiring analysis.</b> Signposts patients to appropriate services; decides appropriate categorisation of caller enquiries.	2	15
4.	<b>Planning &amp; Organisational Skills</b>	<b>Plan and organise straightforward activities, some ongoing.</b> Coordinates volunteer activity e.g. planning database volunteer rotas.	2	15
5.	<b>Physical Skills</b>	<b>Physical skills obtained through practice.</b> Keyboard skills for data input, form creation and completion.	2	15
6.	<b>Patient/Client Care</b>	<b>Provide non-clinical advice, information to patients/clients/relatives.</b> Provides information and advice on how to access services.	2	9
7.	<b>Policy/Service Development</b>	<b>Follows policies in own role, may be required to comment.</b> Follows departmental policies.	1	5
8.	<b>Financial &amp; Physical Resources</b>	<b>Maintains stock control; Authorised signatory, small payments.</b> Authorises payment of travel expenses for volunteers; maintains stock of literature.	2(c)(d)	12
9.	<b>Human Resources</b>	<b>Demonstrates own activities to new or less experienced employees / Day to day supervision.</b> May coordinate PALS volunteers.	1/2a	5-12
10.	<b>Information Resources</b>	<b>Data entry, text processing, storage of data; occasional/ regular requirement to develop, create reports, documents, drawings; responsible for maintaining one or more information systems, significant job responsibility.</b>	2(a) (b)- 3(b) 3(c)	9-16



		Processes PALS and PPI information; creates databases, spreadsheets/ maintains PALS, PPI databases.		
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work.</b> Undertakes audits.	1	5
12.	<b>Freedom to Act</b>	<b>Clearly defined occupational policies, work is managed rather than supervised.</b> Works independently within organisational procedures and policies, co-ordinates team of volunteers.	3	21
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 predictable.</b> Concentration for enquiries, database maintenance.	2a	7
15.	<b>Emotional Effort</b>	<b>Occasional distressing or emotional circumstances.</b> Distressed patients, relatives, friends.	2a	11
16.	<b>Working Conditions</b>	<b>Unpleasant conditions rare.</b> Office conditions.	1	3
<b>JE Score (216-230)</b>			<b>Band 3</b>	



<b>Profile Suite and Label</b>	Public Relations - Patient Support Officer
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Meets with individuals, patients/clients, carers, relatives in a variety of settings to improve access to help.</li> <li>2. Provides guidance and enables clients to develop lifestyle improvement, monitors progress.</li> <li>3. May coordinate volunteers.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	<b>Communication &amp; Relationship Skills</b>	<b>Provide and receive complex, sensitive or contentious information, barriers to understanding.</b> Discusses issues which may be delicate, e.g. lifestyle changes, sexual health or health literacy and where there may be communication difficulties.	4a	32
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Range of work procedures and practices; base level of theoretical knowledge.</b> Knowledge of lifestyle changes acquired through a good standard of education or vocational training plus on the job training and experience.	3	60
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Facts or situations, requiring analysis, comparison of range of options.</b> Provides solutions for routine queries/concerns about, e.g. accessing services and deciding what to refer to others.	2	15
4.	<b>Planning &amp; Organisational Skills</b>	<b>Plans and organise straightforward activities, some ongoing.</b> Supports local communities, groups and/or events; facilitate access to health and social care resources.	2	15
5.	<b>Physical Skills</b>	<b>Physical skills obtained through practice.</b> Keyboard skills and/or driving skills.	2	15
6.	<b>Patient/Client Care</b>	<b>Provide non-clinical advice, information to patients/clients/relatives / Provides basic clinical advice.</b> Provides information and advice on how to access services/routine health promotion advice.	2/3c	9-15
7.	<b>Policy/Service Development</b>	<b>Follows policies in own role, may be required to comment.</b> Follows departmental policies, provides feedback on service issues to managers.	1	5
8.	<b>Financial &amp; Physical Resources</b>	<b>Personal duty of care in relation to equipment resources/maintain stock control.</b> Observes personal duty of care/maintains stock levels.	1/2 (c)	5-12
9.	<b>Human Resources</b>	<b>Demonstrates own activities to new or less experienced employees / Day to day supervision.</b> Demonstrates own activities/coordinates volunteers.	1/2 (a)	5-12
10.	<b>Information Resources</b>	<b>Record personally generated evidence / Data entry, text processing, storage of data.</b> Records information relating to work/stores patient/client related data.	1/2 (a)	4-9



11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work.</b> May undertake patient/client surveys; may gather patient/client audit information.	1	5
12.	<b>Freedom to Act</b>	<b>Standard operating procedures; someone available for reference/Clearly defined occupational policies, work is managed rather than supervised.</b> Works within organisation procedures and policies, using own initiative/ works autonomously.	2/3	12-21
13.	<b>Physical Effort</b>	<b>Frequent sitting or standing in a restricted position; occasional moderate effort for several short periods. VDU use, carrying training materials and/or health information literature.</b>	2	7
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern unpredictable.</b> Concentration for e.g. enquiries, complaints, devising action plans; changing client requirements.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Occasional distressing or emotional circumstances.</b> Distressed individuals, patients/clients, relatives, friends, vulnerable groups.	2(a)	11
16.	<b>Working Conditions</b>	<b>Occasional unpleasant conditions; frequent use of road transportation/frequent unpleasant.</b> Verbal aggression; transport within the community/poor home environments.	2(a) / 3(a)	7-12
<b>JE Score (219-258)</b>			<b>Band 3</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – Communications Assistant</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Manage the administration of the press office ensuring that all media enquiries are logged, answered or referred on.</li> <li>2. Participate in drafting press releases, statements.</li> <li>3. Publications for internal audiences and local, national, specialist media.</li> <li>4. Monitor press coverage; maintain press cuttings, photo library, distribution lists, contact databases.</li> <li>5. Support event coordination.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	<b>Communication &amp; Relationship Skills</b>	<b>Provide, receive sensitive information/ Provide and receive complex, sensitive information; barriers to understanding.</b> Deals with media enquiries / including on sensitive, confidential issues.	3(b)–4(a)	21–32
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Range of work procedures and practices, majority non-routine; intermediate level of theoretical knowledge.</b> Knowledge of office administration, the media, communications and PR procedures, design and print, production techniques: acquired through training, experience to diploma level equivalent.	4	88
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Range of facts or situations requiring analysis, comparison of options.</b> Selection of information, case studies for press releases; decides how to present items for internal or external consumption.	3	27
4.	<b>Planning &amp; Organisational Skills</b>	<b>Plan, organise straightforward activities, some ongoing.</b> Arranges meetings, communication events.	2	15
5.	<b>Physical Skills</b>	<b>Developed physical skills; advanced keyboard use.</b> Keyboard skills for publications, presentations, processing documents.	3(a)	27
6.	<b>Patient/Client Care</b>	<b>Assist patients/ clients during incidental contacts/ Provide non-clinical advice, information to patients/clients/relatives.</b> Incidental contact with patients, clients/ provides advice on organisation's events.	1–2	4–9
7.	<b>Policy/Service Development</b>	<b>Follow policies in own role, may be required to comment.</b> Follows communications department procedures, protocols.	1	5
8.	<b>Financial &amp; Physical Resources</b>	<b>Maintain stock control; safe use of expensive equipment.</b> Order printing, publications; use of digital cameras, projectors.	2(c)(e)	12
9.	<b>Human Resources</b>	<b>Demonstrate own activities to new or less experienced employees.</b> May demonstrate duties to new starters or other staff.	1	5



10.	<b>Information Resources</b>	<b>Regular requirement to use software to create reports; maintain one or more information systems, significant job responsibility.</b> Develops media releases, publications, presentations using desk-top publishing, website software; maintains press cuttings, photo library, departmental databases.	3(b)(c)	16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work.</b> Undertakes audits or surveys as necessary for own work.	1	5
12.	<b>Freedom to Act</b>	<b>Clearly defined occupational policies, work is managed, rather than supervised.</b> Works within communications department policies, manages own workload, required to act independently.	3	21
13.	<b>Physical Effort</b>	<b>Frequent sitting in a restricted position; light effort several short periods.</b> <b>Restricted position for processing; lifting materials, equipment.</b>	2(a)(b)	7
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern predictable/unpredictable.</b> Concentration required for processing publications, proof reading, maintaining press cuttings library/frequent interruptions to deal with media enquiries.	2(a)–3(a)	7–12
15.	<b>Emotional Effort</b>	<b>Exposure to distressing or emotional circumstances is rare.</b> Distressing or emotional circumstances are rare.	1	5
16.	<b>Working Conditions</b>	<b>Use VDU more or less continuously.</b> Uses computer for most of shift.	2(e)	7
<b>JE Score (272-293)</b>			<b>Band 4</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – Patient Support Officer Higher Level</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Contributes to delivery of patient/client/community services in a variety of settings.</li> <li>2. Meets with individual patients/clients, carers, relatives to improve access to health, including action planning and signposting to available services.</li> <li>3. May coordinate, liaise with, mentor and train volunteers or newly recruited staff.</li> </ol>

<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>	<p><b>Provide and receive complex, sensitive or contentious information, barriers to understanding required.</b> Discusses issues which may be multi-stranded and delicate, e.g. lifestyle changes, sexual health, health literacy; and where there may be communication difficulties.</p>	4a	32
2.	<b>Knowledge, Training &amp; Experience</b>	<p><b>Range of work procedures and practices, mainly non-routine; intermediate level of theoretical knowledge.</b> Knowledge of health and wellbeing issues and services, acquired through training and experience to NVQ3 level or equivalent plus knowledge and experience to diploma level equivalent.</p>	4	88
3.	<b>Analytical &amp; Judgemental Skills</b>	<p><b>Facts or situations, requiring analysis, comparison of range of options.</b> Provides solutions for queries/concerns of mixed complexity, e.g. assesses diverse lifestyle issues.</p>	3	27
4.	<b>Planning &amp; Organisational Skills</b>	<p><b>Plans and organise straightforward activities, some ongoing/ Plan and organise complex activities or programmes, requiring formulation, adjustment.</b> Support local community groups and events, plans volunteers rotas; facilitates individual health improvement plans/ co-ordinates a range of multi agency support services.</p>	2–3	15–27
5.	<b>Physical Skills</b>	<p><b>Physical skills obtained through practice.</b> Keyboard skills and/or driving skills.</p>	2	15
6.	<b>Patient/Client Care</b>	<p><b>Provide non-clinical advice, information to patients/clients/relatives/Provides basic clinical advice.</b> Provides information and advice on how to access services/routine health promotion advice.</p>	2/3c	9-15
7.	<b>Policy/Service Development</b>	<p><b>Follows policies in own role, may be required to comment/Implement policies and propose changes to practices, procedures for own area.</b> Follows departmental policies/ proposes changes to improve patient/client services.</p>	1–2	5–12
8.	<b>Financial &amp; Physical Resources</b>	<p><b>Personal duty of care in relation to equipment, resources/Maintain stock control; Authorised signatory, small payments.</b> Observe personal duty of care/maintains stock; authorises payment of travel expenses for volunteers, patients'/clients', e.g. travel expenses.</p>	1/2(c) 2(d)	5-12



9.	<b>Human Resources</b>	<b>Day to day supervision; Provide training in own discipline.</b> Allocates work to junior staff; provides training in own job area.	2(a)–(c)	12
10.	<b>Information Resources</b>	<b>Data entry, text processing, storage of data; occasional requirement to produce reports, documents, drawings/ Responsible for maintaining one or more information systems, significant job responsibility.</b> Processes patient/client information; write and produce reports, leaflets, posters/draws up specs for maintenance of patient information system; update and maintain public information library/resources.	2(a) 2(b) – 3(c)	9–16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work.</b> May undertakes patient/client surveys; gather patient/client audit information.	1	5
12.	<b>Freedom to Act</b>	<b>Clearly defined occupational policies, work is managed rather than supervised.</b> Works within organisation procedures and policies, works autonomously; works in the community.	3	21
13.	<b>Physical Effort</b>	<b>Combination of sitting, standing, walking/frequent sitting or standing in a restricted position; occasional moderate effort for several short periods.</b> Light physical effort/VDU use; carrying training materials and health information literature.	1–2(a)(d)	3–7
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern unpredictable.</b> Concentration for e.g. enquiries, complaints, devising action plans, changing patient/client requirements.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Occasional distressing or emotional circumstances.</b> Distressed individual, patients/clients, relatives, friends, vulnerable groups.	2(a)	11
16.	<b>Working Conditions</b>	<b>Occasional unpleasant conditions; frequent use of road transportation/ frequent unpleasant conditions.</b> Verbal aggression; required to use transport/poor home environments.	2(a) (c) – 3(a)	7–12
<b>JE Score (276-324)</b>			<b>Band 4</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – PALS Officer Higher Level 1</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Contributes to delivery and development of a strategic patient service.</li> <li>2. Meets with patients, carers, relatives to advise on problem resolution, including action planning.</li> <li>3. May coordinate, liaise with, mentor and train volunteers; may deliver training on patient access provisions may support the day to day running of a patient service.</li> </ol>

<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>	<p><b>Provide and receive complex, sensitive or contentious information; barriers to understanding.</b> Communicates sensitive or contentious information including on sexually transmitted diseases, bereavement issues and explaining that funding is not available for particular procedures.</p>	4(a)	32
2.	<b>Knowledge, Training &amp; Experience</b>	<p><b>Expertise within a specialism underpinned by practical experience.</b> Knowledge of complaints procedures, data protection, the public involvement agenda, legislation, clinical governance, commissioning targets acquired through NVQ 4 level equivalent plus internal knowledge and experience to degree level equivalent.</p>	5	120
3.	<b>Analytical &amp; Judgemental Skills</b>	<p><b>Complex factors or situations requiring analysis, interpretation, comparison of a range of options.</b> Analyse complaint trends, patient surveys; distilling relevant facts from a broad mix of information communicated by the patient.</p>	3	27
4.	<b>Planning &amp; Organisational Skills</b>	<p><b>Plan and organise complex activities or programmes, requiring formulation, adjustment.</b> Organise multi agency meetings; may manage the day to day running of the service.</p>	3	27
5.	<b>Physical Skills</b>	<p><b>Physical Skills obtained through practice.</b> Driving skills, standard keyboard skills.</p>	2	15
6.	<b>Patient/Client Care</b>	<p><b>Provides non-clinical advice, information to patients / clients / relatives. Provides basic clinical advice.</b> Provides advice on a range of issues including the complaints procedure, services, programmes/routine health promotion advice.</p>	2/3c	9-15
7.	<b>Policy/Service Development</b>	<p><b>Implement policies and propose changes to practices, procedures for own area. Propose policy or service changes, impact beyond own area.</b> Act as a catalyst for change through feeding back on service delivery for patients, relatives and carers/ proposes changes to improve patient services; monitor, evaluate and report on the performance of the service.</p>	2/3	12-21
8.	<b>Financial &amp; Physical Resources</b>	<p><b>Authorised signatory, small payments.</b> Invoices, payments to volunteers.</p>	2(a)	12



9.	<b>Human Resources</b>	<b>Day to day supervision; co-ordination of staff; Teach/deliver training in own discipline.</b> Coordinates volunteers or staff; delivers training on PALS/PPI services.	2(a)(c)	12
10.	<b>Information Resources</b>	<b>Data entry, text processing, storage of data. Responsible for maintaining one or more information systems, significant job responsibility.</b> Processes PALS and PPI information/draws up specs for maintenance of patient information system; update and maintain a public information library.	2(a)–3(c)	9-16
11.	<b>Research &amp; Development</b>	<b>Regularly undertake R &amp; D activity.</b> Implement patient and service surveys.	2(a)	12
12.	<b>Freedom to Act</b>	<b>Clearly defined occupational policies. Work is managed rather than supervised.</b> Signpost patients/clients to external organisation; manager is available for advice.	3	21
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 for enquiries; complaints, interruptions from patients, relatives, volunteers requiring immediate attention.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Frequent distressing or emotional circumstances.</b> Regularly meets distressed/angry complainants.	3(a)	18
16.	<b>Working Conditions</b>	<b>Occasional unpleasant conditions/Frequent use of road transportation/frequent unpleasant conditions.</b> Verbal aggression; regular car user.	2(a); 2c/3a	7-12
<b>JE Score (348-375)</b>			<b>Band 5</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – Communications Officer</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Plan and implement communications projects.</li> <li>2. Commission, write, edit, proofread, co-ordinate internal and external publications, patient leaflets and advice documents; write press releases, articles; may organise print and distribution.</li> <li>3. Respond to media enquiries, brief journalists.</li> <li>4. Provide communications, marketing communications and media advice to managers, staff, committees.</li> </ol>

<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, receive complex, sensitive information where persuasive, motivational, negotiating skills required.</b> Influences, persuades committees, staff on appropriate communications approach, brief journalists.	3(4(a))	32
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Range of work procedures and practices, requiring expertise within specialism underpinned by theory.</b> Knowledge of communications, public relations, journalism and marketing communications techniques, approaches, procedures: acquired through training to relevant degree level or equivalent.	5	120
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Range of facts or situations requiring analysis, comparison of options.</b> Decides how to present items for internal or external audiences, how to respond to media requests.	3	27
4.	<b>Planning &amp; Organisational Skills</b>	<b>Plan, organise straightforward activities, some ongoing/ plan complex activities.</b> Arranges meetings, events, press conferences, photocalls / coordinates communications campaigns.	2–3	15–27
5.	<b>Physical Skills</b>	<b>Developed physical skills; advanced keyboard use.</b> Keyboard skills for designing publications, presentations, processing documents.	3(a)	27
6.	<b>Patient/Client Care</b>	<b>Assist patients, clients during incidental contacts/ provide general, non-clinical advice to patients, clients.</b> Incidental contact with patients/ clients/ provide advice to patients, clients, members of public contacting department.	1–2	4–9
7.	<b>Policy/Service Development</b>	<b>Follow policies in own role, may be required to comment.</b> Follows communications department procedures, protocols.	1	5
8.	<b>Financial &amp; Physical Resources</b>	<b>Maintain stock control; safe use of expensive equipment/ purchase of some assets, supplies.</b> Order printing, publications; use of digital cameras, projectors/ purchase printing services.	2(c) (e)– 3(b)	12–21
9.	<b>Human Resources</b>	<b>Demonstrate own activities to new or less experienced employees.</b> May demonstrate duties to new starters or other staff.	1	5
10.	<b>Information Resources</b>	<b>Regular requirement to use software to create reports; maintain one or more information systems, significant job responsibility.</b>	3(b)(c)	16



		Develops press releases, publications, presentations using desk-top publishing, website software; maintains press cuttings, photo library, departmental databases.		
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work.</b> Undertakes audits or surveys as necessary for own work.	1	5
12.	<b>Freedom to Act</b>	<b>Clearly defined occupational policies, work is managed, rather than supervised.</b> Works within communications department, manages own workload, required to act independently.	3	21
13.	<b>Physical Effort</b>	<b>Frequent sitting in a restricted position; light effort several short periods.</b> Restricted position for word processing; lifting materials, equipment.	2(a)–(b)	7
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern unpredictable.</b> Concentration required for drafting press releases, publications, researching articles, providing communications advice, interruptions to deal with urgent requests.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Occasional exposure to distressing or emotional circumstances.</b> Responds to difficult organisational situations.	2(a)	11
16.	<b>Working Conditions</b>	<b>Use VDU more or less continuously.</b> Uses computer for most of shift.	2(e)	7
<b>JE Score (326-352)</b>			<b>Band 5</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – Complaints Officer Higher Level</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Provides an NHS Complaints function, including investigation for an organisation.</li> <li>2. Provides advice to complainants to facilitate their use of the procedure.</li> <li>3. Trains NHS staff on the complaints policy and procedures.</li> <li>4. Identifies areas of risk and monitors performance and quality of services arising from complaints received to facilitate organisational learning.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	<b>Communication &amp; Relationship Skills</b>	<p><b>Provide and receive highly complex, sensitive or contentious information; agreement or co-operation required/ Present complex, sensitive or contentious information to large groups.</b></p> <p>Communicates highly sensitive or contentious information with patients, relatives &amp; members of staff in response to complaints; presents to external organisations or professional groups on aspects of Complaints Procedure or role.</p>	5ab	45
2.	<b>Knowledge, Training &amp; Experience</b>	<p><b>Specialist knowledge across range of procedures underpinned by theory.</b></p> <p>Knowledge of the NHS Complaints Procedure, organisational policies and procedures, risk management procedures to post graduate diploma level or equivalent.</p>	6	156
3.	<b>Analytical &amp; Judgemental Skills</b>	<p><b>Complex facts or situations requiring analysis, interpretation, comparison of a range of options.</b></p> <p>Assesses clinical and other information from complaint investigations to determine appropriate response. Recommends appropriate courses of action to the relevant accountable officer.</p>	4	42
4.	<b>Planning &amp; Organisational Skills</b>	<p><b>Plan and organise complex activities or programmes, requiring formulation, adjustment.</b></p> <p>Plans and initiates complaints investigations, coordinates local resolution where appropriate, plans and scopes training needs of clinical and managerial staff in relation to complaints handling. Plans action plans for improvement.</p>	3	27
5.	<b>Physical Skills</b>	<p><b>Physical skills obtained through practice.</b></p> <p>Use of computer to register and track progress of complaints.</p>	2	15
6.	<b>Patient/Client Care</b>	<p><b>Provide non-clinical advice, information to patients/clients/relatives.</b></p> <p>Provides advice to complainants to facilitate their use of the procedure.</p>	2	9
7.	<b>Policy/Service Development</b>	<p><b>Propose policy or service changes, impact beyond own area.</b></p> <p>Develops complaints policies and proposes changes to improve organisational practice, policies and action plans.</p>	3	21
8.	<b>Financial &amp; Physical Resources</b>	<p><b>Personal duty of care in relation to equipment, resources / Authorised signatory, small payments / authorised signatory.</b></p>	1– 2(d)– 3(a)	5-12- 21



		Responsible for appropriate use and safety of office and IT equipment/ Ex-gratia payments for losses etc; payment of legal compensation expenses.		
9.	<b>Human Resources</b>	<b>Day to day supervision; Provide practical training/Day to day management; Teach, deliver specialist training.</b> Day to day supervision of staff; provides training in own discipline/Day to day management of staff; Provides specialist complaints procedure and legislation training.	2a c/3 a c	12-21
10.	<b>Information Resources</b>	<b>Take, transcribe formal minutes/ Responsible for maintaining one or more information systems, significant job responsibility.</b> Takes, transcribes minutes of formal meetings with complainants; develops and maintains a system for recording and reporting complaints.	3(a) 3(c)	16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work.</b> Undertakes audits on complaint activity.	1	5
12.	<b>Freedom to Act</b>	<b>Broad occupational policies.</b> Works independently to undertake complaint and legal claim investigations on behalf of Chief Executive. Acts as lead for the management of complaints.	4	32
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 predictable/ unpredictable.</b> Concentration on investigations, complainant interviews, investigation reports, occasional/frequent requirement to set aside planned work to deal with another complaint situation.	2(a) / 3(a)	7-12
15.	<b>Emotional Effort</b>	<b>Frequent distressing or emotional circumstances.</b> Regularly manages distressed/angry complainants.	3a	18
16.	<b>Working Conditions</b>	<b>Frequent unpleasant conditions.</b> Frequent exposure to verbal aggression from complainants.	3(a)	12
<b>JE Score (425-455)</b>			<b>Band 6</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – Communications Specialist</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Develop, implement and evaluate communications projects.</li> <li>2. Commission, write, edit, proofread, co-ordinate complex internal and external publications, patient/client leaflets and advice documents; write press releases, articles; oversee print and distribution.</li> <li>3. Respond to media enquiries, brief journalists; manage events, press conferences, photo calls and visits.</li> <li>4. Provide communications and marketing communications advice to managers, staff, committees.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	<b>Communication &amp; Relationship Skills</b>	<b>Provide, receive highly complex, sensitive information where cooperation, agreement required; presentations.</b> Influences, persuades committees, staff on appropriate communications approach, journalists on high profile issues; make presentations on sensitive issues to staff, media.	5(a)(b)	45
2.	<b>Knowledge, Training &amp; Experience</b>	<b>Specialist knowledge across range of work procedures and practices, underpinned by theory or experience.</b> Knowledge of communications, public relations, journalism and marketing communication techniques, approaches, procedures: acquired through training to relevant degree level or equivalent plus training and/or experience in communications field to postgraduate diploma level.	6	156
3.	<b>Analytical &amp; Judgemental Skills</b>	<b>Complex facts or situations requiring analysis, interpretation, comparison of options.</b> Decides how to run communications campaigns, how to respond to media requests on sensitive or complex issues.	4	42
4.	<b>Planning &amp; Organisational Skills</b>	<b>Plan complex activities.</b> Organises, project manages communications campaigns, manages events, press conferences, photo calls and visits.	3	27
5.	<b>Physical Skills</b>	<b>Developed physical skills; advanced keyboard use.</b> Keyboard skills for publications, presentations, processing documents.	3(a)	27
6.	<b>Patient/Client Care</b>	<b>Assist patients, clients during incidental contacts/ provide general, non-clinical advice to patients, clients.</b> Incidental contact with patients/ clients/ provide advice to patients, clients, members of public contacting department.	1–2	4–9
7.	<b>Policy/Service Development</b>	<b>Follow policies in own role, may be required to comment.</b> Follows communications department procedures, protocols.	1	5
8.	<b>Financial &amp; Physical Resources</b>	<b>Maintain stock control; safe use of expensive equipment/purchase of some assets, supplies.</b> Order printing, publications; use of digital cameras, projectors/ purchase printing services.	2(c)(e) – 3(a)(b)	12–21



9.	<b>Human Resources</b>	<b>Demonstrate own activities to new or less experienced employees/day to day supervision.</b> May demonstrates duties to new starters and other staff/ responsible for supervision of other team members.	1–2(a)	5–12
10.	<b>Information Resources</b>	<b>Regular requirement to use software to create reports; maintain one or more information systems, significant job responsibility.</b> Develops media releases, publications, presentations using desk-top publishing, website software; maintains press cuttings, photo library, departmental databases.	3(b)(c)	16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work.</b> Undertakes audits or surveys as necessary for own work.	1	5
12.	<b>Freedom to Act</b>	<b>Clearly defined occupational policies/Broad occupational policies.</b> Works independently, work managed rather than supervised/manages area of communications, may be lead specialist for e.g. internal communications, publications.	3–4	21–32
13.	<b>Physical Effort</b>	<b>Occasional light effort/Frequent sitting or standing in a restricted position.</b> Restricted position for word processing; lifting materials, equipment.	1–2(a)(b)	3–7
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern unpredictable.</b> Concentration required for drafting press releases, publications, researching articles, providing communications advice, interruptions for urgent requests.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Occasional exposure to distressing or emotional circumstances.</b> Respond to difficult organisational situations.	2(a)	11
16.	<b>Working Conditions</b>	<b>Uses VDU more or less continuously.</b> Uses computer for most of shift.	2(e)	7
<b>JE Score 398-434</b>			<b>Band 6</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – PALS Specialist</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Advise on the development, implementation and monitoring of patient and public strategies.</li> <li>2. Provide advice on a range of NHS and local authority health services to patients and carers.</li> <li>3. May coordinate volunteers; may deliver training/specialist training.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	<b>Communication &amp; Relationship Skills</b>	<p><b>Provide and receive complex, sensitive or contentious/highly complex sensitive or contentious information; barriers to understanding/Presenting complex, sensitive or contentious information to a large group.</b></p> <p>Communicates sensitive or contentious information including on sexually transmitted diseases, bereavement issues; explaining that funding is not available for particular procedures/explain service re-organisation and its impact on patients; give presentations to staff, patient forums, organisation boards on patient and public involvement issues.</p>	4a/5ab	32–45
2.	<b>Knowledge, Training &amp; Experience</b>	<p><b>Specialist knowledge across range of procedures underpinned by theory.</b></p> <p>Knowledge of patient and public issues in a specialist area such as Expert Patient Programme, Social Care, Diversity, Voluntary Sector, bereavement, mental health and legislation acquired through degree or equivalent plus further experience or training.</p>	6	156
3.	<b>Analytical &amp; Judgemental Skills</b>	<p><b>Complex factors or situations requiring analysis, interpretation, comparison of a range of options.</b></p> <p>Assess and analyse patients issues; decisions on multi stranded problems in non-routine situations e.g. suitability for national programmes; evaluation of service; distilling relevant facts from a broad mix of information.</p>	4	42
4.	<b>Planning &amp; Organisational Skills</b>	<p><b>Plan and organise complex activities or programmes, requiring formulation, adjustment.</b></p> <p>Organise multi-agency meetings; project management.</p>	3	27
5.	<b>Physical Skills</b>	<p><b>Physical Skills obtained through practice.</b></p> <p>Driving skills, standard keyboard skills.</p>	2	15
6.	<b>Patient/Client Care</b>	<p><b>Provides non-clinical advice, information to patients/clients/relatives.</b></p> <p>Provides advice on a range of issues including the complaints procedure, services, programmes.</p>	2	9
7.	<b>Policy/Service Development</b>	<p><b>Propose policy or service changes, impact beyond own area.</b></p> <p>Develops PALS/PPI policies; Implement PALS/PPI strategies for organisation; represent organisation in sector meetings.</p>	3	21
8.	<b>Financial &amp; Physical Resources</b>	<p><b>Authorised signatory, small payments/Authorised signatory; Hold delegated budget.</b></p> <p>Invoices, payments to volunteers/Draw up and hold delegated budget.</p>	2d/3ad	12–21



9.	<b>Human Resources</b>	<b>Day to day supervision; coordination of staff ; Provide training in own discipline /Teach /deliver specialist training.</b> Coordinate staff; provide training on patient services/patient services in specialist areas e.g. expert patient programme.	2ac/3c	12–21
10.	<b>Information Resources</b>	<b>Record personally generated information/Data entry, text processing, storage of data; Occasional/regular requirement to develop or create reports, documents drawings; responsible for maintaining one of more information systems, significant job responsibility.</b> Records PALS, PPI information; create spreadsheets, adapt and develop data bases.	2(a)(b)– 3(b)(c)	9–16
11.	<b>Research &amp; Development</b>	<b>Regularly undertake R &amp; D activity.</b> Devise surveys, run focus groups.	2	12
12.	<b>Freedom to Act</b>	<b>Broad Occupational Policies.</b> Lead on PALS/PPI activity for the organisation.	4	32
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 predictable.</b> Concentration for enquiries, complaints, service issues.	2(a)	7
15.	<b>Emotional Effort</b>	<b>Occasional distressing or emotional circumstances.</b> Meets distressed/angry complainants.	3a	18
16.	<b>Working Conditions</b>	<b>Occasional/Frequent use of road transportation.</b> Verbal aggression; regular car user.	2(a); (2c)	7
<b>JE Score 414–452</b>			<b>Band 6</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – PALS Team Manager</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Manages PALS service and staff development, implementation and monitoring of PPI strategy; coordinates and supports patient council.</li> <li>2. Develop implement and monitor patient services strategies.</li> <li>3. Provide advice on complaints procedure.</li> </ol>

<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>	<p><b>Provide and receive complex, sensitive or contentious/highly complex sensitive or contentious information; barriers to understanding/Presenting complex, sensitive or contentious information to a large group.</b></p> <p>Communicates sensitive or contentious information including explaining that funding is not available for particular procedures/explain service reorganisation and its impact on patients; give presentations to staff, patient forums, organisation boards on patient and public involvement issues.</p>	4a–5(b)	32–45
2.	<b>Knowledge, Training &amp; Experience</b>	<p><b>Specialist knowledge across range of procedures underpinned by theory.</b></p> <p>Knowledge of the PALS service, NHS Complaints Procedure, organisational policies and procedures plus management procedures to postgraduate diploma level or equivalent.</p>	6	156
3.	<b>Analytical &amp; Judgemental Skills</b>	<p><b>Complex facts or situations requiring analysis, interpretation, comparison of a range of options.</b></p> <p>Judgements in relation to PALS and PPI services, clinical governance.</p>	4	42
4.	<b>Planning &amp; Organisational Skills</b>	<p><b>Plan and organise complex activities or programmes, requiring formulation, adjustment.</b></p> <p>Plans and organises patient involvement activity, support groups, coordinates resolutions to patient concerns/issues.</p>	3	27
5.	<b>Physical Skills</b>	<p><b>Physical skills obtained through practice.</b></p> <p>Keyboard skills, driving skills.</p>	2	15
6.	<b>Patient/Client Care</b>	<p><b>Provide non-clinical advice, information to patients/clients/relatives.</b></p> <p>Provides advice to complainants to facilitate their use of the complaints procedure, procedural advice to those involved with PALS and PPI services.</p>	2	9
7.	<b>Policy/Service Development</b>	<p><b>Propose policy or service changes, impact beyond own area.</b></p> <p>Develops PALS, PPI services, policies across organisation.</p>	3	21
8.	<b>Financial &amp; Physical Resources</b>	<p><b>Authorised signatory, small payments/Authorised signatory; Hold delegated budget.</b></p> <p>Invoices, payments to volunteers/Draw up and hold delegated budget.</p>	2(d)–3(a)(d)	12–21
9.	<b>Human Resources</b>	<p><b>Day to day management.</b></p> <p>Day to day management of staff and volunteers.</p>	3(a)	21



10.	<b>Information Resources</b>	<b>Occasional/Regular requirement to develop or create reports, documents, drawings.</b> Produces reports on patient services, develops leaflets.	2b-3b	9-16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work/Regularly undertake R &amp; D activity.</b> Undertakes patient surveys/audits patient satisfaction surveys.	1/2a	5-12
12.	<b>Freedom to Act</b>	<b>Clearly defined occupation policies, work is managed rather than supervised/ Broad occupational policies.</b> Day to day/operational management of PALS service.	3/4	21-32
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 PALS service development, investigations, frequent requirement to set aside planned work to deal with patients, carers, staff.	3a	12
15.	<b>Emotional Effort</b>	<b>Occasional/Frequent distressing or emotional circumstances.</b> Regularly meets distressed/angry complainants.	2a/3a	11-18
16.	<b>Working Conditions</b>	<b>Occasional unpleasant conditions.</b> Verbal aggression from complainants.	2(a)	7
<b>JE Score 403-457</b>			<b>Band 6</b>	



Profile Suite and Label	Public Relations – Communications Manager
Job Statement	<ol style="list-style-type: none"> <li>1. Lead in the development, implementation and evaluation of a range of communications projects, including events, campaigns, consultations on high profile issues.</li> <li>2. Commission, write, edit, proof read, coordinate complex internal, external publications, patient leaflets and advice documents; write press releases, articles.</li> <li>3. Lead in anticipating, responding to media enquiries, briefing journalists.</li> <li>4. Provide reputation management advice and media advice/training to senior managers, decision making bodies.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	<b>Provide, receive highly complex, sensitive information where cooperation, agreement required; presentations.</b> Influences, persuades committees, staff on appropriate communications approach, journalists on high profile issues; make presentations on sensitive issues to staff, media.	5(a)(b)	45
2.	Knowledge, Training & Experience	<b>Highly specialist knowledge, underpinned by theory, experience.</b> Knowledge of communications, public relations, journalism and marketing communications techniques, approaches, procedures, health service communications, organisation, project management, external political environment: acquired through training to relevant degree level or equivalent plus training and/or experience in communications field to master's level equivalent.	7	196
3.	Analytical & Judgemental Skills	<b>Complex facts or situations requiring analysis, interpretation, comparison of options.</b> Decides how to run communications campaign, how to respond to media requests on sensitive or complex issues.	4	42
4.	Planning & Organisational Skills	<b>Plan complex activities.</b> Organises, project manages communications campaigns and events.	3	27
5.	Physical Skills	<b>Developed physical skills; advanced keyboard use.</b> Keyboard skills for designing publications, presentations, processing documents.	3(a)	27
6.	Patient/Client Care	<b>Assist patients, clients during incidental contacts/ provide general, non-clinical advice to patients, clients.</b> Incidental contact with patients, clients/ provide advice to patients, clients, members of public contacting department.	1–2	4–9
7.	Policy/Service Development	<b>Implement policies, propose changes; impact beyond own area.</b> Propose changes to communications policies for the organisation e.g. on dealing with the media.	3	21
8.	Financial & Physical Resources	<b>Authorised signatory; purchase of some assets, supplies; delegated budget.</b> Authorise; purchase printing services; project budget.	3(a) (b) (d)	21



9.	<b>Human Resources</b>	<b>Day to day supervision/ Teach/deliver specialist training.</b> Allocates work to other members of the department, temporary staff/ provides specialist training in communications.	2(a)–3(c)	12–21
10.	<b>Information Resources</b>	<b>Regular requirement to use software to create reports; maintain one or more information systems, significant job responsibility.</b> Develops media releases, publications, presentations using desk-top publishing, website software; maintains press cuttings, photo library, departmental databases.	3(b)(c)	16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work/ regularly undertake R&amp;D.</b> Undertakes audits or surveys as necessary for own work/ on a regular basis.	1–2(a)	5–12
12.	<b>Freedom to Act</b>	<b>Broad occupational policies.</b> Manages area of communications, may be lead specialist for e.g. internal communications.	4	32
13.	<b>Physical Effort</b>	<b>Occasional physical effort.</b> Occasional restricted position for word processing; lifting materials, equipment.	1	3
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern unpredictable.</b> Concentration required for drafting press releases, publications, researching articles, providing communications advice, interruptions for urgent requests.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Regular exposure to distressing or emotional circumstances.</b> Respond to difficult organisational situations.	3(a)	18
16.	<b>Working Conditions</b>	<b>Unpleasant conditions are rare.</b> Office conditions.	1	3
<b>JE Score 484-505</b>			<b>Band 7</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – PALS Service Manager</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Direct and manage the PPI and/or PALS Service.</li> <li>2. Develop and oversee the implementation of patient strategies across the organisation ensuring that senior managers develop and implement appropriate strategies for own area.</li> <li>3. Manage staff and volunteers.</li> </ol>

<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>	<p><b>Provide and receive highly complex, sensitive or contentious information; complex, sensitive or contentious information; hostile antagonistic or highly emotive atmosphere; Presenting complex, sensitive or contentious information to a large group.</b></p> <p>Communicates service related information to Chief Executives and organisation Boards Chairs; Chairs patient involvement forums on contentious issues, explain reasons for service breakdowns e.g. A &amp; E waiting times; give presentations to staff, patient forums, trust boards on patient and public involvement issues.</p>	5abc	45
2.	<b>Knowledge, Training &amp; Experience</b>	<p><b>Highly developed specialist knowledge underpinned by theory and experience.</b></p> <p>Knowledge of clinical and social care services, legislation, service management acquired through post graduate qualification or equivalent plus further experience or training and management experience to Masters Level.</p>	7	196
3.	<b>Analytical &amp; Judgemental Skills</b>	<p><b>Complex facts or situations requiring analysis, interpretation, comparison of a range of options.</b></p> <p>Decisions on service development issues, developing solutions.</p>	4	42
4.	<b>Planning &amp; Organisational Skills</b>	<p><b>Plan and organise broad range of complex activities; formulates, adjusts plans or strategies.</b></p> <p>Plan patient services strategies across the organisation, incorporating these into other strategies such as long term conditions.</p>	4	42
5.	<b>Physical Skills</b>	<p><b>Physical Skills obtained through practice.</b></p> <p>Driving skills, standard keyboard skills.</p>	2	15
6.	<b>Patient/Client Care</b>	<p><b>Provides non-clinical advice, information to patients/clients/relatives.</b></p> <p>Provides advice on a range of issues including the complaints procedure, services, programmes.</p>	2	9
7.	<b>Policy/Service Development</b>	<p><b>Responsible for policy implementation and development for a service or more than one are of activity.</b></p> <p>Develop service wide policies for patient involvement and for partnership working.</p>	4	32
8.	<b>Financial &amp; Physical Resources</b>	<p><b>Hold delegated budget/hold budget.</b></p> <p>Draw up and hold delegated budget/budget.</p>	3/4	21-32



9.	<b>Human Resources</b>	<b>Line Manger for single function or department.</b> Manages Staff within the Service.	4	32
10.	<b>Information Resources</b>	<b>Record personally generated information.</b> Records own information.	1	4
11.	<b>Research &amp; Development</b>	<b>Regularly undertake R &amp; D activity.</b> Devise surveys, run focus groups; sourcing research programmes.	2	12
12.	<b>Freedom to Act</b>	<b>Broad Occupational Policies; General policies, need to establish interpretation.</b> Lead on PALS/PPI activity for the organisation; service manager.	4	32
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 for report writing, investigations, service issues. Can be frequent extended interruptions.	3a	12
15.	<b>Emotional Effort</b>	<b>Frequent distressing or emotional circumstances.</b> Deal with complaints against staff, surgeries, allegations of child abuse, long term conditions, lack of resources issues.	3a	18
16.	<b>Working Conditions</b>	<b>Frequent use of road transportation.</b> Regular car user.	2a; 2c	7
<b>JE Score 522-533</b>			<b>Band 7</b>	



Profile Suite and Label	Public Relations – Communications Service Manager
Job Statement	<ol style="list-style-type: none"> <li>1. Responsible for the organisations, development implementation and evaluation of communications strategies, projects, campaigns for one or more organisations.</li> <li>2. Provide communications, marketing communications and media, reputation management advice and training to the board, executive team and other senior managers.</li> <li>3. Act as communications link between organisation and stakeholders including local community, government departments, professional bodies, local and national government.</li> <li>4. Lead and support communications team.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	Communication & Relationship Skills	<p><b>Provide, receive highly complex, sensitive information where cooperation, agreement required; presentations/ highly sensitive information, hostile, highly antagonistic atmosphere.</b></p> <p>Influences, persuades committees, staff on appropriate communications approach, journalists on high profile issues; make presentations on sensitive issues to staff, media/ presenting highly sensitive information to hostile audiences.</p>	5(a)(b) - 6	45–60
2.	Knowledge, Training & Experience	<p><b>Highly specialist knowledge, underpinned by theory, experience.</b></p> <p>Knowledge of communications, public relations, journalism and marketing communications techniques, approaches, procedures, health service communications, organisation, project management, external political environment: acquired through training to relevant degree level or equivalent plus training and/or experience in communications field to master's level equivalent.</p>	7	196
3.	Analytical & Judgemental Skills	<p><b>Highly complex facts or situations requiring analysis, interpretation, comparison of options.</b></p> <p>Development, advice on communications strategies overall and in relation to specific aspects where expert opinions may differ.</p>	5	60
4.	Planning & Organisational Skills	<p><b>Formulate long-term strategic plans, involving uncertainty, may impact across organisation.</b></p> <p>Develops long-term communication strategies, with impact across organisation(s).</p>	5	60
5.	Physical Skills	<p><b>Physical skills obtained through practice/advanced keyboard skills.</b></p> <p>Keyboard skills/ skills for designing publication, presentations, processing documents.</p>	2–3(a)	15–27
6.	Patient/Client Care	<p><b>Assist patients, clients during incidental contacts/ provide general, nonclinical advice to patients, clients.</b></p> <p>Incidental contact with patients, clients/ provide advice to patients, clients, members of public contacting department.</p>	1–2	4–9
7.	Policy/Service Development	<p><b>Policy development, implementation for service, more than one area of activity/ range of policy development, implementation for directorate or equivalent.</b></p>	4–5	32–45



		Develops reviews communications policies, reviews communication aspects of other policies/develops, reviews communications strategies, other policies with communication aspects, across organisation(s).		
8.	<b>Financial &amp; Physical Resources</b>	<b>Budget holder.</b> Responsible for departmental budget.	4(a)	32
9.	<b>Human Resources</b>	<b>Line management.</b> Manager for communications department staff.	4(a)	32
10.	<b>Information Resources</b>	<b>Regular requirement to use software to create reports; maintain one or more information systems, significant job responsibility.</b> Develops media releases, publications, presentations using desk-top publishing, website software.	3(b)	16
11.	<b>Research &amp; Development</b>	<b>Undertake surveys or audits, as necessary to own work/ regularly undertake R&amp;D.</b> Undertakes audits or surveys as necessary for own work/ on a regular basis.	1–2(a)	5–12
12.	<b>Freedom to Act</b>	<b>Guided by policies, establish interpretation.</b> Responsible for communications for organisation, interprets national policies in relation to communications.	5	45
13.	<b>Physical Effort</b>	<b>Sitting, standing, walking.</b> Light physical effort.	1	3
14.	<b>Mental Effort</b>	<b>Frequent concentration; work pattern unpredictable.</b> Concentration required for drafting press releases, publications, researching articles, providing communications advice, interruptions from emergency requests.	3(a)	12
15.	<b>Emotional Effort</b>	<b>Regular exposure to distressing or emotional circumstances.</b> Respond to difficult high-profile situations.	3(a)	18
16.	<b>Working Conditions</b>	<b>Unpleasant conditions are rare.</b> Office conditions.	1	3
<b>JE Score 578-630</b>			<b>Band 8 a-b-c</b>	



<b>Profile Suite and Label</b>	<b>Public Relations – PALS Professional Head</b>
<b>Job Statement</b>	<ol style="list-style-type: none"> <li>1. Overall management of the PPI or PALS Service.</li> <li>2. Provide advice &amp; guidance to the Board, Professional Executive Committee, Chief Executive &amp; the Senior management team in accordance with current legislation, NHS initiatives, DH guidance &amp; best practice.</li> <li>3. Develop and maintain strategies and frameworks to ensure stakeholders play a key role in designing, re-configuring, commissioning and evaluating services.</li> <li>4. Manage staff and budgets.</li> </ol>

Factor		Level descriptor and example job information	JE Level	JE Score
1.	<b>Communication &amp; Relationship Skills</b>	<p><b>Provide and receive highly complex, sensitive or contentious information; complex, sensitive or contentious information; hostile antagonistic or highly emotive atmosphere; Presenting complex, sensitive or contentious information to a large group.</b></p> <p>Communicates service related information to Chief Executives and Trust Boards Chairs; Chairs patient involvement forums on contentious issues, explain reasons for service breakdowns e.g. A &amp; E waiting times; give presentations to staff, patient forums, trust boards on patient and public involvement issues/Lead public consultation meetings where patients and the public challenge service provision.</p>	5abc/6	45-60
2.	<b>Knowledge, Training &amp; Experience</b>	<p><b>Highly developed specialist knowledge underpinned by theory and experience.</b></p> <p>Knowledge of clinical and social care services, legislation, service management acquired through post graduate qualification or equivalent plus further experience or training and management experience to Masters Level.</p>	7	196
3.	<b>Analytical &amp; Judgemental Skills</b>	<p><b>Complex facts or situations requiring analysis, interpretation, comparison of a range of options/Highly complex factors or situations requiring analysis, interpretation, comparison of a range of options.</b></p> <p>Decisions on service development issues, developing solutions/Expert decisions on the adoption of the correct approach for the development of the service in the face of peer opposition; analysis of national policy, interpreting it to develop appropriate strategies.</p>	4/5	42-60
4.	<b>Planning &amp; Organisational Skills</b>	<p><b>Formulate long term strategic plans, involving uncertainty, may impact across the whole organisation.</b></p> <p>Lead the implementation of long term patient programmes, ensuring delivery on demand. Lead on the development of co-ordinated frames for consultation and involvement of patients and the public.</p>	5	60
5.	<b>Physical Skills</b>	<p><b>Physical Skills obtained through practice.</b></p> <p>Driving skills, standard keyboard skills.</p>	2	15
6.	<b>Patient/Client Care</b>	<p><b>Assist patients/clients during incidental contact.</b></p> <p>Contact with patient or clients is incidental.</p>	1	4



7.	<b>Policy/Service Development</b>	<b>Responsible for policy implementation and development for a service or more than one area of activity/Responsible for policy implementation and development for directorate or equivalent.</b> Develop service policies for patient involvement and for partnership working/ Responsible for the implementation of a range of policies in relation to patient and public involvement and the provision of services, including risk management, PPI framework, organisational change.	4-5	32-45
8.	<b>Financial &amp; Physical Resources</b>	<b>Hold delegated budget/Budget holder for department/service.</b> Hold delegated budget/budget for the service.	3d/4a	21-32
9.	<b>Human Resources</b>	<b>Line Manager for single function or department.</b> Manages staff within the Service.	4a	32
10.	<b>Information Resources</b>	<b>Occasion/ regular requirement to develop or create reports, document, drawings/ Responsible for maintaining one or more information systems significant job responsibility/ Responsible for the operation of one or more information systems for department/service; major job responsibility.</b> Create spreadsheets/Maintain database/overall management of PALS/PPI information systems.	2b/3b/4b	9-16-24
11.	<b>Research &amp; Development</b>	<b>Regularly undertake R &amp; D activity/R &amp; D activities as major job requirement/ Coordinate, implement R &amp; D activity as job requirement.</b> Devise surveys, source research programmes/ root cause analysis/ devise tools and techniques to evaluate evidence of patient and public involvement; commission research and development.	2a/3/4	12-21-32
12.	<b>Freedom to Act</b>	<b>General policies, need to establish interpretation.</b> Interpret national patient policies for the service ensuring goals are set and targets relating to the Patient agenda are met.	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 for report writing, investigations, service issues. Can be frequent extended interruptions.	3a	12
15.	<b>Emotional Effort</b>	<b>Occasional/Frequent distressing or emotional circumstances.</b> Deal with complaints against staff, clinical staff.	2/3a	11-18
16.	<b>Working Conditions</b>	<b>Exposure to unpleasant conditions is rare.</b> Office conditions.	1	3
<b>JE Score 542-641</b>			<b>Band 8 a-b-c</b>	