

**DH Job Evaluation Handbook
for The Pay Framework for Very
Senior Managers in Arms-
Length Bodies (Special Health
Authorities and Executive Non-
Departmental Public Bodies)**

DH Job Evaluation Handbook for The Pay Framework for Very Senior Managers in Arms-Length Bodies (Special Health Authorities and Executive Non-Departmental Public Bodies)

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DH Job Evaluation Handbook for The Pay Framework for Very Senior Managers in Arms-Length Bodies (Special Health Authorities and Executive Non-Departmental Public Bodies)

Prepared by DH Workforce Directorate

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1. Introduction

Purpose

- 1.1. This handbook provides details of a Job Evaluation System (“JES”) that can be used to determine pay in respect of senior manager roles in the NHS and the arms-length bodies that fall under the Department of Health. The system is designed to evaluate senior manager roles which are responsible for the commissioning, regulation and delivery of health and related services.
- 1.2. The JES provides an analytical basis for assessing the required knowledge and skills, the responsibilities, and the demands of each senior manager job. Its purpose is to enable decisions on pay to be made on an objective basis that is free from discrimination and ensures that differences in pay between the different management roles can be objectively justified.
- 1.3. The JES and this handbook should only be used by appropriately qualified job evaluators who understand the principles of job evaluation, including discrimination legislation and diversity requirements. Although the JES is drafted to provide as much clarity as possible it is inevitable the job evaluation process will require judgements to be made. Therefore, evaluations should only be carried out by experienced evaluators who understand how the JES is applied to other VSM posts and are aware of the issues involved. All decisions must be made on the basis of the requirements of the job without regard to individual jobholders, ensuring that each assessment is fairly and objectively justified by reference to the required knowledge and skills and the responsibilities of the job.
- 1.4. This handbook should be read in conjunction with the Department of Health Pay Framework for Very Senior Managers in Arms-Length Bodies (the Pay Framework) which provides further details on the pay framework to which this Handbook relates, including:
 - Scope and eligibility;
 - The job evaluation and appeals process;
 - The pay system;
 - The roles of Remuneration Committees.

2. Overview of the JES

- 2.1. Following the Wright Review in 2008 it was decided that a JES was required to underpin the Pay Framework. Through a competitive tendering exercise, PricewaterhouseCoopers LLP (“PwC”) were appointed in March 2010 to design and implement a JES and PwC’s proprietary job evaluation system, known as the Monks JES, forms the basis for the JES. The Monks JES has been widely used in both the public and the private sectors for more than 20 years and has been tailored and adapted to make it more readily accessible and easy to apply for roles within the scope of the Pay Framework.
- 2.2. The JES is an analytical job evaluation system which measures the responsibilities of, and the levels of skill or competency required to carry out, VSM roles under seven areas. The areas (which are referred to as Factors) are below:
- Factor 1 – Knowledge
 - Factor 2 - Specialist Skills
 - Factor 3 - People Skills
 - Factor 4 - External Impact
 - Factor 5 - Decision Making
 - Factor 6 - Innovation / Creative Thinking
 - Factor 7 – Physical / Emotional Demands
- 2.3. Within each factor there is a series of defined levels and each level has a score. The primary activity in the job evaluation exercise process is to assess the level into which each job should be placed, based on the information that the evaluator has on the job and the detailed definitions set out in the JES.
- 2.4. The scores for each of the seven factors are aggregated to calculate the total size of the job. The scores in the JES have been taken directly from the Monks JES and are based on many years of practical knowledge and experience as to how the different aspects of jobs should be valued, gained from working with a wide range of organisations.
- 2.5. The job evaluation score for each job is used to determine a spot salary for the job based on the range of JES points within which it falls, as set out below:

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Range of JES Points		Pay Point	Benchmark Salary (£)
From	To		
700	714	1	69,750 - 77,500
715	729	2	72,000 - 80,000
730	744	3	74,250 - 82,500
745	759	4	76,500 - 85,000
760	774	5	78,750 - 87,500
775	789	6	81,000 - 90,000
790	804	7	83,250 - 92,500
805	819	8	85,500 - 95,000
820	834	9	87,750 - 97,500
835	849	10	90,000 - 100,000
850	864	11	92,250 - 102,500
865	879	12	94,500 - 105,000
880	894	13	96,750 - 107,500
895	909	14	99,000 - 110,000
910	924	15	101,250 - 112,500
925	939	16	103,500 - 115,000
940	954	17	105,750 - 117,500
955	969	18	108,000 - 120,000
970	984	19	110,250 - 122,500
985	999	20	112,500 - 125,000
1000	1014	21	114,750 - 127,500
1015	1029	22	117,000 - 130,000
1030	1044	23	119,250 - 132,500
1045	1059	24	121,500 - 135,000
1060	1074	25	126,000 - 140,000
1075	1089	26	130,500 - 145,000
1090	1104	27	135,000 - 150,000
1105	1119	28	139,500 - 155,000
1120	1134	29	144,000 - 160,000
1135	1149	30	148,500 - 165,000

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Range of JES Points		Pay Point	Benchmark Salary (£)
From	To		
1150	1164	31	153,000 - 170,000
1165	1179	32	157,500 - 175,000
1180	1194	33	162,000 - 180,000
1195	1209	34	166,500 - 185,000
1210	1224	35	171,000 - 190,000
1225	1239	36	175,500 - 195,000
1240	1254	37	180,000 - 200,000
1255	1269	38	184,500 - 205,000
1270	1284	39	189,000 - 210,000
1285	1299	40	193,500 - 215,000
1300	1499	41	198,000 - 220,000

2.6. In exceptional circumstances the Pay Framework also allows for the use of an additional Recruitment and Retention Premium (RRP) in addition to the spot salary, for example, where recruitment is required from a specialist field outside the normal NHS VSM market. There is also the flexibility to pay below the spot rate for any post holder apart from a chief executive who is developing into their role.

3. The Factor Plan

3.1. In this section we set out the Factor plan for the JES, showing the descriptors of each of the factors and the definitions of the levels within them. Defined terms are indicated by the capital letters and the definitions which must be applied throughout are provided in Chapter 4. All defined terms must be applied in the context of the definitions provided.

Factor 1 - Knowledge

3.2. Knowledge is the information that is used by the post holder in fulfilling the responsibilities of the job. Senior managers in the NHS generally require a specific type of expert or specialist knowledge, combined with the knowledge needed to apply this across the health service. Knowledge at senior manager level is usually acquired through both formal education/training and through experience.

3.3. It is necessary to consider both the type of specialist knowledge that is needed, and the knowledge needed to operate within the NHS and the public health arena more generally. A manager with responsibility for a specialist area of health protection or clinical governance may require highly specialist knowledge in their particular field, whereas a Chief Executive requires a more wide-ranging managerial knowledge. For both types of role a high level of experience is required to enable the underlying knowledge to be deployed effectively.

Level	Descriptor	Score
18	Requires general managerial knowledge combined with knowledge and experience of a specialist technical or professional area at the level required to develop and influence strategy in that specialist area. This level of knowledge can only generally be gained through obtaining a professional qualification followed by some years of practice in a senior managerial/professional role.	158
19	Requires general managerial knowledge together with deep knowledge and experience of a specialist technical or professional area at the level required to develop and influence strategy in that specialist area and more widely across the organisation and within the Health System. Such knowledge is typically gained following many years of experience in a managerial / professional role.	167

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Level	Descriptor	Score
20	Requires knowledge at a level that enables the post holder to be a recognised expert in the area for which he or she is responsible for both within and outside the organisation. There will typically be a limited number of individuals with knowledge in the specialist area concerned operating at this level. Knowledge must be at such a level that enables the post holder to provide leadership in the area, influencing external organisations and individuals in a Particular Aspect of the Health System.	177
21	Requires the knowledge and experience to lead on a specialist technical or professional area within an organisation, applying that knowledge across the full range of the organisation's activities and using it to influence more widely across the whole Health System. Generally only Director roles in Medium to Large Organisations would normally require this level of knowledge.	187
22	Requires the level of knowledge defined in Level 21 but in a specialist technical or professional area that is recognised as being especially complex, requiring many years of professional experience. Nationally only a limited number of individuals would have this level of knowledge and these roles are distinguished from other Director roles within the same of organisation by the breadth and/or depth of knowledge that is required.	197
23	<p>Requires knowledge and experience of:</p> <ul style="list-style-type: none"> • The Health System (including understanding the structures, relationships and of broader policy issues) at the level required to lead a complex and/or Large Organisation as a Chief Executive; or • A specialist technical or professional area that is at the level required to give National professional leadership in that specialist area. <p>All jobs at this level also require a wide-ranging managerial knowledge, including a highly developed understanding as to how this knowledge should be applied in the domain in which the post holder is operating.</p> <p>Examples of jobs that could fall into the category include Chief Executives of organisations that operate across Significant Areas of the Health System and Director posts which are required to provide National leadership in a professional or technical area, or an area that requires the management of complex Transformational Change.</p>	207

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Level	Descriptor	Score
24	<p>In addition to the knowledge required at a previous levels jobs at this level require the knowledge and experience:</p> <ul style="list-style-type: none"> • To regularly lead on and resolve complex issues that impact on a Large Organisation and on the Significant Areas of the Health System as a Chief Executive; or • Of a specialist technical or professional area that is at a level required to use that knowledge to achieve significant change that will have a long term impact on the Health System. <p>Jobs with knowledge at this level will frequently be making significant contributions to managing and resolving problems that impact on the whole Health System. They are distinguished from jobs at level 23 by the complexity of the issues involved, and the consequent depth and breadth of knowledge that is required to address those issues.</p>	217
25	<p>Jobs at this level are distinguished from Level 24 in that the post holder is required to have the knowledge and experience needed to lead on the management and development of significant National regulatory or delivery Services that impact across the whole Health System, and on the National population. Generally only jobs at Chief Executive level will require this level of knowledge and experience, and that experience must be regularly used to make decisions and implement change which has a substantial long-term impact on a Significant Aspect of the Health System.</p>	228
26	Not likely to be required	239
27	<p>Knowledge and experience required to provide leadership and strategic direction in the management and development of the whole Health System. This requires knowledge and a deep understanding of the system at a level that equips the post holder to provide leadership across all aspects of the Health System, giving the post holder the authority to address immediate issues and also to establish the long-term strategic direction.</p>	250

Factor 2 – Specialist Skills

- 3.4. Specialist skills are acquired through aptitude, training, experience or practice. They include basic skills and more advanced skills such as those of an accountant or HR professional, together with the highly developed analytical, managerial and leadership skills required to operate at a senior manager level within the NHS.
- 3.5. Specialist skills are distinct from knowledge, although they involve the use of knowledge to produce outcomes. For example, knowledge of a particular service area may be combined with specialist commissioning skills to improve services, or the knowledge of a trained accountant may be combined with the specialist skills in the management of budgets to achieve financial stability.
- 3.6. All senior managers generally require a broad range of management and leadership skills and also require additional in-depth skills which will vary depending on the extent to which the skills are recognised and deployed across the NHS.

Level	Descriptor	Score
11	<p>Requires general managerial skills that would typically be acquired over several years of relevant experience before becoming fully established in the area. Examples of such skills include:</p> <ul style="list-style-type: none"> • Problem solving and decision making skills; • Skills required in budgeting, service design and commissioning; • Influencing skills for dealing with external stakeholders; • Commercial skills, including skills needed to generate revenues; • Contracting and negotiating skills; • Accountability for complex projects of more than six months in duration. 	130
12	<p>Requires the level of specialist skills defined in Level 11 but in a highly specialist technical or professional area so that the post holder is an acknowledged expert in the area in which they operate, both within and outside the organisation.</p>	141

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Level	Descriptor	Score
13	The level of specialist skills required in previous levels but requiring the post holder to be a recognised expert in the area in which they operate combined with a high level of managerial and leadership skills. Individuals carrying out these roles would typically require several years of experience at managerial level in the specialist area in which they operate. Jobs at this level will either be within a Large Organisation or will primarily be focussed on influencing activities outside of their own organisation.	152
14	The leadership and managerial skills required to carry out a Director level role in a Large Organisation. These specialist skills will typically be applied within the post holder's own specialist domain but also in influencing decisions across and outside the organisation. Jobs at this level will usually be focussed on problem solving and leadership across and outside their organisation rather than in the areas for which they have primary responsibility.	164
15	Requires the level of specialist skills defined in Level 14 but in a highly specialist technical or professional area so that the post holder is a nationally recognised expert in the area in which they operate, both within and outside the organisation. The activities of the post holder will typically impact on a Particular Aspect of the Health System.	176
16	Specialist skills at this level include the leadership skills required to make decisions at Chief Executive or Director level that have implications for a Significant Area within the Health System. The skills required of Chief Executives of smaller organisations and of Directors of Large-scale Services which impact on Significant Areas within the Health System will fall into this level.	189

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Level	Descriptor	Score
17	<p>Specialist skills at this level include:</p> <ul style="list-style-type: none"> • Technical specialist leadership of National Services, where the post holder is required to be a nationally recognised expert in their field. This includes jobs where the post holder may make decisions based on that highly specialist professional expertise, and those decisions are likely to be accepted at more senior levels due to the specialist nature of the skills on which they are based; or • The leadership skills required to make decisions at Director level that have implications for the whole Health System and which require professional leadership of a specialist technical area. <p>The specialist skills required for jobs at this level are distinguished from those required at Level 16 by the complexity of the issues on which leadership is provided and by the breadth of the impact of those issues on the Health System.</p>	202
18	<p>Management and leadership skills at a level that will enable the post holder to lead an organisation as Chief Executive which has responsibilities for a Significant Area of the Health System. The post holder is required to deal with government/Ministers on policy issues and is responsible for the strategic development of the Significant Area of the Health System for which their organisation is responsible.</p> <p>Director posts that lead Functions that are responsible for the development of a Significant Area of the Health System, and which will require leadership on strategic decisions that will impact on the whole Health System may also fall into this level.</p>	216
19	<p>Management and leadership responsibilities that enable the post holder to lead an organisation that has responsibility for the delivery of National Services that impact across the whole Health System and on potentially the whole population. Jobs at this level will require the skills needed to deal with the most senior levels of government/Ministers on complex and sensitive issues, will have a high public profile and have the skills required to develop and implement innovative ideas that impact across the system. The leadership skills required would almost invariably be those required to operate at Chief Executive level.</p> <p>Jobs that require medical/clinical leadership of the whole Health System, and where those decisions are likely to be accepted at more senior levels due to the specialist nature of the skills on which they are based, may also fall into this level.</p>	230

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Level	Descriptor	Score
20	Management and leadership skills that equip the post holder to set and to lead the strategic direction for the whole of the Health System.	245

Factor 3 – People Skills

- 3.7. People skills are required to get things done with and through people, including communication skills. These skills are used when working within organisations, for example, in line management, team working and communicating with colleagues. They are also used for working with providers, other partners, external stakeholders as well as the media and the general public.
- 3.8. People skills include the skills required in selecting individuals to fill jobs or to join project teams, and for the management of performance, as well as the highly developed influencing and communications skills that are required in working with external service providers and partners where there is no direct control.
- 3.9. Whilst people skills include the skills required to manage people as line managers, other equally important indicators are the requirement to influence where there is no direct control and where a post holder is required to deploy a range of different people skills in different circumstances.

Level	Descriptor	Score
11	The people skills at the level required to manage a Service or Function and to regularly work with and influence decisions in the wider organisation and external partners in respect of the Service or Function for which the post holder is responsible.	130
12	The people skills required to manage a Service or Function where working with, negotiating with and influencing external partners is also a core part of the role. Roles at this level require higher levels of People Skills than would be required in more internally focussed roles.	141
13	The communication and influencing skills required to work regularly with external organisations, and which may require working with the media and with external partners to develop policy. At this level having highly developed people skills will be regarded as essential to achieving the primary purposes of the role. Chief Executive posts that are required to represent their organisations would require this level of people skills, as would Director posts with Direct Responsibility for a medium scale workforce or which have responsibility for the people / human resource management issues throughout a Medium to Large organisation.	152

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Level	Descriptor	Score
14	<p>Jobs at this level would include:</p> <ul style="list-style-type: none"> • Chief Executive posts where a key part of the role is working with external partners; and • Director posts with Direct Responsibility for a large workforce or which have responsibility for the people / human resource management issues throughout a Medium to Large Organisation. 	164
15	<p>The people skills required to lead an organisation which requires dealing with government at senior levels on complex issues, and which would regularly require the post holder to deal with the media and the wider public. Jobs that require leadership of an organisation with a large workforce (but which may not involve regular dealing with government or the media) may also require this level of communications skills.</p> <p>Jobs at this level would include Chief Executive posts with complex policy issues to deal with, and also Director posts with Direct Responsibility for a large workforce or which have responsibility for the people / human resource management issues throughout a Large Organisation.</p>	176
16	<p>Jobs where the use of highly developed communication skills is a critical part of the job, requiring the post holder both to lead and/or develop an organisation with a large workforce.</p> <p>Jobs requiring communication skills at this level will typically be those of Chief Executives leading an organisation that is responsible for National Services. They may also include Director posts that are responsible for leading on decisions that have implications for Significant Areas of the Health System, including the leadership of Transformational Change initiatives with significant long-term implications that require an exceptionally high level of communication skills.</p>	188
17	<p>Jobs where nationally recognised communication skills are essential, requiring the post holder both to lead an organisation with a large workforce and to deal regularly with government, the media and the public. This includes the people skills required to lead National Services at Chief Executive level that potentially impact on the whole population.</p>	200

Factor 4 – External Impact

- 3.10. External impact measures the extent to which post holders may have a direct impact on services, on patients and on the public. It also distinguishes between those jobs which are regularly required to influence the activities of other organisations, and potentially the whole Health System and those where the impact is limited to the particular activities of the organisation where the post holder is employed.
- 3.11. All senior manager jobs have some external impact but management jobs with direct responsibility for the management of services or the regulation and/or commissioning of services have a greater external impact than jobs that have an indirect responsibility, for example through providing specialist finance or HR support.
- 3.12. It should be noted that the primary purpose of this factor is to distinguish the different types of impact that the jobs have. The scale of the impact is primarily captured in the Decision Making factor.

Level	Descriptor	Score
7	Jobs at this level are responsible for Services and Functions that do not directly impact on services to the public. They may be required to work with and influence other external organisations, but these activities will relate primarily to the particular domain for which the post holder is responsible.	92
8	Jobs at this level are responsible as Directors for Services that directly impact on the public. They are required to work with and to influence other external organisations in respect of these activities and Services, although this impact will relate primarily to the particular domain for which the organisation is responsible.	101
9	Jobs at this level: <ul style="list-style-type: none"> • Have a significant impact on Services and activities outside the organisation through the management of a Large-scale Service or Function within the organisation. The core responsibilities typically relate to management within the organisation, rather than impacting on the public or on other organisations; or • Are required to influence public opinion and change behaviour through the communication of information, but may not be responsible for the management of a Large-scale Service or Function within the organisation. 	110

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Level	Descriptor	Score
10	<p>Jobs at this level have:</p> <ul style="list-style-type: none"> • Responsibility at Director level for Services that could potentially impact on services for a Significant Aspect of the Health System; or • A requirement at Chief Executive level to represent their organisations in the particular area for which their organisation is responsible and to influence other organisations in the area for which their organisation is responsible. 	120
11	<p>Jobs at this level have:</p> <ul style="list-style-type: none"> • Direct Responsibility at Director level for an area that impacts on the whole Health System or for Large-scale Services that are likely to impact on healthcare services for the whole of the National population; or • A requirement as a Chief Executive to represent the organisation and to regularly and directly influence the activities of the public, the activities and development of other organisations, and to influence policy relating to the activities of their organisation. 	130
13	<p>Required as Chief Executives to have responsibility for the whole Health System by leading their organisations in:</p> <ul style="list-style-type: none"> • Influencing or changing both their own and other organisations to shape the development of the whole Health System; or • Directly influencing the public at a National level in matters relating to public health and the public's interaction with the Health System. 	150

Factor 5 – Decision Making

- 3.13. Decision making assesses both the scale and the complexity of decisions, including the range of factors to be taken into account and the extent to which information is likely to be ambiguous or conflicting. It includes participating in decision making processes, for example, by influencing and/or providing specialist expertise as well as being the final decision maker on a particular issue.
- 3.14. The size of the organisation and services that might be impacted by a decision are very important in determining the responsibility for decisions and the level into which a job is placed generally depends on whether the impact of a decision is on a single service or on the whole Health System.
- 3.15. The seniority of a job is also significant in assessing the level of responsibility for decisions. This is because more senior roles, such as a Chief Executive, will have a higher level of responsibility for decision making because they are ultimately responsible for the decisions of subordinates.

Level	Descriptor	Score
12	Responsible for decision making relating to the management of a Function or Service which have a substantial impact on the organisation.	160
13	Responsible for decision making relating to the management of a Function or Service where those decisions regularly require the involvement of external partners and are complex in that they impact on external organisations and/or Services to the public.	176
14	Responsible for decision making at Director level where decisions relate primarily to the Functions or Services provided by the organisation and decisions relate to a Particular Aspect of the Health System. This includes Director roles with decision making responsibility for medium to Large-scale Services and Functions in Medium to Large Organisations.	193
15	Responsible for decision making at Director level where decisions relate primarily to the Functions or Services provided by the organisation, and these decisions relate to a Significant Area of the Health System. For jobs at this level most decision making impacts outside the organisation. Decisions on which the post holder leads will either: <ul style="list-style-type: none"> • Have a considerable impact on other organisations or on individuals; or • Have a wide ranging impact in the Health System. 	211

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Level	Descriptor	Score
16	Responsible for: <ul style="list-style-type: none"> • Decision making at Chief Executive level where decisions relate primarily to the Functions or Services provided by the organisation and these decisions regularly impact on other organisations and / or the wider Health System; or • Director level posts where there is responsibility for significant Services where the post holder regularly leads on decision making which impacts on a large proportion of the population. 	230
17	Responsible for decision making relating to the whole Health System, where decisions potentially have an impact on the Services provided to the National population. Jobs at this level may include Director level posts where the post holder is required to participate in decision making on the management of the whole Health System.	250
18	Responsible for decision making at Chief Executive level for the provision of substantial National Services that impact on the Health System. Jobs at this level also include Director level posts where the post holder is required to participate in decision making on the management and development of the whole Health System, and where the Director portfolio includes leading on decisions that are of national importance.	271
19	Responsible at Chief Executive level for decision making that impacts on the management and development of a Significant Area of the Health System, such as planning for the National workforce or the development and regulation of the providers of services within the Health System.	293
20	Responsible at Chief Executive level for decision making that impacts on the management and development of a Significant Area of the Health System, including decisions of strategic importance on innovations and Transformational Change that will have a long-term impact on the whole Health System.	316
21	Responsible at Chief Executive level for decision making that impacts on the whole Health System, including being accountable for substantially all of the expenditure within the Health System and making strategic decisions that will have a long-term impact on the management of and development of the whole Health System.	340

Factor 6 – Innovation / Creative Thinking

- 3.16. Innovation/creative thinking measures the degree to which a post holder is required to think ahead and develop new ideas, solutions and strategies. It measures the extent to which the post holder is required to be innovative to improve services, rather than make simpler choices within existing practices, rules and procedures, and it assesses the degree of strategic thinking that the job requires.
- 3.17. For example, regulatory decisions are generally made within tightly defined criteria, whereas a requirement to reduce costs without reducing “front line” services is more likely to require a higher level of innovation/creative thinking. Jobs that require long-term planning, anticipating issues over a time-frame of a number of years and/or which are responsible for developing innovations and solutions will tend to score highly under this factor.

Level	Descriptor	Score
5	Responsible for the development and implementation of new initiatives and innovations within a Service area or Function. Incremental Change may be required but the post holder is not required to radically change the way in which the Service or Function operates.	82
6	The Service or Function for which the post holder is responsible does require a degree of innovation, so that the need to innovate, develop and implement new ideas is a key part of the role. Although Transformation Change may not be needed the requirement to innovate and develop new ideas is essential to the success of the Services and Functions for which the post holder is responsible.	95
7	Required to both participate in and to lead on a range of new initiatives and innovations that have long-term implications both within and outside the organisation. Roles at this level will include Chief Executive roles and Director roles where the post holder is required to lead in the management of Transformational Change over a period of years.	110
8	Required to participate in some new initiatives and innovations that are of national importance and have long-term implications for the whole Health System. All roles at this level require the post holder to lead in the management of Transformational Change.	127

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Level	Descriptor	Score
9	Required to lead on a range of new initiatives and innovations that are of national importance and have long-term implications for the whole Health System. These will primarily be Chief Executive roles at this level, but may also include Director roles where the strategic leadership of innovation and new ideas impacting on the whole Health System is a core part of the job.	146
10	Required to lead at Chief Executive level on a wide range of new initiatives and innovations that are of national importance and will result in substantial change both within the organisation and for Significant Areas of the Health System.	167
11	Required as a Chief Executive to lead on a wide range of new initiatives and innovations that are of national importance and that will result in substantial change throughout the whole Health System.	190

Factor 7 – Physical Environment / Emotional Demands

3.18. This Factor measures the requirement to regularly work in difficult and unpleasant surroundings and/or to regularly deal with particularly emotional or stressful situations. In order to be placed beyond Level 1 in this factor the need to deal with particularly unpleasant or emotional situations must be a core part of the role, rather than an occasional or exceptional requirement.

Level	Descriptor	Score
1	The vast majority of jobs covered by the VSM Pay Framework will fall into this level. All jobs may have to deal with difficult and emotionally demanding situations and this is reflected under other job evaluation factors in this JES.	0
2	Jobs at this level: <ul style="list-style-type: none"> Regularly (i.e. typically on a weekly basis) have to deal with emotionally demanding situations, for example, because they may be responsible for large numbers of staff or are responsible for dealing with difficult regulatory issues that may impact significantly on the lives of individuals; and The need to deal with such issues is seen as a core part of the job so that emotionally difficult situations are referred to the post holder by colleagues at the same level or at more senior levels in the organisation or the wider Health System. 	10

4. Conventions

4.1. The definitions of the various defined terms and conventions within the JES are set out below.

Term	Definition
Chief Executive	The most senior executive post within an organisation and the Accountable Officer for the organisation.
Direct Responsibility	This includes responsibility for the management, commissioning or regulation of “front line” Services. Managers with Direct Responsibility have responsibility for the outcomes for patients and/or for patient safety. It includes responsibilities for Services which might be delegated to a subordinate, for example, by a Chief Executive.
Director	A Director who reports to a Chief Executive as defined above. A Director for this purpose must formally be a member of the senior management team and does not necessarily need to have voting rights on the Board and may also include posts reporting to Director roles in large organisations.
Function(s)	A Function that supports the provision of Services, such as Finance, Informatics and IT, Legal services, Communications and other Back Office Support services, provision of ideas and other advisory services.
Health System	All, or substantially all, of the health system in England. For example, responsibilities for budgets, aspects of patient safety, or Service development that potentially impact (directly or indirectly) on the whole population will be regarded as being responsibilities in respect of the whole Health System.
Incremental Change	The steady improvement of Services/Functions over a period of years requiring some degree of innovation and planning for periods of more than a year. Change does not refer to change management programmes or restructuring; it also includes organisational responses to political change and responding to new or different patient needs or emerging public health issues.
Indirect Responsibility	Jobs that do not have Direct Responsibility for Services, as defined above. They would typically include posts with responsibility for finance, HR, communications or estates.
Large Organisation	To be considered a Large Organisation the organisation would typically have a workforce in excess of 2,500 employees and/or be responsible for annual expenditure in excess of £500 million.

DH Job Evaluation Handbook for The Pay Framework for Very Senior Managers in Arms-Length Bodies (Special Health Authorities and Executive Non-Departmental Public Bodies)

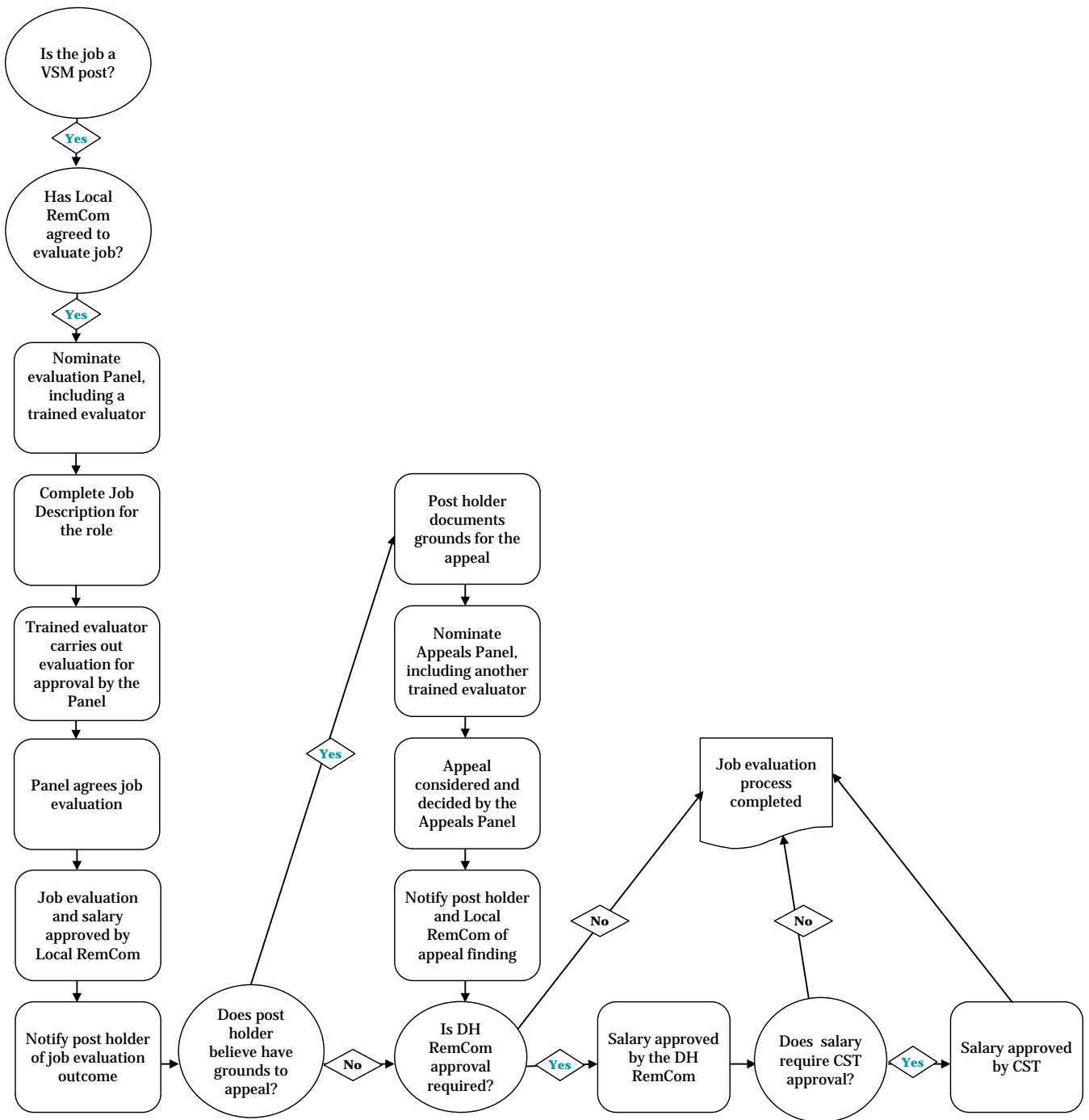
Term	Definition
Large-scale Service(s) or Function(s)	To be considered to be of a large-scale a Service or Function would typically have to have a workforce in excess of 250 staff and/or annual expenditure in excess of £50 million.
Medium to Large Organisation	To be considered a Medium to Large Organisation the organisation would typically have between 500 and 2,500 employees and/or a budget of between £100 million and £500 million.
National	The whole of England and also (where relevant) the devolved regions of the UK – jobs within this category potentially impact on the whole of the population of England.
The NHS	The NHS and, where relevant, those health, social care and other services that do not formally form part of the NHS.
Particular Aspect (of the Health System)	A regulatory or service or support service which has National implications, but where the impact is either on other organisations or on a relatively small number of people.
Service(s)	The provision of or Commissioning of services for patients and/or the public including clinical work that supports these services, such as diagnostic services, managing the supply chain for products (such as blood and organs) and services that are designed to assure patient safety and public health. It includes regulatory and inspection services and the provision of research on which advisory services might be based.
Significant Area (of the Health System)	A significant area of the health system such as the regulation of a whole sector or range of services, the delivery of a national service that impacts directly on patients, or the regulation/leadership of a large section of the National workforce. A significant area of the Health System may potentially impact on large numbers of the National population.
Transformational Change	The achievement of considerable change, often within a relatively short time frame. Examples would include the bringing together or separation of organisations, or the fundamental redesign of Services/Functions or the introduction of new Services/Functions.

4.2. References to the numbers of employees and the sizes of budgets in the above definitions should be used with care and interpreted flexibly, recognising especially that where a large budget does not require extensive and complex decision making (for example, a budget for employment costs, or budgets where money is effectively managed on behalf of another part of the health system) this may be treated as being at the same level as a smaller but more complex budget. Particular care should be taken when assessing support roles in Finance and HR: it is necessary to consider the extent to which they directly manage finances or employees or alternatively merely provide technical support services to other jobholders with these responsibilities.

5. Job Evaluation Process

The Job Evaluation Flow Chart

5.1. Below is a draft flowchart setting out how the job evaluation process should operate:



5.2. Further details as to job evaluation and the appeals process are set out in the Pay Framework.

Carrying out Job Evaluations

5.3. Job evaluations should be carried out by trained evaluators who have the skills and experience needed to interpret the job evaluation Factor Plan in Section 3 and to apply it on a reasonable and rational basis to each of the wide variety of different types of organisations and jobs that are covered by the Pay Framework.

5.4. Below is a list of some of the questions which will need to be considered by trained evaluators when carrying out a job evaluation.

Questions which will need to be considered when carrying out Job Evaluation

1. What is the position of the job within the organisation and what is its key purpose?
2. What are the functions and scale of the overall organisation and how has the Chief Executive role been evaluated?
3. Is the impact of the job on a Service/Function, on a Particular Aspect of the Health System, on a Significant Area of the Health System, or on the whole Health System?
4. To what extent do the activities of the job relate to its particular purpose and to what extent are there organisation wide/corporate responsibilities (typically the extent of corporate responsibilities will be greater in organisations with smaller management teams)?
5. What is the range and depth of knowledge that is required to do the job?
6. To what extent does this include specialist knowledge and/or broader knowledge of the NHS and healthcare?
7. What are specialist skills that are required to carry out the job, distinguishing between essential and desirable specialist skills?
8. What are the broader managerial skills that are needed?
9. With whom is the post holder required to interact as part of the role?
10. How complex are those interactions and what skills are needed to make them effective?
11. To what extent does the role impact on services provided to the public?
12. What is the extent of that impact and to what extent is it direct or indirect?

13. What decisions can the post holder make and does the post holder consult with others on those decisions?

14. To what extent does the role require the post holder to contribute to and/or participate in and/or influence decisions made by others?

15. What is the scale and the impact of the decisions made by the post holder or to which he or she contributes?

16. To what extent are the decisions that the post holder is required to make within clearly defined boundaries?

17. What problems are dealt with and decisions made that require the post holder to develop innovative or creative solutions?

18. What is the extent of the change that will result from decisions made and solutions developed?

19. What is the timescale over which the post holder is required to plan and to predict?

20. Does the job involve any particularly unusual physical or emotional demands (beyond those that would normally be expected of a very senior manager post)?

21. Are such emotionally demanding issues being referred to the post holder by colleagues at the same level or at more senior level in the organisation?

The Job Evaluation Assessment Form

5.5. In Annex D of the Pay Framework a Pro-forma Job description is provided which should be completed for each job prior to the job evaluation taking place. If any aspects of job are unclear these should be discussed with someone who has a full understanding of the job to ensure that the evaluation is based on complete and accurate knowledge. It is recommended that the post holder should be involved in this process whenever this is practical.

5.6. The trained job evaluator should then make their assessment of the job carrying out a formal assessment using the system in Section 3. A JES Calculation Tool is provided to calculate the score for each job.

5.7. It is recommended that the Job Evaluation Assessment form below is completed in respect of each evaluation so that the reasons for the evaluation under each level are fully documented.

Factor	Level	Rationale for Assessment
Factor 1 – Knowledge		
Factor 2 – Specialist Skills		
Factor 3 – People Skills		
Factor 4 – External Impact		
Factor 5 – Decision Making		
Factor 6 – Innovation / Creative Thinking		
Factor 7 – Physical / Emotional Demands		

6. Other Information

The Pay Framework

6.1. A copy of the Pay Framework can be found on

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_134428

Contact Details

6.2. For any further information on the operation of the JES or the Pay Framework please contact Greg Gleeson

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