

Guidance for Creating a New Job Description and Person Specification

Introduction

The purpose of this guidance is to help you develop a Job Description (JD) and a Person Specification (PS) that meets the requirements for both Job Evaluation (JE) and Recruitment.

When creating a new post (or amending an existing one) you must inform your HR Business Partner (HR Manager at BPL), at the earliest opportunity. It is critical that consistency across the organisation is maintained when developing/amending posts so it is important that you allow sufficient time to write, revise and liaise with HR and other managers. This is essential if you have specific recruitment timelines that you want to achieve.

The evaluation of a post will take approx 10 working days and you should be notified of the outcome within a further 10 working days. If you require further advice regarding Job Evaluation contact the Job Evaluation Adviser on 0113 214 8687 (fn 58687).

Job Description

The JD will form the basis of the Recruitment process, Contract of Employment and will be used to produce the KSF outline for the post. All new employees are required to undergo a KSF review within one month of commencing in post; therefore a KSF outline **must** be submitted to the National L & D Informatics and Administration Manager – Learning & Development (Training & Development Manager at BPL) within 8 weeks of submitting the JD for evaluation.

The following documents may help when producing a JD:

- ❖ National Profiles – www.nhsemployers.org – Most NHSBT jobs will match a National Profile, please use these as a guide when creating a new JD.
- ❖ Job Evaluation Handbook – <http://www.nhsemployers.org/Aboutus/Publications/Pages/NHSJobEvaluationHandbookThirdEdition.aspx>
- ❖ Management Guidance Grading for New posts and Re-grade Requests for Current posts.

When submitting a JD you will need the following documents:

- ❖ Job Description Template
- ❖ Additional Information Sheet
- ❖ Submission Form

These documents are available from the JE Section of the Intranet – follow link:

- <http://peoplefirst.nhsbt.nhs.uk/job-evaluation-and-grading.htm>
- ❖ Organisation chart (showing full Directorate structure)

The following outlines the information that is required on the JD.

Post Details:

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|--------------------------|--|
| Title of Post: | Ensure that the title of the post describes the job (Note: it is useful to contact the JE Adviser at this point to check if the post title you intend to use has already been allocated to an existing post or if there is an existing JD that can be used or utilised). |
| Grade: | Leave blank |
| Dept/Directorate: | Put the Department and the Directorate names here e.g. Pay & Rewards – HR Operations |
| Location: | State Centre or Centres where post will or may be based. |
| Accountable to: | State the post title of the line manager |
| Responsible for: | State the post title/s of any posts that the post holder will have line management responsibilities for. |

Main Job Purpose

This must be a clear and concise statement, ideally a single paragraph that outlines the overall scope of the role.

Key Duties and Responsibilities

Any potential employee should be able to understand the requirements of the role and current employees should be able to recognise the job that they do from this section of the JD. This section should be a list of the main duties of the post in a bullet point format.

The following points should be noted:

- DO NOT refer to acronyms or abbreviations without showing them in full the first time
- DO NOT refer to candidates requiring 'x' number of years experience as this is considered discriminatory and is not a measure of a post holder's competence.
- Any reference to NHSBT specific systems, processes or equipment should be shown in the PS under desirable and not stated in the JD.

Organisation Structure

A full organisational structure is required which will be used for both Job Evaluation and Recruitment. Ensure that you highlight the post within the structure and that the post title is the same on all documentation. Previously a small organisational chart would have been shown on the JD however, for Job Evaluation & Recruitment purposes it has proved more useful if the wider organisational structure is supplied. This should be supplied as a separate document and will be required before the Job Evaluation and Recruitment processes can commence.

Job Evaluation –Additional Information

The Additional Information sheet gives you the opportunity to expand on the key duties outlined

in the JD. This document follows the NHS Job Evaluation 16 Factor format to assist with the evaluation process. You do **not** need to provide information for each and every one of the 16 factors. Only give additional information where you feel that it will provide further understanding/clarity about the job role and will consequently assist with the Job Evaluation process.

JOB EVALUATION – ADDITIONAL INFORMATION SHEET

Communication	Provide details about: <ul style="list-style-type: none"> • Who the post holder/s communicates with • Do they communicate internally and/or externally? • Are they required to communicate to large groups? If so state the likely size of the group that they will communicate to. Type of Communication and please support with examples: <ul style="list-style-type: none"> • Do they communicate routine work related information? • Organisational change? • Operational activity? • Contentious information? • Distressing news?
Knowledge Training & Experience(KTE)	Qualifications do not need to be in the JD but should be stated in the PS <ul style="list-style-type: none"> • Any experience and training that is required can be expanded on in this section.
Analytical & Judgemental	Explain and support this with examples: <ul style="list-style-type: none"> • What type of judgements the post holder/s is required to make as part of their role i.e. without reference to a more senior member of staff and give example.
Planning & Organisation	Give details and examples of types of planning i.e.: <ul style="list-style-type: none"> • Strategic planning. • Planning for a Service or for a Department. • Does this planning affect other departments – or require cross functional input?
Physical Skills	<ul style="list-style-type: none"> • State whether the post holder is required to use standard keyboard, advanced keyboard, standard driving or advanced / high-speed driving skills • State whether fine tools and manipulation of machinery is required e.g. use of fine screw drivers or pipettes.
Patient / Client Care (PCC)	<ul style="list-style-type: none"> • IT, HR, Finance, Facilities and other similar roles would not normally be classed as delivering Patient Care - if this is not the case give examples • For all other posts state nature and give examples of patient care
Policy & Service Development	All NHSBT posts are presumed to follow policies and procedures, give examples where post holder is responsible for implementing or developing policies and procedures and whether these impact within own work area, the wider Directorate or across NHSBT
Financial / Physical Resources	Financial responsibility should fall into one of the following categories, give examples where appropriate: <ul style="list-style-type: none"> • Budget Holder • Delegated Budget Holder • Authorised signatory (state monthly value in the Additional Information Sheet)/responsible for departmental stock management • Budget Setting

Human Resources	<ul style="list-style-type: none"> • State line management responsibility in terms of overall line manager, day to day management or supervisor • Describe responsibility for training – designing and / or delivery of training – size of groups • Ensure this is in line with the organisational structure
Information Resources	<p>Confirm whether post holder has day to day responsibility for and give examples:</p> <ul style="list-style-type: none"> • Data entry • Text processing • Develop or creating reports e.g. PA/Secretary copy typing reports • Taking and transcribing formal minutes • Adapting or designing information systems • Operating one or more systems for several services • Management of information systems across the Organisation
Research & Development	<ul style="list-style-type: none"> • Additional information is only required if R& D is identified as a major responsibility (and consequently will be present in the main job purpose section of the JD) and this area of work contributes more than 20% to the job role. This factor typically measures formal Research & Development
Freedom to Act	<p>Provide details about: the following:</p> <ul style="list-style-type: none"> • Is the post holder supervised? • Is the post holder managed? • Does post holder refer to overall Health Service Policy and determine way forward? • Can post holder make decisions without referring to anybody else?
Physical Effort	<p>Is post holder required to:</p> <ul style="list-style-type: none"> • Use Display Screen Equipment (DSE) on a daily basis? • Lift/move more than 6kgs daily if over 15 kg give details?
Mental Effort	<p>Provide details on the frequency and length of time the post holder is likely to spend concentrating, the frequency, how many interruptions and the type of interruptions that they are likely to have to deal with.</p>
Emotional Effort	<p>It is assumed that all line managers and post holders with day to day management will have staffing issues. Posts however can also have other emotional demands. State the type of exposure (direct or indirect) and the anticipated frequency.</p>
Working Conditions	<p>Only state examples where the post holder is subject to unpleasant working conditions or hazards.</p>

How to Draft the Person Specification

The Person Specification (PS) is used for short listing for Recruitment purposes and should therefore always indicate whether a criteria is essential or desirable. The essential criteria should be the **minimum** requirement necessary to carry out the job to a satisfactory level and the desirable criteria reflects a competent practitioner. Any qualifications or skills should be delivered through the KSF outline and training programme for the role. Managers should ensure employees who are recruited who meet the essential criteria only are fully supported to develop to the standard of a competent practitioner. It is important to note that candidates who do not meet the essential criteria **cannot** be shortlisted or appointed.

Ensure you indicate on the PS at what stage you will assess the candidate against each criteria e.g. application stage/interview, test or presentation.

In order to prevent a delay in grading or recruiting to the post all sections of the PS should be completed when submitted for evaluation.

Useful Documents:

- ❖ PS Template
- ❖ Attribute Pick List
- ❖ Qualifications Guide

These documents can be found by following this link

<http://peoplefirst.nhsbt.nhs.uk/job-evaluation-and-grading.htm>

Attribute Pick List

When preparing a PS managers should ensure that the criteria used is non discriminatory. For examples of PS criteria, assessment methodology and acceptable evidence see the attribute pick list.

Personal Attributes that are not acceptable in a Person Specification

The following table shows examples of misleading or discriminatory criteria and alternative suggestions have been given.

Do Not Use	Reason	Suggested Alternative
Reference to number of years experience e.g. Minimum 10 years Line Management experience	Ten years experience would preclude those applicants that have not been available for employment for this length of time. Unless the length of experience is justified then this statement could have age discrimination implications.	Line Managers should instead record experience in terms of quality e.g. "experience of monitoring staff workload, setting objectives, performance management, appraisals, dealing with conflict, motivation, training" etc.
Possesses 3 GCSE's	This statement precludes potential applicants that have other 'equivalent' academic qualifications. Unless the statement is re-worded it could have race and age discrimination implications, i.e. the applicant may not have been brought up within an academic system that teaches GCSE's.	You should always state 'or equivalent experience' and define what this would be. e.g. for supervisory roles this could be extensive experience of working independently and supervising others.

Good General Health	This statement is non-specific and open to different interpretation by the applicants and recruiting managers involved in the recruitment process. It could potentially discriminate against an individual who is declared Disabled but could carry out the role either with or without reasonable adjustments.	All posts are subject to preemployment health checks by qualified professionals therefore it is not necessary or appropriate to include this in the person specification.
Smart appearance i.e. no long hair or earrings.	This statement could potentially discriminate against applicants who have a requirement within their culture or religion to wear long hair.	The statement should be removed or re-worded to confirm any specific dress code requirements.
Flexible in their approach to work	This statement is ambiguous because it could mean one of many things.	Concentrate instead on criteria that can be measured fairly and do not rely on subjective opinion e.g. the ability to adapt and respond to changing needs at short notice.
Can use Computers	Again this statement is ambiguous and open to interpretation. It's not clear for example if this is simply data input or knowledge of the full range of software packages.	Recruiting Managers should clarify the level of expertise applicants should possess, e.g. to demonstrate a certain degree of typing speed or be able to use certain software packages.
Reference to particular NHSBT/NHS systems	Knowledge or experience of internal systems such as QPULSE, HEMATOS etc should not be essential as this excludes external candidates.	References to these internal systems may be included as desirable criteria.
Experience of dealing with customers	This statement does not specify the level or quality of experience the applicant is expected to possess.	It should be expressed in specific terms e.g. experience of working within a particular sector of the community, dealing with people face to face, resolving complaints over the telephone etc.
Good Sense of Humour	This would not be measurable as each person's view of what is regarded 'Good Sense of Humour' is different. Also the need to have a sense of humour to carry out a particular role is questionable.	The statement should either be removed or re-worded in terms of the interpersonal or team building skills that are expected of the applicant.