Welcome to the NHS

The NHS offers a huge range of exciting and challenging opportunities for people who are passionate about making a difference.

With more than 350 different careers on offer, there is a job for you whatever your interests, skills or qualifications.

What’s more, you’ll be given every opportunity to build on your skills and learn new ones as part of the Career Framework – a system that demonstrates our commitment to skills development. See pages 10 and 11 for more information about this.

Scientists, accountants, porters, psychologists, nurses, health informatics staff and estate managers, to name but a few, are all needed to ensure the smooth running of the NHS. These people, and many more, work together as a team to deliver the very best care for our patients.

To find out more about becoming a member of the NHS team, call 0345 60 60 655, email advice@nhscareers.nhs.uk or visit www.nhscareers.nhs.uk

We look forward to hearing from you!
Foreword

In this booklet you’ll find out about careers as part of the NHS management team. Talented leaders are vital to an organisation as large and complex as the NHS, especially as the reforms brought about by the Health and Social Care Act 2012 and the 2013 Francis Inquiry report recommendations come into force.

Every part of the NHS depends on the skills of its managers to make sure it delivers high-quality care to patients and makes the best use of its resources.

Whatever your interest or skills, you’ll find a management role that suits you – from IT and human resources, to finance and estates and facilities. You can also start out in management at a range of different levels, whether you already have management experience, have just graduated or maybe wish to move into management from another job within the NHS.

If you are ambitious, a management career in the NHS can take you to the top.

The NHS Careers team

For more information about working in NHS management, please visit www.nhscareers.nhs.uk/management

If you have any questions, please call our helpline on 0345 60 60 655 or email advice@nhscareers.nhs.uk
The NHS – a rewarding place to work

There are few careers that are as rewarding as one in the NHS, or that give you the opportunity to work with such a variety of people.

We actively recruit people of all ages, backgrounds and levels of experience. This helps us understand the different needs of the patients we serve every day and provide the best possible service.

Whichever area you join, you will become part of a talented, passionate team of people, committed to providing the best care and treatment to patients. You will also enjoy one of the most competitive and flexible benefits packages offered by any employer in the UK.

Benefits of working in the NHS
Everyone who joins the NHS is guaranteed a salary that matches their ability and responsibilities, and given every opportunity to increase it through training and development.

On top of your basic salary, you will receive at least 27 days’ holiday each year, plus a range of other benefits including occupational health and counselling services.

Join one of the UK’s best pension schemes
The NHS Pension Scheme is one of the most comprehensive in the UK. Every new employee automatically becomes a member and you will get an excellent package of pension benefits.

For more information about the pension scheme, and a full list of the benefits included, please visit www.nhscareers.nhs.uk/payandbenefits

PAY AND CONDITIONS

The NHS pay system, known as Agenda for Change, offers real benefits for all directly employed staff except doctors, dentists and very senior managers, including:

• a standard working week of 37.5 hours
• holiday entitlements of 27 days per year, plus eight general and public holidays, rising to 33 days after ten years’ service
• pay enhancements to reward out of hours, shift and overtime working
• better career and pay progression based on the application of knowledge and skills
• annual personal development review to support career aspirations.

Other benefits of working in the NHS include training, occupational health services, automatic membership of the NHS Pension Scheme (unless you choose to opt out) and study leave for sponsored courses.

To find out more about the different Agenda for Change bands, and see the most up-to-date starting salaries for each one, go to www.nhscareers.nhs.uk/payrates
The NHS is committed to offering development and learning opportunities for all full-time and part-time staff.

No matter where you start within the NHS, you’ll have access to extra training and be given every chance to progress within the organisation.

You will receive an annual personal review and development plan to support your career progression.

As part of the Knowledge and Skills Framework, within Agenda for Change, you will be encouraged to extend your range of skills and knowledge and take on new responsibilities.

See pages 10 and 11 for more on the Career Framework and examples of how an employee has progressed through the NHS.
CASE STUDY

Name: Angela Paice

Job title: business manager, NHS Hastings and Rother Clinical Commissioning Group (CCG)

Entry route: secretary in a health authority

Angela joined the NHS via a holiday job in her teens. She has progressed to a senior manager position within a CCG and has enjoyed full support from the NHS throughout her career, including the opportunity to study for an MA in management studies.

I never set myself specific career goals but I’m always on the lookout for opportunities. I don’t think any other employer could have offered me such a range of possibilities.

There is some irony to my career because I started out as secretary to the district planning officer at a health authority and I’m now in my boss’s equivalent role!

After the health authority, I was a medical secretary in a general practice and then promoted to practice manager. From there I had various management posts in community health, mental health and learning disability services.

At the primary care trust (PCT), I played a key role in applying for and delivering PCT status for the organisation. This experience that was useful when the PCT moved to a clinical commissioning group (CCG) in 2013. I’ve had a spell as a communications manager which was challenging but great experience, and a public health role showed me how important data and evidence are to planning and delivering healthcare.

I’m a business manager for the CCG now which means being responsible for the entire annual business cycle.

I feel very fortunate to have had such a wide-ranging NHS career. I’ve had plenty of training opportunities and been able to gain knowledge in different roles. Flexible working arrangements in the NHS are fantastic too.

The NHS has supported me 100 per cent throughout my career and I have had plenty of training opportunities.
Helping you find the right work-life balance
The NHS is committed to maintaining a healthy work-life balance for all NHS staff. There is a real focus on specific areas that are designed to make your life easier at certain times during your career. These include:

- flexible working and flexible retirement
- childcare provision and support for carers in the workplace
- coping with stress
- training and development
- tackling discrimination, bullying and harassment.

Many people take an extended break to look after young children or other dependants who need special care, or to study full time.

As well as advice and support for people looking after sick or elderly relatives, we provide a range of childcare services for NHS employees, including:

- nursery care
- after-school and breakfast clubs
- holiday play schemes
- emergency care.

You can find more information on health and well-being at work at www.nhsemployers.org/healthyworkplaces

Manage your commitments in and out of work
The size and diversity of the NHS means we can offer you a range of flexible working opportunities.

Part-time roles and jobshare opportunities are often available, as well as term-time only, evening and weekend positions. We will do everything we can to help you combine your work for us with commitments in your life outside work – whether you’re studying for a new qualification, raising a family or juggling other responsibilities.

We will help you combine your work for us with commitments in your everyday life

Get more information about the benefits and opportunities offered by the NHS at www.nhscareers.nhs.uk/payandbenefits
Your career in management

The NHS provides an enormous range of services to some 57 million people in England. Without skilled and dedicated managers to lead and run it, the NHS would not be able to do what we’re here for – treating and caring for patients.

Health service managers, many of whom have a clinical background, are responsible for commissioning and delivering local healthcare, through the management of hospital, GP and community health services. Advances in medical technology, tough spending targets, managing change, and rising public expectations combine to make this a very responsible and challenging job.

Leading the health service
We need managers to lead individual health organisations, to manage and look after the buildings that they work in, to provide the support services that they need, to negotiate contracts, to recruit and develop staff and to deliver IT systems that move information between healthcare professionals.

Managers make it possible to ensure that catering and cleaning operations run smoothly in hospitals. They implement better access to GPs, oversee health promotion initiatives in the community and improve the quality of life for patients in care homes.

The NHS needs managers to develop services closer to where people live. Our managers communicate effectively with patients and the public, seeking their views and providing information to them about services and treatment. This is particularly key as the Government’s healthcare reforms are implemented.
CASE STUDY

Name: Richard Lewis

Job title: head of personnel, Royal Devon and Exeter Healthcare NHS Foundation Trust

Entry route: HR graduate trainee

Richard’s place on an NHS graduate management training scheme gave him a sound understanding of how a hospital works. He has chosen the NHS over the private sector because the focus is on people rather than profit.

The idea of working for the NHS came to me at quite a young age. I’d been to hospital many times to treat my six broken bones at various times in my youth.

A business studies degree led to the start of my NHS career as a graduate trainee in human resources on a two-year training scheme with South Devon Healthcare NHS Trust. The programme involved placements in different directorates, which gave me a really good understanding of how a hospital actually works.

As part of my training, I studied for my Chartered Institute of Personnel and Development qualifications which I passed by the end of the two-year scheme.

Once I completed my training, I took on different HR roles with other NHS trusts in Devon before joining the Royal Devon and Exeter Foundation Trust as head of personnel.

For a short while I left the NHS to work in the private sector but I didn’t get the same satisfaction working in an environment where the driving force was profit. In the NHS, it’s people that come first.

Some people think that as a manager you may not be in touch with patients. For me, though, one of the best things about being a manager is playing a part in patient care – within a friendly and positive environment. The role of HR is to help staff do the best they can for patients.

I really feel part of a team, both within the NHS and of the management team at my organisation. HR gives you a flavour of all the other management roles. The team approach is supportive and satisfying. Each member of the team needs everyone else to do a good job and do their best for patients. The size and complexity of the NHS makes HR an exciting, challenging and rewarding career.

One of the best things about being a manager is playing a part in patient care – within a friendly and positive environment
Opportunity and variety
In short, the NHS can’t do without high-quality managers. If you like the idea of a career in management, the NHS offers unrivalled opportunity and variety. Leaders are also needed in all parts of the NHS, including community health providers, mental health trusts and clinical commissioning groups. So you could be a manager running a GP surgery or ambulance station, or a chief executive controlling a large hospital with a budget of millions of pounds.

A career to suit your interests
General managers in the NHS cover many areas, including strategic management, performance and quality management, service management, project management, purchasing and contract management, communications and corporate affairs.

Other management roles include estates and facilities managers, practice managers, information managers, financial managers, clinical managers and human resources managers.

There’s more information about the different types of management careers later in this booklet.

Working as a member of a team
Health service managers work with clinical and non-clinical staff every day. You will also be a member of a management team. Your work will probably bring you into contact with a range of external organisations, such as the local council, charities, social enterprises, voluntary bodies and contractors supplying services to the NHS. In some roles you will deal with national organisations such as government departments.

Is NHS management right for you?
Later on in this booklet you can read about the entry routes available for a career as a manager in the NHS, whether you are starting out fresh from school, as a graduate, or perhaps looking to move to the NHS from another career.

As well as any formal requirements, there are other qualities and skills to be a successful NHS manager. Some skills you will learn as your career develops while others are personal skills. These include:

- a willingness to work with others and respect their views
- good communication skills
- organisational skills
- confidence with numbers
- confidence with computers and IT
- negotiating skills
- the ability to challenge the way things are and find better alternatives
- honesty and fairness in dealing with other people
- leadership skills
- a commitment to the ideals of quality and fairness in delivering healthcare.
CASE STUDY

Name: Denise Boardman

Job title: associate director of unscheduled care, NHS East and North Herts Clinical Commissioning Group (CCG)

Entry route: three year degree course at Derby School of Occupational Therapy

Denise started her career in the NHS as an occupational therapist and since then has worked in a number of management roles.

I worked in a variety of physical health roles after my occupational therapy training before becoming head of community occupational therapy and cardiac rehabilitation in west Hertfordshire, where I managed a multidisciplinary team.

I was then appointed assistant director of strategic planning following a primary care trust restructure which led to a role as assistant director of service redesign. I am now unscheduled care lead for East & North Herts CCG with responsibility for working with GPs and other partners to redesign urgent care services for local people.

It’s a very strategic role but day to day I manage a small team that provides daily support to health and social care colleagues and helps manage demand and capacity. For example, if an acute trust has delays in discharges, this can directly impact the patients who require admission from A&E.

A typical day gets going at 8am when my colleague checks information about the demand and capacity in local acute trusts, the ambulance service and community provider to establish how they are coping. If the day starts with more patients than beds, we undertake a series of escalation measures to get the system back to balance.

I regularly work off site too, for example on work to redesign unplanned care services with CCG colleagues.

I love that my job offers me a range of opportunities to develop and improve my skills, experiences and knowledge. I can certainly say that no two days are ever the same! Being able to work operationally and strategically to deliver better services for patients is incredibly satisfying.

It’s a very strategic role but day to day I manage a small team...
# Career Framework

The Career Framework has been designed to improve career development and job satisfaction for NHS employees. It encourages individuals to learn new skills and take on extra responsibilities that enable them to progress within the organisation. Many people take on additional responsibility within their own area, while others retrain and move into different roles.

The case study About Angela Paice on page 4 describes how she has progressed within the NHS management team.

## Ambulance service professions

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## Allied health professions

## Dental care professions

## Healthcare science

You can follow her career path in the white boxes on the diagram below, alongside other potential paths in the different areas of the NHS.

The diagram below gives an illustration of a variety of NHS careers and where they may fit on the Career Framework. It is not exhaustive; details on other careers can be found in the relevant booklets and on the NHS Careers website.

Visit the NHS Careers website at www.nhscareers.nhs.uk/develop
What opportunities are available?

Clinical managers
As a clinical manager you will be closely involved in delivering clinical care and treatment to patients. Clinical managers may be heads of department leading their own professional teams, or they may head multidisciplinary teams where doctors, nurses and therapists work together in a specific area of care, such as maternity services. They will also be closely involved in any changes to services for their patients.

Clinical managers get involved in a wide range of activities, including:

- setting priorities
- planning for future development
- balancing budgets
- ensuring value for money and quality in the services provided for patients
- clinical governance and clinical audit – programmes aimed at improving health services to patients.

Estates and facilities managers
As an estates and facilities manager you will be concerned with the places where care is delivered – the buildings themselves and the systems that keep them running, such as heating and lighting. You will also be responsible for the services that hospitals rely on, such as meals and cleaning, and for the support services that staff need. The work may involve planning and commissioning new buildings and facilities, redeveloping existing premises, or the disposal/demolition of redundant resources.

Estates and facilities managers get involved in a wide range of activities, including:

- **strategy and planning** – making sure the facilities are in place to meet demand
- **design and engineering** – the NHS has a huge healthcare building programme underway, providing exciting opportunities for architects, engineers and other professionals
- **project management and procurement** – you’ll be making sure that all kinds of projects run smoothly and you could be working with private sector suppliers to provide services such as information technology
- **operations management** – managing the support services that healthcare staff need to do their job, for example catering, laundry, medical records and sterilisation services.

Many NHS trusts have a medical director and a director of nursing, or other senior clinical management roles. Most of these managers have a clinical background. Clinical commissioning groups (CCGs) are responsible for the majority of the NHS budget, and make decisions about where healthcare is purchased. GPs, hospital doctors and other clinicians work within CCGs to make these decisions.
Financial managers
Everyone knows how important it is for the NHS to manage its finances well. Without strong financial management, the NHS wouldn’t be able to provide medical treatment and clinical care. Managing the finances of a health organisation, whether it is a hospital, ambulance service trust, mental health trust or clinical commissioning group, is like running the finances of a large company. In fact, an NHS trust may be one of the largest organisations in a local area in terms of the number of employees and its annual turnover.

Financial managers get involved in a wide range of activities, including:

- **management information** – gathering and interpreting the financial data required to make day-to-day strategic management decisions
- **financial systems** – managing the IT systems that track all financial activity
- **audit** – checking expenditure and income to make sure the organisation is delivering value for money and complying with financial policies and regulations
- **accounts** – paying for goods and services, collecting income and monitoring costs and expenditure
- **reporting** – preparing annual financial reports
- **payroll and pensions** – managing the systems involved in ensuring that staff are paid promptly and that their contributions are allocated to the pension scheme.

General managers
As a general manager you will play a vital role in making sure the NHS functions efficiently and effectively. General management covers a wide range of activities, some of which are specialisms in their own right.

Job roles will vary depending on the NHS organisation, but will certainly involve: people, resource and budget management; working alongside clinical colleagues to improve delivery of services; and consulting patients and the public on how the NHS can be modernised to meet their needs.

The role could range from being responsible for a whole service division of staff and a multi-million pound budget in a hospital trust, to managing primary care or mental health services across many sites.

General managers get involved in a wide range of activities, including:

- **strategic management** – helping to set the direction of the organisation
- **performance and quality management** – working with clinicians and other colleagues to set standards for services and make sure they are met
- **service management** – running a section within a hospital or other NHS organisation; for example, in a clinical site manager role, you will manage the 24-hour flow of patients through the hospital
- **project management** – setting up and leading projects such as improving patient access to GPs
- **purchasing and contract management** – managing the process of buying equipment, overseeing the contractors bidding for work, awarding contracts and making sure they run smoothly
- **communications and corporate affairs** – promoting and responding to queries about your organisation through contact with the local community, patients and their families, staff and the media.
CASE STUDY

Name: Don Richards
Job title: director of finance and information technology, North West London Hospitals NHS Trust
Entry route: NHS Graduate Management Training Scheme

Don derives huge satisfaction from helping to drive through major change at his trust. He also enjoys the fact that a management career in the NHS allows him to work with a unique variety of people.

When I look at our new, efficient buildings and remember the crumbling Victorian structures that were there before, I can see the difference I have helped to make and get a real sense of satisfaction.

Financial management is so important to making the NHS work. It’s not just about budgets and balance sheets – the financial agenda helps to shape the direction of an organisation. Get the finances right and patient care improves.

I am especially proud of the part I played in establishing a diagnostic and treatment centre and then taking that experience on to finance the rebuilding of the remainder of our old Victorian hospital. This involved dealing with local partners and business as well as clinical colleagues. We put together a financial package that allowed us to create the new hospital and free up land for development that brought new jobs into the area.

I joined the NHS through its finance graduate management training scheme, which provided structured training and led to me getting my Chartered Institute of Public Finance and Accountancy qualification.

As a finance manager, you need to be able to respond quickly and make decisions to help staff at the front line.

As finance director, you need the ability to focus quickly on the core issue, negotiate and agree a consensus with fellow directors and communicate in a clear way that inspires and motivates others.

I enjoy the breadth of contact I have with people inside and outside the NHS. More than any other employer I can think of, NHS staff reflect the whole cross-section of society and it is wonderful to interact with so many different types of people.

I am especially proud of the part I played in establishing a diagnostic and treatment centre
Human resources managers

Human resources (HR) managers have a particularly important role as the NHS continues to modernise its employment policies. Your job will be to develop and implement policies to recruit, retain and get the best out of staff so that patients get high-quality care.

HR managers get involved in a wide range of activities, including:

- **organisational development** – working with clinicians to design new ways of working, and to reorganise the workforce to meet new priorities
- **staff development** – HR managers deliver the NHS commitment to creating a learning culture in which staff can consolidate their existing skills and build on their experience
- **recruitment** – arranging the whole recruitment process, from writing job descriptions and advertising to interviews with candidates and appointing and inducting of new staff
- **administration** – ensuring all the day-to-day activities that affect people’s working lives function smoothly: terms and conditions; contracts of employment; disciplinary matters; and work-life balance
- **people-management strategies** – developing plans so that the organisation’s priorities and workforce strategies work together.

Information managers

Information managers – or health informatics managers – use information such as anonymised data from patients’ medical records to make informed decisions and set priorities. Health informatics covers a range of activities from computing and statistics to library services.

Information management requires a sound understanding of the healthcare process in a range of different settings, for example public health, primary care (including GP surgeries and clinics), acute services (including hospitals) and social services.

You will be responsible for collecting complicated healthcare data and turning it into information that enables improved planning and delivery of patient care.

Information managers get involved in a wide range of activities, including:

- **information and communications technology** – working with computer hardware and software and communications programmes such as appointment-booking systems
- **knowledge management** – supporting clinicians and others by making sure they can get hold of the information they need; this also involves helping patients and their families get reliable information about their condition and sources of help
- **health records** – collating, storing and retrieving individual patient records
- **information management** – drawing together statistics and other information to help plan and monitor healthcare services
- **clinical informatics** – gathering and communicating clinical information and advising on how this can be used to improve patient care.
Practice managers
Practice managers work where people often have their first and most frequent point of contact with the NHS – the local GP practice. As a practice manager, you will be responsible for the smooth running of a centre that could have a team of ten GPs and other clinical staff, with as many as 20,000 registered patients. Such a post will usually combine personnel administration, payroll, finance, strategic planning and IT skills.

Practice managers get involved in a wide range of activities, including:

- developing and supervising appointment systems that work well for patients and clinicians
- selecting, training and supervising non-clinical staff
- ensuring accurate records are kept, and liaising with local health authorities and other local groups
- handling financial systems for the practice, including payroll
- developing strategies for the practice on issues such as computer systems and security, expanding or changing services, and long-term services and business planning.

For more information about working in management in the NHS, please visit www.nhscareers.nhs.uk/management

To search for current jobs, please visit www.jobs.nhs.uk
Getting started

There are many different ways into a management career in the NHS. Depending on your interests, there are opportunities to join at every level, according to your qualifications and previous experience.

If you are serious about joining the NHS, it could be useful to have some previous experience of the organisation. It may be possible to organise work placements while you are at school or university, in your local NHS services, for example.

NHS Constitution
In every role in the NHS, you’ll need to demonstrate the values and behaviours as set out in the NHS Constitution. Employers and universities will also test you on these values as part of any interview process.

With GCSEs and/or work experience
You can join the NHS as an administrator and work your way up into management. You will be able to take advantage of internal and external training schemes. For most junior positions you will need four or five GCSEs at grades A to C, or equivalent. Employers may also consider applicants with fewer formal qualifications if they can demonstrate they have the right skills – for example previous clerical experience.

Some NHS organisations offer apprenticeships in administration. This can be a great way to earn and learn at the same time.

With A levels
With A levels or equivalent qualifications you may be able to start at a higher administrative grade, leading to a supervisory role and then go into management. Internal and external training schemes, for example in communications skills or budget management, will assist your progress and enable you to apply your academic skills to work situations. There are also higher apprenticeships in business administration and related areas in some NHS organisations. Previous work experience can be an advantage.

As a graduate
As well as the fast-track graduate schemes, depending on your degree and your employment experience, you may be able to apply directly for junior management vacancies. Alternatively, you can join an NHS trust or organisation in an administrative role, gain experience of staff supervision and move on into management with appropriate training and support.

Graduate management opportunities
The NHS Graduate Management Training Scheme is designed to make sure you get the very best training, work experience and management opportunities on offer. There is a lot of competition for places as numbers are limited.

It is an innovative scheme, which aims to produce the NHS directors and chief executives of the future. It is your chance to develop leadership potential, mastermind complex services, create new ways of working and inspire a world-class workforce.

As a trainee on the scheme, you could be training in hospitals, mental health trusts and other organisations throughout England that provide NHS services. This ensures a consistent, high-quality training environment and exciting learning experience. Trainees specialise in one of four areas of management: general, human resources, finance, or informatics management. The scheme lasts two years for most areas and 30 months for those specialising in finance.

Trainees from each specialism learn together, building relationships across management functions for the future. You’ll have placements and assignments and study for a professional postgraduate qualification.

This development is complemented by access to senior managers and the opportunity to shadow chief executives and attend board meetings. You’ll also have your own personal mentor, who will be a senior NHS executive.
If you already have management experience
We welcome applications from people who have already built up management experience in the private sector or in other public or voluntary organisations. You can often join at a level corresponding to your skills and expertise. Some managers are recruited directly for specific positions.

The skills and qualifications needed vary according to the type of post. For example, membership of the Institute of Hospitality may be needed for some catering management posts. If you are looking to work in human resources you may be expected to be a member of the Chartered Institute of Personnel and Development, while registration with the Engineering Council may be required for some managerial roles in engineering and estates.

For more information on the values of the NHS Constitution, please visit www.nhscareers.nhs.uk/values
For further information and to apply, please visit www.nhsgraduates.co.uk
Professional qualifications

General managers
The Institute of Healthcare Management (IHM) offers a range of courses to prepare people for management and provides support to those in healthcare management roles. With support from their employers, NHS managers may also follow a range of other courses, including an MBA and a Diploma of Management Studies (DMS). There are also professional qualifications relevant to specific areas of general management, such as those of the Chartered Institute of Purchasing and Supply. Additionally, IHM have accredited programmes for managers in health and social care that will enhance your career opportunities across both sectors.

Managers in administration can take courses run by the Association of Medical Secretaries, Practice Managers, Administrators and Receptionists (AMSPAR), the Institute of Leadership and Management and the IHM. Some employers may provide in-house courses.

Project and procurement managers should complete appropriate courses run by the Association for Project Management, such as the introductory certificate in project management, the practitioner qualification or the certified project manager qualification.

Financial managers
To pursue a career in financial management you will be encouraged to study for accountancy qualifications awarded by these organisations:

- Chartered Institute of Management Accountants
- Association of Chartered Certified Accountants
- Chartered Institute of Public Finance and Accountancy.

If you start with GCSEs or equivalent, you will need to study for additional qualifications and can expect support from your employer with course fees and study time. With A levels or equivalent, the first step towards an accountancy-related qualification is to become a trainee accountancy technician. You would be working at the same time as studying for Association of Accounting Technicians qualifications.

Estates and facilities managers
Depending on which area of estates and facilities management you want to go into, there is a range of appropriate professional qualifications:

- *estates managers* may need to have chartered status, for example as an engineer, architect or surveyor
- *chartered mechanical engineers* need an accredited honours degree in a relevant engineering subject
- *building service engineers* can gain membership of the Chartered Institution of Building Services Engineers
- *architects* need to have a recognised degree from a school of architecture
- *chartered surveyors* need to qualify through the Royal Institution of Chartered Surveyors
- *facilities managers* need to be qualified to HNC level in estates or hotel services and be a member of the British Institute of Facilities Management.

Clinical managers
Clinical managers will usually be clinically qualified staff who have developed their knowledge and experience. The qualifications required will depend on the role.

For example, a head of clinical service might need professional qualifications and a proven knowledge of how their specialist subject can be applied to patient care. A clinical manager in charge of a range of services would probably need relevant professional and management qualifications, as well as a proven ability to lead and manage teams.

Human resources management
Managers working in human resources will often need to have, or be prepared to work towards, qualifications recognised by the CIPD, such as the institute’s certificate or advanced diploma.
Careers in management

**Practice managers**
Practice managers may be required to hold the diploma in primary care and health management awarded by AMSPAR/City & Guilds.

The IHM awards the certificate and diploma level qualifications in managing health and social care, which is appropriate for practice managers, though not specific to them.

**Information management**
There is a range of qualifications relevant to health informatics. The IT Skills Pathway is an introduction to computer use. More specialist qualifications include certificates, diplomas and degrees in health records, library and information science, and health informatics.

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**Pay**
Most jobs are covered by Agenda for Change (AfC) pay scales, except doctors, dentists and very senior managers. The NHS job evaluation system determines a points score, which is used to match jobs to pay bands and determine levels of basic salary. Each pay band has a number of pay points. Staff will normally progress to the next pay point annually until they reach the top of the pay band.

Your career in NHS management would typically start at AfC band 6 or 7, with some positions at band 5, and the most senior roles rising to band 9, for example, for a professional manager for a clinical technical service. Examples of management roles include:

- business/administrative (band 5)
- practice manager - small practice (band 5)
- project manager (band 6)
- finance department manager (band 7)
- HR team manager (band 7)
- professional manager - clinical, clinical technical service (bands 8a - 9, depending on the role).

For more information about management training in the NHS, please visit [www.nhscareers.nhs.uk/mgttraining](http://www.nhscareers.nhs.uk/mgttraining)

For more information on pay bands in your chosen career, please visit [www.nhscareers.nhs.uk/payrates](http://www.nhscareers.nhs.uk/payrates)
**CASE STUDY**

**Name:** Professor Malcolm Sperrin  
**Job title:** director of medical physics, Royal Berkshire NHS Foundation Trust  
**Entry route:** Physics with Maths BSc Hons

Medical physics is Malcolm’s passion but he enjoys the management aspect of his role too. He joined the NHS as senior physicist in an ultrasound department in 1990 and has worked in various medical physics management roles over the years. He is now director of medical physics at Royal Berkshire NHS Foundation Trust.

My first position in ultrasound rapidly expanded to cover non-ionising radiation, including lasers and MRI, and I enjoyed assessing imaging units for their safety and quality.

I then progressed to a more senior role at a different hospital where I was deputy head of department and applied to do my PhD. With my team, I developed links to the Medical Devices Agency and we conducted early work on mobile phone safety which still forms the basis for safety advice.

I was promoted to principal physicist in 1998 and from there moved to my current role of director of medical physics at Royal Berkshire Hospital where I manage more than 70 staff. My staff have very diverse backgrounds and career needs because they’re a mix of state registered clinical scientists, technologists, radiographers, and administrators.

About two-thirds of my time involves scientific management where I ensure the provision of a scientific service is clinically relevant for patients, evidence based and properly resourced. The other third I spend on general management tasks such as finance and human resources, and on research, lecturing and other activities related to the profession of medical physics.

Managing a large scientific department with such a wide range of staff is a considerable challenge. There are the ‘human’ factors involved with managing people, and also the professional, financial and operational demands. It’s challenging but also very rewarding, and delegation and trust are vitally important!

Managing a large scientific department with such a wide range of staff is a considerable challenge.
What’s your next step?

We hope this booklet has given you some idea of the many opportunities on offer in NHS management.

If you have decided that you want to join the NHS team as a manager, your next step depends on your starting point. NHS Careers can provide further information on how to apply for training and you can also consult your local careers adviser.

If you need a degree, UCAS can advise on which universities offer which courses. Each university will also be able to tell you what they look for in applicants. For example, getting some work experience is an excellent way of showing your commitment and enthusiasm.

If you are already working but are thinking about a change of career, consider volunteering in your spare time. This is a great way to find out if you like the work, and can sometimes lead to a more permanent position.

Here is a checklist of things you should be doing, whether you’re still at school, studying for your degree or looking for a change of career:

- Have you explored routes into your chosen career? Will you need a degree or other qualification before you join, or will the NHS train you on the job? (There may also be the opportunity to start as an administrator).

- Are there any particular skills or experience that will improve your chances of getting into your chosen career?

- Have you enquired about opportunities to volunteer or do relevant work experience?

- Have you investigated further qualifications you might need for your chosen role?

- Have you searched the NHS Jobs website or spoken to your local trust to get an idea of the type of vacancies available?

Whatever position you’re in right now, the NHS Careers service can help. For more information, please call 0345 60 60 655, email advice@nhscareers.nhs.uk or visit www.nhscareers.nhs.uk

To search for jobs in NHS management, visit www.jobs.nhs.uk, and for more information about professional bodies, please visit www.nhscareers.nhs.uk/mgtinfo
Here are some other things you can be doing, depending on where you are right now.

<table>
<thead>
<tr>
<th>Where are you now?</th>
<th>What should you do now?</th>
<th>Who can help?</th>
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| Studying for GCSEs                         | • Check what your likely exam grades/results will be.  
• Explore routes into your chosen career – will you need a degree or other qualification before you join, or will the NHS train you on the job? Can you start as an administrator?  
• Are there any particular skills or experience that will improve your chances of getting into your chosen career?  
• Enquire about volunteering or work experience.  
• Find out if you need any specific A levels, or equivalent qualifications.  
• Explore the availability of apprenticeships in administration. | Subject teachers  
Your careers adviser/Connexions service  
Professional bodies  
NHS Careers  
Apprenticeships website  
National Careers Service |
| Studying for A levels or another course at your school or a local college | As GCSEs, plus:  
• If you need to study a particular degree, investigate which universities offer it.  
• Investigate any further qualifications you might need for your chosen role.  
• Search the NHS Jobs website at [www.jobs.nhs.uk](http://www.jobs.nhs.uk) and speak to your local trust to get an idea of current vacancies. | Subject teachers  
Your careers adviser/Connexions service  
UCAS  
NHS Careers  
Professional bodies  
NHS Jobs  
National Careers Service |
| At university                               | As A Levels, plus:  
• If you are interested in the NHS Graduate Management Training Scheme visit [www.nhsgraduates.co.uk/](http://www.nhsgraduates.co.uk/) | University careers service  
NHS Careers  
Professional bodies  
NHS Jobs  
National Careers Service |
| Looking for a new career                    | As A Levels, plus:  
• Find out if you will need to retrain before you apply for new roles or if the NHS will train you while you are working. | Careers/Connexions service (you may have to pay to use these services)  
NHS Careers  
Professional bodies  
Jobcentre Plus  
UCAS  
National Careers Service |