



Agenda for Change Consultation

Healthcare Financial Management Association

Published by the Healthcare Financial Management Association,
Suite 32, Albert House, 111 Victoria Street, Bristol BS1 6AX.

Tel: 0117 929 4789
Fax: 0117 929 4844
E-mail: a4cresponse@hfma.org.uk
info@hfma.org.uk

Agenda for Change: Finance Consultation

Introduction

The HFMA has been working closely with the Department of Health and Unison to produce a new set of finance profiles to be used with the Agenda for Change Pay System. The profiles have been accepted by the Shadow Executive of the NHS Staff Council, a body that oversees Agenda for Change, and includes representatives of NHS employers, trade unions and the UK's four health departments.

The profiles are now being sent out for consultation with the unions and HFMA members. The aim is to have the profiles in place for the introduction of Agenda for Change this autumn.

“Generic” Profiles

The profiles are the first *generic* profiles to have been produced for the Agenda for Change process. Within finance we have hundreds of different combinations and permutations of jobs. We all know for example, that whilst many jobs are titled “Management Accountant”, that in practice these roles differ widely in content and complexity. Using *job titles* to describe national profiles is not therefore a helpful approach.

The idea behind generic profiles is that they describe the general characteristics, skills, knowledge and experience required by jobs at a *particular level* within finance rather than describing the exact nature of each specific role. This enables more jobs to “fit” or “match” the profiles and provides the flexibility to match a “Management Accountant” role to the appropriate job evaluation band (i.e. bands 5, 6, 7 or 8). We have therefore consciously avoided choosing profile titles, which sound like existing job titles.

One of the advantages of the new generic profiles written for the whole of the finance “job family” is that they demonstrate how an individual can progress through finance from one band to another as they gain the appropriate skills, knowledge and experience.

What the profiles have achieved for finance staff:

- There are now more profiles to choose from than previously. We have developed one profile each for job evaluation bands one to three. Thereafter there are *two profiles for each band* – one to reflect finance roles, which have a strong staff management component and one to reflect the less managerial, more technical finance roles.

There is now a band 8a profile for senior members of finance staff who are not directors or assistant directors. This will give greater flexibility on pay.

For directing roles, the profile covers bands 8b-d. The rules may allow a job at level 8c or above to opt out of Agenda for Change - and so this gives greater flexibility on pay at senior levels.

- The profiles now fairly measure and equate the value of finance qualifications and the equivalent level of experience. This has resulted in jobs, which require the AAT full membership, or equivalent being valued at band 5 and jobs which require qualified accountant or equivalent, being valued at band 7.
- We now have a set of *consistent* profiles for the complete finance job family. This will help finance staff to see career pathways more clearly and will link into the work of the Finance Staff Development Team on career escalators.

- Payroll jobs are now on an equal footing with the rest of finance (and aren't separately identified). They can be slotted into the appropriate level according to their complexity.
- As a result of the work, many of the anticipated pay difficulties will have been eased.

Understanding Agenda for Change and the Finance Profiles

- Under Agenda for Change, each job will be scored against 16 job evaluation factors. Each of the 16 factors has a different number of levels (and points) available and each is weighted differently (see page 23 of the profiles document).
- The levels in each of the factors are carefully defined and are supplied with guidance notes to explain how to match a job to a particular level. This is a long document and has not been produced here but can be obtained from the Department of Health Website under "Agenda for Change" (www.dh.gov.uk).
- Each job is compared with each factor and is awarded a level, which gives it a score. The scores for the sixteen factors are added up to achieve a total score for the job.
- There are 8 job evaluation bands and each band has a score range. The evaluated job with its total score is placed in the appropriate band. Each band has a pay range linked to it. NB: Band 8 has four sub bands within it – each having its own score and salary range (see page 23 of the profiles document).
- National Job Profiles are created which place a job in one of the eight bands. If a local job matches a national profile then a Matching Panel will automatically match it. This is called a "Profile Match". If there isn't an exact match but the local job still matches the band of the profile it is being compared with, then the Matching Panel will still match the job to the band and it is called a "Band Match". If there is no match, then the job has to be evaluated locally through the completion of a Job Evaluation Questionnaire (JAQ). This is a 40-page document, which has to be completed by the jobholder and his/her manager. Two Job Analysts then interview the jobholder and finally, the amended JAQ goes to an Evaluation Panel for evaluating and banding. This is a time consuming process for everyone – hence the need to develop sound generic national profiles so that easy matching can take place.
- The job profiles are made up of three parts. First is a *Job Statement* (at the top), which describes the purpose of the job. This is important, as panels will use it at the start of the process to see if the attempted match makes sense. Next comes a description of each of the sixteen factors. The first part of these (in bold), use the exact words from the factor level definitions. The words underneath (not in bold) are the proof that the job meets that level and they need to reflect the language used in the level definitions and the in the national guidance notes. The third part of the profile is the job evaluation score and band, shown at the end (see page 24 of the profiles document for a summary of the complete finance job family).

Pay issues

Our prime intention in re-writing the profiles was to ensure that finance roles were *fairly represented and valued* when compared with other NHS roles. We believe that this has now been achieved. However, due to the pay premia that finance jobs attract, there will be some jobs for which the correct banding still cannot pay enough to attract and retain staff.

In these cases, it is possible for a Recruitment and Retention Premia of up to 30% to be awarded. This is an entirely normal, fair and common practice in job evaluation and pay systems in the private as well as the public sectors. Local and national market rates for some roles, particularly where skills are in short supply, can lead to the roles requiring additional pay to other roles of equal value, simply in order to recruit and retain quality people.

What next?

We will be testing the new profiles in detail with the Early Implementer Sites in order to iron out any remaining difficulties and to ensure that the language and the examples used are as generic and inclusive as possible.

Additionally, we welcome feedback from our members and have drafted a feedback form for this purpose. Please fax it to 0117 929 4844, send it to HFMA Suite 32, Albert House, 111 Victoria Street, Bristol BS1 6AX or email a4cresponse@hfma.org.uk by the end of June 2004. We regret that we will not be able to respond to feedback from members on an individual basis, but we will review and analyse all of the feedback we receive and follow it up and test it with the Early Implementer Sites in our detailed review.

For further information about implementing Agenda for Change locally, please contact your local Agenda for Change finance lead. Please refer to the finance staff development website (<http://www.fsdnetwork.com/>) for more information.



Date for your diary

'Implementing Agenda for Change in Finance'

A one-day conference

22nd September: London

23rd September: Leeds

This one-day event will provide the opportunity for you to understand how Agenda for Change will be implemented in finance.

Prices: HFMA Partners £230 & VAT
 Standard Rate £280 & VAT

Email Kate Openshaw (kate.openshaw@hfma.org.uk) or telephone 08708 352282 for a booking form and to secure your place. Please note places will be strictly limited so book early.

Draft Finance Profiles

May 2004 – Version 4

Summary of New National Finance Profiles
Draft for Agreement

Band	General Finance Role
1	Finance Assistant
2	Finance Assistant (Higher Level)
3	Finance Officer



Band	Management Stream	Technical Stream	Band
4	Finance Team Leader	Finance Officer (Higher Level)	4
5	Finance Team Manager	Finance Analyst	5
6	Finance Section Manager	Finance Analyst - Specialist	6
7	Finance Department Manager	Finance Analyst - Advanced	7



8a	Principal Finance Manager
8b - d	Chief Finance Manager
	Corporate Finance Director

Notes:

- *The role titles are not intended to be job titles – but to be general descriptions into which several/many finance jobs can fit.*
- *Graduate level or equivalent is at Band 5.*
- *Qualified accountant is at Band 7.*
- *The roles split into two to allow for management/technical bias. At the lower end, jobs do not involve management and hence the split does not occur until band 4. At the upper level, senior jobs will almost always have some management responsibility and hence the two come together again at band 8a (although variation is allowed for the degree of management responsibility at this level).*

Index

Profile title	Band	Page number
Finance Assistant	1	4
Finance Assistant (Higher Level)	2	5
Finance Officer	3	6
Finance Team Leader	4	7
Finance Officer (Higher Level)		8
Finance Team Manager	5	9
Finance Analyst		10
Finance Section Manager	6	11
Finance Analyst – Specialist		12
Finance Department Manager	7	13-14
Finance Analyst - Advanced		15-16
Principal Finance Manager	8a	17-18
Chief Finance Manager	8b-d	19-20
Corporate Finance Director		21-22
Tables:		
Agenda for Change Factors & Weightings		23
Comparison of weightings & bandings for “new” finance profiles		24
Draft guidance notes for finance staff		25-26

Job Title: **Finance Assistant**

Job Statement: 1. Inputs & processes financial information, completing routine financial transactions in accordance with procedures.
2. May answer routine queries from staff/customers or forwards queries to appropriate person.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides & receives routine information orally – mainly with work colleagues/ Provides & receives routine information orally, in writing or electronically. Provides information to manager & colleagues as required/provides information to manager & colleagues (orally & electronically) as required and answers routine queries from staff/customers.	1-2	5-12
2 Knowledge, Training & Experience	Understands a small number of routine work procedures – short induction period. Knowledge of filing systems and routine work procedures/basic use of finance computerised systems. Has knowledge to forward queries to the correct person in the finance department. Short induction period required.	1	16
3 Analytical & Judgemental Skills	Makes judgements involving straightforward job-related facts or situations. Makes judgments concerning own work.	1	6
4 Planning & Organisational Skills	Organises own day-to-day work tasks or activities.	1	6
5 Physical Skills	Minimal demand for physical skills/Physical skills normally obtained over time. Mostly administrative tasks. Little use of keyboard/requires standard keyboard skills.	1-2	6-15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Follows policies determined by others. Follows guidelines and may be required to comment on improvements and changes.	1	5
8 Responsibility for Financial & Physical Resources	Observes personal duty of care in relation to equipment or resources.	1	5
9 Responsibility for Human Resources	Demonstrates own activities or routines to new or less experienced employees in own work area.	1	5
10 Responsibility for Information Resources	Responsible for data entry & storage of data. Inputs financial data into computerised and paper databases/systems.	2a	9
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work.	1	5
12 Freedom to Act	Generally works with supervision close by & within well-established procedures. Works within set routines, policies and procedures.	1	5
13 Physical Effort	Little requirement for physical effort/Frequent requirement for sitting in a restricted position/frequent requirement for light physical effort for several short periods. Little requirement/may be inputting at a keyboard for most of the day/may be involved in filing and storage activities.	1-2ab	3-7
14 Mental Effort	General awareness & sensory attention required/Frequent requirement for concentration for predictable work. Normal care and attention required – concentration required occasionally/concentration required when inputting data, checking information and when answering queries from staff and customers.	1-2a	3-7
15 Emotional Effort	Exposure to distressing or emotional circumstances is rare.	1	5
16 Working Conditions	Rare exposure/Requirement to use VDU more or less continuously. Little exposure to unpleasant working conditions/uses keyboard continuously for substantial proportion of the day.	1-2e	3-7
JE Score/Band	JE Score: 91-119	Band 1	91 - 119

Job Title: **Finance Assistant (Higher Level)**

Job Statement: 1. Inputs & processes financial information, completing routine financial transactions in accordance with procedures.
 2. Responds to routine enquiries from staff/customers & suppliers & investigates queries as required.
 3. May advise patients/clients regarding e.g. charges.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides & receives routine information orally, in writing or electronically. Provides information to manager & colleagues (orally & electronically) as required & answers routine queries from staff/customers and suppliers.	2	12
2 Knowledge, Training & Experience	Understands a range of routine work procedures & practices, which require job training & a period of induction. Knowledge of finance department procedures e.g. inputting data into finance systems, providing standard reports. Acquired through NVQ level 2/Association of Accounting Technicians (AAT) Foundation Level, European Computer Driving License (ECDL) or equivalent experience.	2	36
3 Analytical & Judgemental Skills	Makes judgements involving facts or situations, some of which require analysis. Analyses and interprets financial payments/receipts. Investigates financial queries and analyses detailed data to identify errors/discrepancies. Carries out detailed financial calculations.	2	15
4 Planning & Organisational Skills	Plans and organises own day to day/straightforward tasks, some of which may be ongoing. Plans own day to day work/schedules work to meet weekly, monthly, quarterly and annual financial timetables.	1-2	6-15
5 Physical Skills	Physical skills obtained through practice/where there is a specific requirement for speed or accuracy. Standard keyboard skills/inputting financial data into computer databases and spreadsheets where accuracy and speed are necessary.	2-3a	15-27
6 Responsibility for Patient/Client Care	Incidental contact with patients/provides non-clinical advice, information or guidance directly to patients, clients, relatives or carers. Contact with patients is incidental/advises patients and clients e.g. regarding charges, property.	1-2	4-9
7 Responsibility for Policy/Service Development	Follows policies determined by others. Follows guidelines and may be required to comment on improvements and changes.	1	5
8 Responsibility for Financial & Physical Resources	Regularly handles or processes cash/cheques, patient's valuables. Responsible for petty cash float, prepares cash for manual payments, handles patient property & travel expenses, collates financial documents, collects cash/cheques etc. from other sources.	2a	12
9 Responsibility for Human Resources	Demonstrates own activities or routines to new or less experienced employees in own work area.	1	5
10 Responsibility for Information Resources	Responsible for data entry & storage of data/Occasional requirement to create spreadsheets. Inputs financial data into computerised and paper databases/systems; creates financial spreadsheets.	2ab	9
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work.	1	5
12 Freedom to Act	Works within standard operating procedures - where advice is available. Works within set routines with little direct supervision but with advice available when required.	2	12
13 Physical Effort	Frequent requirement for sitting in a restricted position. Inputting at a keyboard for most of the day.	2a	7
14 Mental Effort	Frequent requirement for concentration for predictable work/Occasional requirement for prolonged concentration. Concentration required when inputting data, checking information and when answering queries from staff/customers/occasional requirement to concentrate for long periods when inputting data.	2a-3b	7-12
15 Emotional Effort	Exposure to distressing or emotional circumstances is rare.	1	5
16 Working Conditions	Requirement to use VDU more or less continuously. Uses keyboard continuously for substantial proportion of the day.	2e	7
JE Score/Band	JE Score: 162-193	Band 2	162-193

Job Title:

Finance Officer

Job Statement:

1. Ensures financial, payroll information is processed in accordance with procedures and in order to provide information for statutory returns.
2. Investigates enquiries & queries from suppliers & staff/customers & provides assistance & advice as required.
3. Ensures that work is completed in line with financial timescales
4. May advise patients, clients regarding e.g. charges

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides & receives routine information, which requires tact or persuasive skills or where there are barriers to understanding; provides & receives complex or sensitive information. Discusses queries from staff, customers and suppliers where there may be issues about non-payment/incorrect or late payments or other sensitive issues; communicates statutory financial regulations and NHS rules in a simplified form to non-finance people; discusses complicated financial matters e.g. concerning invoices and payments.	3ab	21
2 Knowledge, Training & Experience	Understands a range of work procedures & practices – some non-routine, requiring a base level of theoretical knowledge and practical experience. Knowledge of finance computer systems and of other finance areas e.g. finance coding structures, petty cash, VAT, balancing and reconciling accounts/ledgers, payroll procedures & agreements. Acquired through NVQ level 3/Association of Accounting Technicians (AAT) Intermediate Level; European Computer Driving License (ECDL) Advanced Level; or equivalent experience.	3	60
3 Analytical & Judgemental Skills	Makes judgements involving facts or situations, some of which require analysis/Require analysis or comparison of a range of options. Analyses and interprets financial payments & receipts. Investigates financial queries and analyses detailed data to identify errors & discrepancies. Carries out detailed financial calculations/Analyses, investigates and resolves complex financial queries and discrepancies. Analyses financial data to identify errors and sorts out problems from a range of options. Makes complex calculations about payments and decides whether and how to pursue over/under payments.	2-3	15-27
4 Planning & Organisational Skills	Plans and organises straightforward tasks some of which may be ongoing. Plans workload to ensure weekly, monthly, quarterly and annual financial timetables met.	2	15
5 Physical Skills	Physical skills where there is a specific requirement for speed or accuracy ... including advanced keyboard use. Inputting and manipulating financial data into computer databases and spreadsheets, where speed and accuracy are necessary.	3a	27
6 Responsibility for Patient/Client Care	Incidental contact with patients/provides non-clinical advice, information or guidance directly to patients, clients, relatives or carers. Patient contact is incidental/deals with patient & client payments (i.e. reimbursements for travel/losses and compensation claims) and patient property. Advises patients/clients regarding e.g. charges.	1-2	4-9
7 Responsibility for Policy/Service Development	Implements policies and proposes changes to working practices for own area. Proposes changes to working practices and procedures (e.g. when planning for the impact of new legislation); implements procedures set by others	2	12
8 Responsibility for Financial & Physical Resources	Regularly handles or processes cash/cheques, patient's valuables/authorised signatory Responsible for petty cash float, prepares cash for manual payments, handles patient property & travel expenses, collects cash/cheques etc. from other sources (i.e. catering/car parking, telephones/IVF payments etc)/authorises time sheets and overtime.	2ad – 3a	12-21
9 Responsibility for Human Resources	Demonstrates own activities or routines to new or less experienced employees in own work area/Coordinates work of staff within own section/regularly responsible for providing training. Demonstrates activities/work routines to others in own work area/allocates work to more junior staff in the section. Provides some induction training for trainees or new members of staff.	1-2ac	5-12
10 Responsibility for Information Resources	Responsible for data entry & storage of data/occasional requirement to create spreadsheets. Inputs financial data into computerised and paper databases/systems. Creates financial spreadsheets.	2ab	9
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work. Undertakes surveys or audits as necessary to own work.	1	5
12 Freedom to Act	Guided by standard operating procedures, established precedent. Someone available for reference, worked checked on sample basis/Works within clearly defined operational policies. Works within set routines with little direct supervision but with advice available when required/works within policies and procedures and refers to manager when necessary.	2-3	12-21
13 Physical Effort	Frequent requirement for sitting in a restricted position. inputting at a keyboard for most of the day.	2a	7
14 Mental Effort	Frequent requirement for concentration for predictable work/Occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff & customers/occasional requirement to concentrate for long periods when inputting data and when analysing data/statistics.	2a-3b	7-12
15 Emotional Effort	Exposure to distressing or emotional circumstances is rare.	1	5
16 Working Conditions	Requirement to use VDU more or less continuously. Uses keyboard continuously for substantial proportion of the day.	2e	7
JE Score/Band	JE Score: 223-270	Band 3	223-270

Job Title:

Finance Team Leader

Job Statement:

1. Leads a team of finance, payroll staff e.g. payroll.
2. Ensures financial information is processed in accordance with procedures and in order to provide information for statutory returns.
3. Investigates enquiries, providing assistance & advice as required.
4. Ensures that work is completed in line with financial timescales & legal requirements
5. May provide advice to patients, clients regarding e.g. charges

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides routine information; tact; complex or sensitive information/persuasive and motivational skills Discusses financial queries/complex queries with staff/suppliers/customers, including reasons for delays in payment and other sensitive issues/discusses financial issues with customers, which may be contentious and communicates performance issues relating to staff.	3ab-4	21-32
2 Knowledge, Training & Experience	Understands a range of work procedures and practices, often non-routine, which require an intermediate level of theoretical knowledge and practical experience. Detailed understanding of accounting procedures (e.g. reconciliation and balances, VAT payments and deductions, finance computer systems and ledgers, coding structures, payroll agreements & procedures), knowledge of legislation as it affects own finance area. Acquired through NVQ Level 4/Association of Accounting Technicians (AAT) Technician Level/NEBS Level 3; or equivalent experience	4	88
3 Analytical & Judgemental Skills	Makes judgements involving facts or situations which require analysis or comparison of a range of options. Analyses and interprets financial payments. Investigates complex financial queries and analyses detailed data to identify errors/discrepancies. Carries out complex financial calculations.	3	27
4 Planning & Organisational Skills	Plans and organises straightforward tasks some of which may be ongoing. Plans team workload to ensure weekly, monthly, quarterly and annual financial timetables are met.	2	15
5 Physical Skills	Physical skills where there is a specific requirement for speed or accuracy Inputting financial data into computer databases and spreadsheets, where speed and accuracy are necessary.	3a	27
6 Responsibility for Patient/Client Care	Incidental contact with patients/provides non-clinical advice, information or guidance directly to patients, clients, relatives or carers. Contact with patients is incidental/advises patients/clients e.g. regarding charges etc.	1-2	4-9
7 Responsibility for Policy/Service Development	Implements policies and proposes changes to working practices for own area. Proposes changes to working practices and procedures (e.g. when planning for the impact of new legislation) and implements procedures set by others	2	12
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash/financial payments/monitors or contributes to drawing up of section budgets/financial initiatives. Authorised signatory. Contributes to formulation of section budgets/external budgets.	3ac	21
9 Responsibility for Human Resources	Responsible for day to day supervision of staff within own section; provides training in own area/responsible for day to day management of a group of staff Allocates work to more junior staff in the section; Provides induction training for trainees/new members of staff/day to day team management including e.g. recruitment (or assisting with recruitment), appraisal, discipline, training, delegation.	2ac-3a	12-21
10 Responsibility for Information Resources	Responsible for data entry & storage of data/occasional requirement to create spreadsheets Inputs financial data into computerised and paper databases/systems. Creates financial spreadsheets	2ab	9
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work.	1	5
12 Freedom to Act	Guided by precedent and clearly defined occupational policies & procedures. Works within policies and procedures and work is managed rather than supervised.	3	21
13 Physical Effort	Sitting, standing and walking/ sitting in a restricted position Light physical effort/required to sit at a keyboard for a significant proportion of the working day.	1-2a	3-7
14 Mental Effort	Frequent requirement for concentration for predictable work/Frequent requirement for concentration where work pattern is unpredictable/occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff/customers/occasional requirement to concentrate for long periods when inputting data and when analysing data/statistics. May be required to switch tasks.	2a-3ab	7-12
15 Emotional Effort	Occasional exposure to distressing or emotional circumstances. Deals with staff performance and disciplinary issues.	2	5
16 Working Conditions	Rare exposure/ Requirement to use VDU more or less continuously. Office conditions/uses keyboard for significant proportion of the day.	1-2e	3-7
JE Score/Band	JE Score: 280-318	Band 4	280-318

Job Title:

Finance Officer (Higher Level)

Job Statement:

1. Ensures financial information is processed in accordance with procedures and in order to provide information for statutory returns, through completion of own work & through the coordination of the work of others.
2. Investigates financial enquiries, providing assistance & advice as required.
3. Ensures that work is completed in line with financial timescales and legal requirements.
4. May provide advice to patients, clients regarding e.g. charges

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides & receives routine information, which requires tact or persuasive skills or where there are barriers to understanding/provides & receives complex or sensitive information. Discusses routine queries from staff, customers and suppliers where there may be issues about non-payment/incorrect or late payments or other sensitive issues; communicates statutory financial regulations and NHS rules in a simplified form to non-finance people, discusses complicated financial matters e.g. concerning invoices and payments.	3ab	21
2 Knowledge, Training & Experience	Understands a range of work procedures and practices, often non-routine, which require an intermediate level of theoretical knowledge and practical experience. Detailed understanding of accounting procedures (reconciliation and balances, VAT payments and deductions, finance computer systems and ledgers, coding structures, payroll agreements & procedures). Knowledge of legislation as it affects own finance area acquired through NVQ Level 4/Association of Accounting Technicians (AAT) Technician Level or equivalent experience	4	88
3 Analytical & Judgemental Skills	Makes judgements involving a range of facts or situations, which require analysis, or comparison of a range of options. Analyses, investigates and resolves financial queries and discrepancies. Analyses financial data to identify errors and sorts out problems from a range of options. Carries out complex calculations about payments and decides whether and how to pursue over/under payments.	3	27
4 Planning & Organisational Skills	Plans and organises straightforward tasks some of which may be ongoing. Plans own workload to ensure weekly, monthly, quarterly and annual financial timetables are met.	2	15
5 Physical Skills	Physical skills where there is a specific requirement for speed or accuracy, including advanced keyboard use. Inputting financial data into computer databases and spreadsheets, where speed and accuracy are necessary	3a	27
6 Responsibility for Patient/Client Care	Incidental contact with patients/Provides non-clinical advice, information or guidance directly to patients, clients, relatives or carers. Contact with patients is incidental/advises patients/clients regarding e.g. charges.	1-2	4-9
7 Responsibility for Policy/Service Development	Implements policies and proposes changes to working practices for own area. Proposes changes to working practices and procedures (e.g. when planning for the impact of new legislation) and implements procedures set by others.	2	12
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash/financial payments/monitors or contributes to drawing up of section budgets/financial initiatives. Authorised signatory. Contributes to formulation of section budgets/external budgets.	3ac	21
9 Responsibility for Human Resources	Demonstrates own activities or routines to new or less experienced employees in own work area/Coordinates work of staff within own section; regularly responsible for providing training. Demonstrates activities, work routines to others in own work area/allocates work to more junior staff in the section; provides some induction training for trainees, new members of staff; delivers finance training to non-finance managers.	1-2ac	5-12
10 Responsibility for Information Resources	Responsible for data entry & storage of data/Creates or formats computerised databases and spreadsheets. Inputs financial data into computerised and paper databases/systems/regularly designs and formats spreadsheets and databases for specific purposes.	2ab-3b	9-16
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/Regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits for own work/designs and conducts complex audits designed to improve financial & accounting services.	1-2a	5-12
12 Freedom to Act	Guided by precedent and clearly defined occupational policies & procedures. Works within policies and procedures, work is managed rather than supervised.	3	21
13 Physical Effort	Frequent requirement for sitting in a restricted position. Inputting at a keyboard for a significant part of the day.	2a	3-7
14 Mental Effort	Frequent requirement for concentration, predictable work/unpredictable work; occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff and customers; May be required to switch tasks; requirement to concentrate for long periods when inputting data and when analysing data/statistics etc.	2a-3ab	7-12
15 Emotional Effort	Exposure to distressing or emotional circumstances is rare.	1	5
16 Working Conditions	Requirement to use VDU more or less continuously. Uses keyboard for significant proportion of the day.	2e	7
JE Score/Band	JE Score: 277-312	Band 4	277-312

Job Title:

Finance Team Manager

Job Statement:

1. Responsible for the daily management of a finance team e.g. payroll, financial accounts.
2. Ensures financial information is processed in accordance with procedures, in order to provide information for statutory returns.
3. Investigates complex enquiries providing assistance & advice as required.
4. Ensures that work is completed in line with financial timescales and legal requirements, interpreting these where necessary
5. May provide advice to patients/clients regarding e.g. charges

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides complex, sensitive information, requiring negotiating, persuasive skills Discusses financial queries with staff/suppliers/customers, which are often complex, including reasons for delays in payment and other sensitive issues. Discusses financial issues with customers, which may be contentious; deals with performance, feedback, coaching, training and other issues relating to staff. Provides advice on complex financial and corporate issues to non-financial managers. Negotiates with NHS/external organisations over cost/service issues.	4	32
2 Knowledge, Training & Experience	Expertise within a specialism or discipline, underpinned by theoretical knowledge Experience and expertise in a range of accounting areas (e.g. reconciliation and balances, VAT payments and deductions, finance computer systems and ledgers, coding structures, payroll agreements & procedures), knowledge of legislation as it affects own finance area, acquired through NVQ Level 5/professional accountancy Qualifications – Certificate Level/Association of Accounting Technicians (AAT) Member or equivalent experience to degree level plus supervisory experience.	5	120
3 Analytical & Judgemental Skills	Judgements involving a range of facts or situations which require analysis or comparison of a range of options. Analyses, investigates and resolves financial queries and discrepancies. Analyses financial data to identify errors and sorts out problems from a range of options. Makes calculations about payments and decides whether and how to pursue over/under payments.	3	21
4 Planning & Organisational Skills	Plans and organises straightforward tasks/complex activities requiring adjustment Plans workload to ensure weekly, monthly, quarterly and annual financial timetables are met/undertakes staff or complex work planning	2-3	15-27
5 Physical Skills	Physical skills normally obtained through practice over a period of time/Physical skills where there is a specific requirement for speed or accuracy ... including advanced keyboard use. Requires standard keyboard skills/inputting financial data into computer databases and spreadsheets, where speed and accuracy are necessary	2-3a	15-27
6 Responsibility for Patient/Client Care	Incidental patient contact/provides non-clinical advice, information or guidance directly to patients, clients, relatives or carers. Contact with patients is incidental/advises patients/clients regarding e.g. charges	1-2	4-9
7 Responsibility for Policy/Service Development	Proposes changes to work practices in own area/Proposes policy or service changes, which implement beyond own area. Proposes changes to working practices and procedures (e.g. when planning for the impact of new legislation) and implements procedures in own area /proposes changes to and redesigns local accounting and financial policies and procedures, which have an impact in other areas.	2-3	12-21
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash/financial payments/monitors or contributes to drawing up of section budgets/financial initiatives. Authorised signatory. Contributes to formulation of section budgets/external budgets.	3ac	21
9 Responsibility for Human Resources	Responsible for day to day management of a group of staff & teaching/training. Undertakes day to day management of team including e.g. recruitment (or assisting with recruitment), appraisal, discipline, training; Delivers training on a range of subjects related to own area.	3ac	21
10 Responsibility for Information Resources	Responsible for data entry & storage of data; occasional requirement to create spreadsheets Inputs financial data into computerised and paper databases/systems; creates financial spreadsheets	2ab	9
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/regularly undertakes R&D activities Undertakes surveys or audits as required for own work/undertakes e.g. complex audits within the finance department.	1-2a	5-12
12 Freedom to Act	Guided by precedent and clearly defined occupational policies & procedures Works within policies and procedures ; managed rather than supervised	3	21
13 Physical Effort	Combination of sitting, standing and walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration; predictable work/ work pattern is unpredictable; occasional requirement for prolonged concentration. Concentration required when analysing data, checking and reconciling information, making calculations and when answering queries from staff/customers/may be required to switch tasks; requirement to concentrate for long periods when inputting data and when analysing data/statistics.	2a-3ab	7-12
15 Emotional Effort	Occasional exposure to distressing or emotional circumstances. Deals with staff performance and disciplinary issues.	2	11
16 Working Conditions	Rare exposure to unpleasant working conditions. Office conditions	1	3
JE Score/Band	JE Score: 320-370	Band 5	320-370

Job Title:

Finance Analyst

Job Statement:

1. Ensures financial information is processed in accordance with procedures, in order to provide information for statutory returns, through completion of own work & through the coordination of the work of others.
2. Investigates complex financial enquiries, providing assistance & advice as required.
3. Ensures that work is completed in line with financial timescales and legal requirements, interpreting these where necessary.
4. May provide advice to patients, clients regarding e.g. charges

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides complex, sensitive information, requiring negotiating, persuasive skills Discusses financial queries with staff/suppliers/customers, which are often complex, including reasons for delays in payment and other sensitive issues; discusses financial issues with customers, which may be contentious; provides advice on complex financial and corporate issues to non-financial managers; negotiates with NHS/external organisations over cost/service issues.	4	32
2 Knowledge, Training & Experience	Expertise within a specialism or discipline, underpinned by theoretical knowledge and practical experience. Experience and expertise in arrange of accounting areas (e.g. reconciliation and balances, VAT payments and deductions, finance computer systems and ledgers, coding structures, payroll agreements & procedures).,knowledge of legislation as it affects own finance area, acquired through professional accountancy qualifications – Certificate Level/Association of Accounting Technicians (AAT) Member or equivalent experience to degree level.	5	120
3 Analytical & Judgemental Skills	Makes judgements involving a range of complex facts or situations, which require analysis, interpretation and comparison of a range of options. Analyses, investigates and resolves complex financial queries and discrepancies. Analyses financial data to identify errors and sorts out problems from a range of options. Carries out complex calculations about payments and decides whether and how to pursue over/under payments.	4	42
4 Planning & Organisational Skills	Plans and organises straightforward tasks some of which may be ongoing. Plans to ensure weekly, monthly, quarterly and annual financial timetables are met.	2	15
5 Physical Skills	Physical skills where there is a specific requirement for speed or accuracy ... including advanced keyboard use. Major part of role involves inputting and manipulation of financial data into computer databases and spreadsheets, where speed and accuracy are necessary	3a	27
6 Responsibility for Patient/Client Care	Incidental contact with patients/provides non-clinical advice, information or guidance directly to patients, clients, relatives or carers. Patient contact is incidental/advises patients and clients regarding e.g. charges	1-2	4-9
7 Responsibility for Policy/Service Development	Proposes changes to work practices in own area/proposes policy or service changes, which implement beyond own area. Proposes changes to working practices and procedures (e.g. when planning for the impact of new legislation) and implements plans in own area/proposes changes to and redesigns local accounting and financial policies and procedures, which have an impact in other areas.	2-3	12-21
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash/financial payments/monitors or contributes to drawing up of section budgets/financial initiatives. Authorised signatory; contributes to formulation of section, external budgets.	3ac	21
9 Responsibility for Human Resources	Coordinates work of staff within own section; regularly responsible for providing training. Co-ordinates the work of more junior staff in the section; delivers finance training to non-finance managers.	2ac	12
10 Responsibility for Information Resources	Responsible for data entry & storage of data; occasionally/ regularly creates or formats computerised databases and spreadsheets. Inputs financial data into computerised and paper databases, systems; designs, formats financial spreadsheets and databases	2ab-3b	9-16
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/Regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits as necessary to own work/designs and conducts complex audits designed to improve financial & accounting services.	1-2a	5-12
12 Freedom to Act	Guided by precedent and clearly defined occupational policies & procedures Works within policies and procedures , work is managed not supervised	3	21
13 Physical Effort	Sitting, standing, walking/Frequent requirement for sitting in a restricted position. Light physical effort/ inputting at a keyboard for most of the day.	1-2a	3-7
14 Mental Effort	Frequent requirement for concentration; predictable work/ unpredictable; occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks; requirement to concentrate for long periods when inputting data and when analysing data/statistics	2a-3ab	7-12
15 Emotional Effort	Exposure to distressing or emotional circumstances is rare.	1	5
16 Working Conditions	Rare exposure/ requirement to use VDU more or less continuously. Office conditions/uses keyboard for significant proportion of the day.	1/2e	3-7
JE Score/Band	JE Score: 338-379	Band 5	338 – 379

Job Title:

Finance Section Manager

Job Statement:

1. Responsible for the overall management and performance of a finance section.
2. Ensures financial information is processed in accordance with procedures and investigates complex enquiries providing assistance & advice as required.
3. Prepares & completes statutory/NHS accounts & returns, ensuring that work is completed in line with financial timescales and legal requirements, interpreting these where necessary.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides complex, sensitive information and training, requiring negotiating and persuasive skills Discusses financial queries with staff/suppliers/customers, which are often complex, including reasons for delays in payment and other sensitive issues; discusses financial issues with customers, which may be contentious and deals with performance, feedback, coaching, training and counselling issues relating to staff; provides advice on complex financial and corporate issues to non-financial managers; negotiates with NHS/external organisations over cost/service issues.	4	32
2 Knowledge, Training & Experience	Specialist knowledge across work procedures & practices, underpinned by theoretical knowledge and practical experience. Specialist knowledge and expertise across one or more specialised areas including management/advises finance and non-finance managers on matters relating to their own area, providing detailed advice and guidance, acquired through Professional Accountancy Qualifications – postgraduate Diploma Level or equivalent experience	6	156
3 Analytical & Judgemental Skills	Judgements involving complex facts or situations, which require the analysis, interpretation and comparison of a range of options. Analyses complex financial trends involving many streams of data and forecasts strategic and operational financial expenditure using a wide range of data and assumptions.; develops and advises on complex business plans; investigates and resolves complex payment errors	4	42
4 Planning & Organisational Skills	Plans and organises a number of complex activities which require the formulation and adjustment of plans. Develops and contributes to long-term plans within a structured framework; makes plans for tax and legislative changes; makes daily adjustments to plans, schedules in order to deal with organisation requirements and to ensure targets are met; co-ordinates & plans activities with other professionals and agencies e.g. auditors/Inland Revenue	3	27
5 Physical Skills	Physical skills normally obtained over time. Requires standard keyboard skills.	2	15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Implements policies for own area and proposes policy or service changes which implement beyond own area. Suggests changes to and implements accounting and financial policies and procedures in own area or section; proposes changes to and redesigns local accounting and financial policies and procedures, which have an impact in other areas.	3	21
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash/financial payments; monitors or contributes to drawing up of section budgets, financial initiatives/ budget holder for a department; responsible for budget setting for a department. Authorised signatory; contributes to formulation of section budgets or external budgets; monitors budget for own department, finance section and authorises spend against it/ holds budget; develops and monitors budgets for an external department, service, programme	3ac-4ab	21
9 Responsibility for Human Resources	Day-to-day management; provides specialist training/ line manager for a single function or department. Undertakes day to day management; delivers training on a range of subjects related to own area/line manager for a group of staff	3ac-4a	21
10 Responsibility for Information Resources	Creates or formats computerised databases or spreadsheets/responsible for adapting information systems to meet the specifications of others. Regularly designs, formats spreadsheets and databases/responsible for introducing, adapting and improving financial systems in own area of responsibility, for use by others.	3b-4	16
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/regularly undertakes R&D activity Undertakes surveys or audits for own work/designs and conducts complex audits	1-2a	5
12 Freedom to Act	Guided by principles & broad occupational policies or regulations. Works to achieve agreed objectives and is given freedom to do this in own way working within broad professional policies; acts without reference to manager	4	32
13 Physical Effort	Sitting, standing, walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration; predictable work/ unpredictable; occasional requirement for prolonged concentration. Concentration required when analysing data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks/ requirement to concentrate for long periods when analysing complex data/statistics and preparing financial returns	2a-3ab	7
15 Emotional Effort	Occasional exposure to distressing or emotional circumstances. Deals with staff performance and disciplinary issues.	2	11
16 Working Conditions	Rare exposure to unpleasant working conditions Office conditions	1	3
JE Score/Band	JE Score: 416-458	Band 6	416-458

Job Title:

Finance Analyst, Specialist

Job Statement:

1. Ensures financial information is processed in accordance with procedures through completion of own work & through the coordination of the work of others.
2. Investigates complex financial enquiries, providing assistance & advice as required.
3. Prepares & completes statutory/NHS accounts & returns, ensuring that work is completed in line with financial timescales and legal requirements, interpreting these where necessary.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides complex, sensitive information, requiring negotiating, persuasive skills Discusses financial queries with staff, suppliers, internal customers, which are often complex, including reasons for delays in payment and other sensitive issues; discusses financial issues with customers, which may be contentious; provides advice on complex financial and corporate issues to non-financial managers; negotiates with NHS/external organisations over cost/service issues.	4	32
2 Knowledge, Training & Experience	Specialist knowledge across work procedures & practices, underpinned by theoretical knowledge and practical experience. Specialist knowledge and expertise across one or more specialised areas including management; advises finance and non-finance managers on matters relating to their own area, providing detailed advice and guidance, acquired through Professional Accountancy Qualifications – postgraduate Diploma Level or equivalent experience.	6	156
3 Analytical & Judgemental Skills	Makes judgements involving complex facts or situations, which require the analysis, interpretation and comparison of a range of options. Analyses complex financial trends involving many streams of data and forecasts strategic and operational financial expenditure using a wide range of data and assumptions; develops and advises on complex business plans and investigates and resolves complex payment errors.	4	42
4 Planning & Organisational Skills	Plans and organises a number of complex activities which require the formulation and adjustment of plans. Contributes to long-term financial plans; makes plans for tax and legislative changes. Makes daily adjustments to plans, schedules in order to deal with organisation requirements and to ensure targets are met; coordinates & plans activities with other professionals and agencies e.g. auditors/Inland Revenue	3	27
5 Physical Skills	Physical skills normally obtained through practice Requires standard keyboard skills	2	15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Implements policies for own area and proposes policy or service changes which implement beyond own area. Suggests changes to and implements accounting and financial policies and procedures in own area or section; proposes changes to and redesigns local accounting and financial policies and procedures, which have an impact in other areas	3	21
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash, financial payments; monitors or contributes to drawing up of section budgets, financial initiatives/responsible for budget setting Authorised signatory; contributes to formulation of section, external budgets/develops and monitors budgets for an external department, service, programme	3ac – 4b	21-32
9 Responsibility for Human Resources	Coordinates work of staff within own section; regularly responsible for providing training/responsible for specialist training on a range of subjects. Allocates and checks the work of more junior staff in the section; delivers finance training/ specialist training	2ac – 3c	12-21
10 Responsibility for Information Resources	Creates or formats computerised databases or spreadsheets/responsible for adapting information systems to meet the specifications of others. Regularly designs, formats spreadsheets and databases for specific purposes/ responsible for introducing, adapting and improving financial systems in own area of responsibility	3b-4	16-24
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits for own work/designs and conducts complex audits	1-2a	5-12
12 Freedom to Act	Guided by principles & broad occupational policies or regulations. Works to achieve agreed objectives and is given freedom to do this in own way working within broad professional policies; acts advice without reference to manager	4	32
13 Physical Effort	Sitting, standing, walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration; predictable work/unpredictable; occasional requirement for prolonged concentration. Concentration required when analysing data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks; requirement to concentrate for long periods when analysing complex data/statistics and preparing financial returns with no notice.	2a-3ab	7-12
15 Emotional Effort	Exposure to distressing or emotional circumstances is rare.	1	5
16 Working Conditions	Rare exposure to unpleasant working conditions Office conditions	1	3
JE Score/Band	JE Score: 401-441	Band 6	401-441

Job Title:

Finance Department Manager

Job Statement:

1. Responsible for the overall management and performance of a finance department.
2. Ensures financial information is processed in accordance with procedures; investigates highly complex enquiries providing assistance & advice as required and contributes to corporate reporting, providing strategic, business planning advice.
3. Prepares & completes statutory, NHS accounts & returns, ensuring that work is completed in line with financial timescales and legal requirements, interpreting these where necessary.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides complex, sensitive information and training, requiring negotiating and persuasive skills Discusses complex financial queries with staff, suppliers, customers, including reasons for delays in payment and other sensitive issues; discusses financial issues with customers, which may be contentious and deals with performance, feedback, coaching, training and counselling issues relating to staff; provides advice on complex financial and corporate issues to non-financial managers; negotiates with NHS/external organisations over cost/service issues.	4	32
2 Knowledge, Training & Experience	Highly developed specialist knowledge across the range of work procedures and practices underpinned by theoretical knowledge and practical experience. "In depth", specialist knowledge of financial and accounting procedures, financial aspects of NHS legislation and NHS finance policies. Advises finance and non-finance managers on matters relating to their own area, providing detailed advice and guidance; equivalent knowledge and experience to: Professional Accountancy Qualifications plus knowledge, experience & expertise in a finance management & staff management.	7	196
3 Analytical & Judgemental Skills	Judgements involving complex/highly complex facts or situations, which require the analysis, interpretation and comparison of a range of options. Analyses complex problems relating to business case production and analysis; multiplicity of targets/objectives and makes judgements regarding allocation of finances/analyses highly complex budgets and data sets and interprets financial accounts, makes judgements on financial decisions and financial risk where there is no precedent and where opinions may conflict.	4-5	42-60
4 Planning & Organisational Skills	Plans and organises a range of complex activities or programmes, some ongoing, requiring formulation & adjustment of plans or strategies. Plans projects which impact across the department & organisation, delivery of accounting/ financial services over the financial year for own area; contributes to medium term financial strategy.	4	42
5 Physical Skills	Physical skills normally obtained over time. Requires standard keyboard skills.	2	15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Implements policies for own area and proposes policy or service changes which implement beyond own area. Suggests changes to, implements accounting policies and financial procedures in own area; proposes changes to and redesigns local accounting and financial policies and procedures, which have an impact in other areas.	3	21
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash/financial payments; monitors or contributes to drawing up of section budgets, financial initiatives/Budget holder for a department; responsible for budget setting for a department. Authorised signatory; contributes to formulation of section budgets or external budgets/monitors budget for own department, authorises spend against it; develops and monitors budgets for an external department, service or programme, providing financial advice as required.	3ac-4ab	21-32
9 Responsibility for Human Resources	Day-to-day management of a group of staff; teaching & training/line manager for a single function or department. Responsible for day to day management including recruitment (or assisting with recruitment), appraisal, discipline, training, delegation; Delivers training on a range of subjects related to own area/line manager for a group of staff.	3ac-4ab	21-32
10 Responsibility for Information Resources	Creates or formats computerised databases or spreadsheets/Responsible for adapting information systems to meet the specifications of others. Designs, formats spreadsheets and databases for specific purposes/ responsible for introducing, adapting and improving financial systems in own area of responsibility for use by others.	3b-4	16-24
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/Regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits for own work/designs and conducts complex audits designed to improve financial & accounting services.	1-2a	5-12
12 Freedom to Act	Guided by principles & broad occupational policies or regulations. Works to achieve agreed objectives and is given freedom to do this in own way working within broad professional policies; acts without reference to manager; acts as lead specialist in a particular financial area.	4	32
13 Physical Effort	Sitting, standing, walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration; predictable work/unpredictable; occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks; occasional requirement to concentrate for long periods when analysing complex data/statistics and	2a-3ab	7-12

	preparing financial returns		
15 Emotional Effort	Occasional exposure to distressing or emotional circumstances. Deals with staff performance and disciplinary issues.	2	11
16 Working Conditions	Rare exposure to unpleasant working conditions Office conditions	1	3
JE Score/Band	JE Score: 471-531	Band 7	471-531

Job Title:

Finance Analyst, Advanced

Job Statement:

1. Ensures financial information is processed in accordance with procedures through completion of own work & through the coordination of the work of others.
2. Investigates highly complex enquiries providing assistance & advice as required and contributes to corporate reporting/providing strategic/business planning advice.
3. Prepares & completes statutory/NHS accounts & returns, ensuring that work is completed in line with financial timescales and legal requirements, interpreting these where necessary.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides complex, sensitive information, requiring negotiating and persuasive skills Discusses complex financial queries with staff, suppliers, internal customers, including reasons for delays in payment and other sensitive issues; discusses financial issues with customers, which may be contentious; provides advice on complex financial and corporate issues to non-financial managers; negotiates with NHS/external organisations over cost/service issues.	4	32
2 Knowledge, Training & Experience	Highly developed specialist knowledge underpinned by theoretical knowledge and practical experience. "In depth", specialist knowledge of financial and accounting procedures, financial aspects of NHS legislation and NHS finance policies; advises finance and non-finance managers on matters relating to their own area, providing detailed advice and guidance; equivalent knowledge and experience to: Professional Accountancy Qualifications plus knowledge, experience & expertise in a finance management role.	7	196
3 Analytical & Judgemental Skills	Makes judgements involving highly complex facts or situations, which require the analysis, interpretation and comparison of a range of options. Analyses frequent highly complex problems relating to business case production and analysis; multiplicity of targets, objectives and makes judgements regarding allocation of finances; makes judgements on financial decisions and financial risk where there is no precedent and where other leading opinions may conflict.	5	60
4 Planning & Organisational Skills	Plans and organises a range of complex activities or programmes some ongoing requiring the formulation & adjustment of plans or strategies. Plans projects which impact across the department & the organisation; delivery of accounting, financial services over the financial year for own area; prepares plans for financial and people aspects of service provision; contributes to medium term financial strategy.	4	42
5 Physical Skills	Physical skills normally obtained over time. Requires standard keyboard skills.	2	15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Implements policies for own area and proposes policy or service changes which implement beyond own area. Suggests changes to and implements accounting policies and financial procedures in own area or section; proposes changes to and redesigns local accounting and financial policies and procedures, which impact in other areas.	3	21
8 Responsibility for Financial & Physical Resources	Authorised signatory for cash, financial payments; monitors or contributes to drawing up of section budgets, financial initiatives/Responsible for budget setting for a department. Authorised signatory; contributes to formulation of section budgets, external budgets/develops and monitors budgets for an external department, service or programme, providing financial advice to them as required.	3ac – 4b	21-32
9 Responsibility for Human Resources	Coordinates work of staff within own section; provides training/responsible for specialist training Allocates work to more junior staff in the section; provides training/ delivers frequent formal finance training to a range of non-finance managers.	2ac –3c	12-21
10 Responsibility for Information Resources	Creates or formats computerised databases or spreadsheets/Responsible for adapting information systems to meet the specifications of others. Regularly designs, formats spreadsheets and databases for specific purposes/responsible for introducing, adapting and improving financial systems for use by others	3b-4	16-24
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/Regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits for own work/designs and conducts complex audits designed to improve financial & accounting services.	1-2a	5-12
12 Freedom to Act	Guided by principles & broad occupational policies or regulations. Works to achieve agreed objectives and is given freedom to do this in own way working within broad professional policies; acts without reference to manager; acts as lead specialist in a particular financial area.	4	32
13 Physical Effort	Sitting, standing, walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration; predictable work/ unpredictable; occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks; occasional requirement to	2a-3ab	7-12

	concentrate for long periods when analysing complex data/statistics and preparing financial returns		
15 Emotional Effort	Exposure to distressing or emotional circumstances is rare.	1	5
16 Working Conditions	Rare exposure to unpleasant working conditions Office conditions	1	3
JE Score/Band	JE Score: 474-514	Band 7	474-514

Job Title:

Principal Finance Manager

Job Statement:

1. Responsible for the overall management and performance of a finance section/department.
2. Takes responsibility for managing one or more complex financial areas; investigating and advising on highly complex issues and provides corporate reports/strategic financial and business planning advice in this area.
3. Ensures statutory/NHS accounts & returns are accurate and meet financial timescales and legal requirements, interpreting these where necessary.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides highly complex, sensitive or contentious information co-operation required; presents complex, sensitive or contentious information to a large group of staff. Advises, constrains senior budget holders over financial issues, persuading them to a certain course of action; develops and delivers formal, complex financial presentations (i.e. multi faceted business cases) to large groups of (often senior) non-finance managers, conveys financial concepts clearly and persuasively; negotiates with NHS/external organisations over significant cost/service issues.	5ab	45
2 Knowledge, Training & Experience	Highly developed specialist knowledge underpinned by theoretical knowledge and practical experience. "In depth", specialist knowledge of financial and accounting procedures, financial aspects of NHS legislation and NHS finance policies; advises finance and non-finance managers on matters relating to their own area, providing detailed advice and guidance; equivalent knowledge and experience to: Professional Accountancy Qualifications plus knowledge, experience & expertise in a finance management & staff management	7	196
3 Analytical & Judgemental Skills	Judgements involving highly complex facts or situations, requiring the analysis, interpretation and comparison of a range of options. Analyses frequent highly complex problems relating to business case production and analysis; multiplicity of targets, objectives and makes judgements regarding allocation of finances; makes judgements on financial decisions and financial risk where there is no precedent and where other leading opinions may conflict.	5	60
4 Planning & Organisational Skills	Plans and organises a range of complex activities or programmes some ongoing requiring the formulation & adjustment of plans or strategies. Plans for projects which impact across the department & the organisation; delivery of accounting/ financial services over the financial year for own area; prepares plans for financial and people aspects of service provision; contributes to medium term financial strategy.	4	42
5 Physical Skills	Physical skills normally obtained over time. Requires standard keyboard skills.	2	15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Responsible for policy implementation and for discrete policy or service development for a service or more than one area of activity. Responsible for developing policy and procedures in a particular area of financial services, which will impact across the whole organisation.	4	32
8 Responsibility for Financial & Physical Resources	Budget holder for a department/responsible for budget setting for a department. Develops, monitors budget for own department, authorises spend against it; develops and monitors budgets for an external department, service or programme, providing financial advice to them as required.	4ab	32
9 Responsibility for Human Resources	Day-to-day management / line manager for a single function or department. Responsible for day to day management including: recruitment (or assisting with recruitment), appraisal, discipline, training, delegation/ line manager for department.	3ac-4a	21-32
10 Responsibility for Information Resources	Responsible for adapting information systems to meet the specifications of others. Responsible for introducing, adapting and improving financial systems in own area of responsibility, for use by others.	4	24
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/Regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits for own work/designs and conducts complex audits designed to improve financial & accounting services.	1-2a	5-12
12 Freedom to Act	Is guided by organisational & broad occupational policies but has to interpret these. Works autonomously, and interprets available standards e.g. DoH policy; Accounting Standards	5	45
13 Physical Effort	Sitting, standing, walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration, predictable work/unpredictable; occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks with no notice; occasional requirement to concentrate for long periods when analysing complex data, statistics and preparing financial returns	2a-3ab	7-12

15 Emotional Effort	Occasional exposure to distressing or emotional circumstances. Deals with staff performance and disciplinary issues.	2	11
16 Working Conditions	Rare exposure to unpleasant working conditions Office conditions	1	3
JE Score/Band	JE Score: 545-568	Band 8a	545-568

Job Title:

Chief Finance Manager

Job Statement:

1. Responsible for the overall management and performance of part of a large finance function ,all of a smaller function or more than one functions within the organisation.
2. Ensures efficiency, effectiveness, integrity and business focus of financial systems and processes.
3. Investigates & advises on highly complex issues & leads on corporate reporting/providing strategic financial and business planning advice.
4. Ensures all statutory/NHS accounts & returns represent a true and fair view and meet financial timescales and legal requirements, interpreting these where necessary.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides highly complex, sensitive or contentious information requiring cooperation; presents complex, sensitive or contentious information to a large group of staff. Advises, constrains senior budget holders over financial issues, persuading them to a certain course of action; develops and delivers formal, complex financial presentations (i.e. multi faceted business cases) to large groups of (often senior) non-finance managers and conveys financial concepts clearly and persuasively.	5ab	45
2 Knowledge, Training & Experience	Advanced theoretical and practical knowledge Expert knowledge of financial and accounting procedures, financial & other aspects of legislation and NHS finance policies; experience & expertise in finance management, strategic & staff leadership roles; acquired through: Professional Accountancy Qualifications or equivalent experience,	8a	240
3 Analytical & Judgemental Skills	Makes judgements involving highly complex facts or situations Analyses frequent highly complex problems relating to business case production and analysis; multiplicity of targets/objectives and makes judgements regarding allocation of finances; makes judgements on financial decisions and financial risk where there is no precedent and where other leading opinions may conflict.	5	60
4 Planning & Organisational Skills	Plans & organises a broad range of complex activities or programmes, some ongoing, requiring the formulation & adjustment of plans or strategies/Formulates long-term strategic plans which involve uncertainty and which may impact across the whole organisation. Plans projects which impact across the department & the organisation; delivery of accounting, financial services over the financial year for own area; prepares plans for financial and people aspects of service provision; contributes to medium term financial strategy/Develops and takes the lead in advising on long-term strategic financial/business planning for the whole organisation.	4-5	42-60
5 Physical Skills	Physical skills normally obtained over time. Requires standard keyboard skills.	2	15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Responsible for policy implementation and for discrete policy or service development for a service or more than one area of activity/Responsible for a range of policy implementation & development for a Directorate or equivalent. Carries responsibility for developing policy and procedures in a particular area of financial services, which will impact across the whole organisation/develops financial policies and practices for the organisation, working jointly with other organisations to create a consistent approach; implements national policies and practices.	4-5	32-45
8 Responsibility for Financial & Physical Resources	Budget holder for a department/Responsible for budget setting for a department/ Responsible for the budget /budget setting for several services. Develops and monitors budgets for an external department; service or programme, providing financial advice to them as required; develops and monitors budget for own department, finance section and authorises spend against it/develops and manages the budget for a large part of the finance function – or for the whole of the function; develops and monitors budgets for several external department/services or programmes, providing financial advice to them as required; responsible for the provision of financial advice and for developing and monitoring the budgets throughout the organisation.	4ab-5ab	32-45
9 Responsibility for Human Resources	Responsible as line manager for a single function or department/several departments. Acts as line manager for a department/more than one department e.g. payroll, financial accounts	4ab-5a	32-45
10 Responsibility for Information Resources	Responsible for the design & development of significant information systems to meet the specification of others/Responsible for the management of information systems & the development of systems at a department level. Constantly reviews, updates, upgrades & introduces new systems for managing the financial and accounting practices within the department/the organisation	5-6	34-46
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/Regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits for own work/designs and conducts complex audits designed to improve financial & accounting services.	1-2a	5-12
12 Freedom to Act	Is guided by organisational & broad occupational policies but has to interpret these.	5	45

	Works autonomously, guided by national policy and regulations but has to interpret these.		
13 Physical Effort	Sitting, standing, walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration; predictable work/ unpredictable; occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks at short notice; occasional requirement to concentrate for long periods when analysing complex data/statistics and preparing financial returns	2a-3ab	7-12
15 Emotional Effort	Occasional exposure to distressing or emotional circumstances. Deals with staff performance and disciplinary issues.	2	11
16 Working Conditions	Rare exposure to unpleasant working conditions Office conditions	1	3
JE Score/Band	JE Score: 610-691	Band 8b-d	610-691

Job Title:

Corporate Finance Director

Job Statement:

1. Responsible for the overall management and performance of the whole of the finance function and possibly of other functions
2. Ensures efficiency, effectiveness, integrity and business focus of financial systems and processes.
3. Advises the Board on complex strategic and business planning issues and takes the lead in providing strategic financial and business planning advice, enabling the organisation to achieve its corporate objectives.
4. Ensures all statutory/NHS accounts & returns represent a true and fair view and meet financial timescales and legal requirements, interpreting these where necessary.

Factor	Relevant Job Information	JE Level	Score
1 Communication & Relationship Skills	Provides & receives highly complex, sensitive or contentious information where persuasive, motivational, negotiating, training, empathetic re-assurance skills are required, where there are significant barriers to acceptance/ presents complex information to large groups Advises/constrains senior budget holders over financial issues, persuading them to a certain course of action, negotiates with NHS/external organisations over significant cost/service issues, advises the Board on highly complex financial issues, persuading them to a certain course of action/decisions, which may have far reaching consequences/delivers formal, complex, sensitive financial presentations to large groups of stakeholders (internal and external) and conveys financial concepts clearly and persuasively.	5ab	45
2 Knowledge, Training & Experience	Advanced theoretical and practical knowledge of a range of work procedures and practices/specialist knowledge over more than one discipline/function acquired over a significant period. Expert knowledge of financial and accounting procedures, financial & other aspects of legislation and NHS finance policies, experience & expertise in finance management, strategic & staff leadership roles ; acquired through Professional Accountancy Qualifications or equivalent experience	8ab	240
3 Analytical & Judgemental Skills	Judgements involving highly complex facts or situations, which require the analysis, interpretation and comparison of a range of options. Analyses frequent highly complex problems relating to business case production and analysis, multiplicity of targets/objectives, makes judgements regarding allocation of finances, financial decisions and risk where there is no precedent and where leading opinions may conflict	5	60
4 Planning & Organisational Skills	Formulates long-term strategic plans which involve uncertainty and which may impact across the whole organisation. Develops and takes the lead in advising on long-term strategic financial, business planning for the whole organisation	5	60
5 Physical Skills	Physical skills normally obtained through practice Requires standard keyboard skills	2	15
6 Responsibility for Patient/Client Care	Assists patients/clients/relatives during incidental contact.	1	4
7 Responsibility for Policy/Service Development	Corporate responsibility for major policy implementation & policy or service development, which impacts across or beyond the organisation. Responsible for all financial and accounting policy across the whole organisation, ensuring it follows national NHS guidelines and is in accordance with legislative requirements, works with other NHS and external bodies to develop policy where none previously exists.	6	60
8 Responsibility for Financial & Physical Resources	Corporate responsibility for the financial resources and physical assets of the organisation.	6	60
9 Responsibility for Human Resources	Responsible as line manager for several/multiple departments. Responsible as overall strategic and line manager for entire finance function and other departments.	5a	45
10 Responsibility for Information Resources	Responsible for the management of information systems & the development of systems at a department level/Corporate responsibility for the provision of information systems for the organisation. Constantly reviews, updates, upgrades & introduces new systems for managing the financial and accounting practices within the organisation/ directing responsibility for the IT function	6-7	46-60
11 Responsibility for Research & Development	Undertakes surveys or audits as necessary to own work/Regularly undertakes R&D activity as a requirement of the job. Undertakes surveys or audits for own work/designs and conducts complex audits designed to improve financial & accounting services.	1-2a	5-12
12 Freedom to Act	Is required to interpret overall health service policy and strategy. Interprets financial and other legislation, policies across organisation	6	60
13 Physical Effort	Sitting, standing, walking Light physical effort	1	3
14 Mental Effort	Frequent requirement for concentration; predictable work/ unpredictable; occasional requirement for prolonged concentration. Concentration required when inputting data, checking and reconciling information, making calculations and when answering queries from staff, customers/may be required to switch tasks; occasional requirement to concentrate for long periods when analysing data/statistics and preparing financial returns	2a-3ab	7-12
15 Emotional	Occasional exposure to distressing or emotional circumstances.	2	11

Effort	Deals with staff performance and disciplinary issues.		
16 Working Conditions	Rare exposure to unpleasant working conditions Office conditions	1	3
JE Score/Band	JE Score: 724-750	Above 8d	724-750

Agenda for Change Job Evaluation Factors and Weightings

Factor	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
Communication & relationship skills	5	12	21	32	45	60		
Knowledge, training & experience	16	36	60	88	120	156	196	240
Analytical skills	6	15	27	42	60			
Planning and organising skills	6	15	27	42	60			
Physical skills	6	15	27	42	60			
Resp – patient/client care	4	9	15	22	30	39	49	60
Resp – policy & service	5	12	21	32	45	60		
Resp – financial & physical	5	12	21	32	45	60		
Resp – staff/HR/leadership/training	5	12	21	32	45	60		
Resp – information resources	4	9	16	24	34	46	60	
Resp – R&D	5	12	21	32	45	60		
Freedom to act	5	12	21	32	45	60		
Physical effort	3	7	12	18	25			
Mental effort	3	7	12	18	25			
Emotional effort	5	11	18	25				
Working conditions	3	7	12	18	25			
Bands	1	2	3	4	5	6	7	8
Score ranges	0-160	161-215	216-270	271-325	326-395	396-465	466-539	A: 540-584 B: 585-629 C: 630-674 D: 675-720
Approx Pay ranges	10,700-11,800	10,900-14,200	11,700-15,900	13,500-18,700	15,900-23,400	18,900-29,300	22,000-34,400	A: 30,200-40,000 B: 34,400-48,000 C: 40,000-57,500 D: 47,900-69,300

Comparison of ratings and bandings for “new” finance profiles

Factor	Finance Asst/	Finance Asst (hr lev)	Finance Officer	Finance Team Ldr	Finance Officer (hr lev)	Finance Team Mngr	Finance Analyst	Finance Section Mgr	Finance Analyst Spec	Finance Dept Mngr	Finance Analyst Advncd	Princ. Finance Mngr	Chief Finance Mngr	Corp. Finance Directr
Communication & relationship skills	1-2	2	3ab	3ab-4	3ab	4	4	4	4	4	4	5ab	5ab	5ab
Knowledge, training & experience	1	2	3	4	4	5	5	6	6	7	7	7	8a	8ab
Analytical skills	1	2	2-3	3	3	3	4	4	4	4-5	5	5	5	5
Planning and organising skills	1	1-2	2	2	2	2-3	2	3	3	4	4	4	4-5	5
Physical skills	1-2	2-3a	3a	3a	3a	2-3a	3a	2	2	2	2	2	2	2
Resp – patient/client care	1	1-2	1-2	1-2	1-2	1-2	1-2	1	1	1	1	1	1	1
Resp – policy & service level	1	1	2	2	2	2-3	2-3	3	3	3	3	4	4-5	6
Resp – financial & physical	1	2a	2ad-3a	3ac	3ac	3ac	3ac	3ac-4ab	3ac-4b	3ac-4ab	3ac-4b	4ab	4ab-5ab	6
Resp – staff/HR/lead/training	1	1	1-2ac	2ac-3a	1-2ac	3ac	2ac	3ac-4a	2ac-3c	3ac-4ab	2ac-3c	3ac-4a	4ab-5a	5a
Resp – information resources	2a	2ab	2ab	2ab	2ab-3b	2ab	2ab-3b	3b-4	3b-4	3b-4	3b-4	4	5-6	6-7
Resp – R&D	1	1	1	1	1-2a	1-2a	1-2a	1-2a	1-2a	1-2a	1-2a	1-2a	1-2a	1-2a
Freedom to act	1	2	2-3	3	3	3	3	4	4	4	4	5	5	6
Physical effort	1-2ab	2a	2a	1-2a	2a	1	1-2a	1	1	1	1	1	1	1
Mental effort	1-2a	2a-3b	2a-3b	2a-3ab	2a-3ab	2a-3ab	2a-3ab	2a-3ab	2a-3ab	2a-3ab	2a-3ab	2a-3ab	2a-3ab	2a-3ab
Emotional effort	1	1	1	2	1	2	1	2	1	2	1	2	2	2
Working conditions	1/2e	2e	2e	1/2e	2e	1	1/2e	1	1	1	1	1	1	1
Overall Rating	91-119	162-193	223-270	280-318	277-312	320-370	338-379	416-458	401-441	471-531	474-514	545-568	610-691	724-750
Band	1	2	3	4	4	5	5	6	6	7	7	8a	8b-d	Above 8d