

**NHS**

**Careers**

Join the team and  
make a difference

# Careers in management



# 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 300 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, information technologists 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](mailto:advice@nhscareers.nhs.uk) or visit [www.nhscareers.nhs.uk](http://www.nhscareers.nhs.uk)**

We look forward to hearing from you!

## Contents

---

<b>2</b>	<b>The NHS – a rewarding place to work</b> Benefits Pay and conditions Work-life balance	<b>12</b>	<b>What opportunities are available?</b> Clinical managers Estates and facilities managers Financial managers General managers Human resources managers Information managers Practice managers
<b>6</b>	<b>Your career in management</b>	<b>18</b>	<b>Getting started</b> Graduate Management Training Scheme Professional qualifications
<b>10</b>	<b>Career Framework</b> Developing your career in the NHS	<b>23</b>	<b>What's your next step?</b>

# 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.

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 your 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 then 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/list/working](http://www.nhscareers.nhs.uk/list/working)

**If you have any questions, call our helpline on 0345 60 60 655 or email**  
[advice@nhscareers.nhs.uk](mailto: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 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/list/payandbenefits](http://www.nhscareers.nhs.uk/list/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
- 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/list/payandbenefits](http://www.nhscareers.nhs.uk/list/payandbenefits)



## FULFIL YOUR POTENTIAL

- 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:** project manager, NHS Sussex

**Entry route:** secretary in a health authority

**Angela joined the NHS via a holiday job in her teens. She has progressed to senior project management and has enjoyed full support from the NHS throughout her career.**

I started work in the NHS when I was 17. I got a summer holiday job as a secretary in the district planning office of a health authority – then I was offered the job permanently. After about a year I moved to general practice as a medical secretary and receptionist. Two years later I was promoted to practice manager and then I studied for my diploma in practice management.

I'd certainly say that my career in the NHS demonstrates how you can move around and progress. Of course, you are learning new skills at every stage.

Seven years later, I became a management assistant to a community health manager and mental health manager. Over the next few years I moved into a variety of roles within mental health services, finally being seconded to an acute

mental health trust's information department, where my role was to train a community mental health team in piloting an electronic patient records system.

When this project reached a successful conclusion, I moved to a team working on setting up a new primary care trust for Eastbourne. Eventually I became the communications manager for the PCT.

It is very satisfying having a direct impact on patient care. I set up a patient focus group in a mental health hospital to improve the environment in which they were staying. I was also involved in redesigning the acute psychiatric wards to create an intensive care area.

The NHS has supported me 100 per cent throughout my career and I have had plenty of training opportunities. I have enjoyed the ability to move around and gain knowledge. The flexibility for different working arrangements in the NHS has been fantastic.

I have never set myself specific career goals but I have always kept an open mind and been on the lookout for opportunities to take advantage of. I don't think any other employer could have offered me such a range of possibilities.



**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.

You can find more information on health and well-being at work at [www.nhsemployers.org/healthyworkplaces](http://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.

Many people in the NHS take an extended break to look after young children or other dependents 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.

Get more information about the benefits and opportunities offered by the NHS at [www.nhs Careers.nhs.uk/list/payandbenefits](http://www.nhs Careers.nhs.uk/list/payandbenefits)

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



## Your career in management

The NHS provides an enormous range of services to some 57 million people. 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 delivering and commissioning local healthcare, through the management of hospital, GP and community health services. Advances in medical technology, tough spending targets and rising public expectations 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 from, 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 good managers to develop more 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.



## CASE STUDY

**Name:** Teresa Chapman

**Job title:** GP practice manager, NHS Croydon

**Entry route:** started through the NHS clerical bank

**Having been attracted to the NHS because it offered flexible working when she was starting a family, Teresa now manages a large GP practice. Her diploma and MA were funded by her practice and primary care trust (PCT).**

You really have to be ready for anything as a GP practice manager. There's no such thing as a typical day. My role is to run the business for the GPs, letting them get on with the clinical work. I have to make sure everything else runs smoothly and that means getting involved in human resources, information technology, service development, financial management and many other things.

To cope with all the demands as a practice manager I think you need good leadership skills and good people skills. You also need to be adaptable, able to manage projects and good at problem-solving. Not much to ask!



I joined the NHS as a temp, because it offered flexible work, which was ideal as I had just started a family.

After a while I got a job as a receptionist at a GP surgery and later I was asked to become practice manager. That was a practice with two GPs, but after a couple of years I moved to my current practice, which has grown from three partners and 7,000 patients to six partners and 13,000 patients, with a purpose-built surgery.

When I first became a practice manager, I took the Association of Medical Secretaries, Practice Managers and Receptionists (AMSPAR) diploma in practice management. This was a one-year, day-release course funded by the PCT. Since then I have achieved an NVQ level 4 in management and an MA in primary care development – both courses were funded by the PCT and the practice.

I now manage a practice with 22 staff and two salaried GPs – a far cry from my part-time start in the NHS. With practice-based commissioning, where GP practices will identify local health needs and the services to be provided, we are now able to respond much better to the needs of our patients.

I have been in my job for quite a long time now and greatly enjoy the new challenges that come along all the time. The practice has allowed me to get involved in other work, such as projects with the PCT. In the future, one of my options is to explore the possibility of becoming a partner in the practice, which means I will have a financial stake in the business.

## 8 Careers in management

### 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. All parts of the NHS need leaders, such as hospitals, ambulance services, and primary care trusts or clinical commissioning groups. So you could be a manager running a GP's surgery 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 a tremendous range of 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 about all of these 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, voluntary bodies and contractors supplying services to the NHS. In some roles you will deal with national organisations such as government departments.

If you like the idea of a career in management, the NHS offers unrivalled opportunity and variety

### 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.

However, as well as any formal requirements, there are other qualities that you'll need to make a success of being a manager in the NHS. Some you will learn as your career develops; 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.

**To find out more about the qualifications needed to work as a manager in the NHS, visit [www.nhscareers.nhs.uk/list/qualifications](http://www.nhscareers.nhs.uk/list/qualifications)**

## CASE STUDY

**Name:** Carole Harder

**Job title:** director of primary care and operations/deputy chief executive, NHS Darlington

**Entry route:** health promotion officer

**Carole has enjoyed personal development and training opportunities throughout her career and been able to gain experience in all aspects of management.**

I originally trained as a teacher, but I realised that what gave me greatest job satisfaction was the chance to make a difference. My job involves constantly reviewing the services we offer for patients, to ensure continuous improvement.

As a manager you have a tremendously important role to play in improving patient care. One project here in Darlington is changing the way local people access health services. I was responsible for setting up a new walk-in centre – somewhere people can come and see healthcare staff without an appointment. The response has been fantastic.



By its first anniversary more than 40,000 people had been through the doors. My involvement was from the planning stage and bidding for funding right through to making sure that the staff and resources were in place to deliver the service. It is convenient for patients to attend on their way to work and has a high attendance of men and young people – groups who tend not to use traditional primary care services.

At every stage of my career I have been able to pick up different skills and knowledge that combine to open up more opportunities. These have included patient and public contact as a health promotion officer, general management at the Family Health Services Authority and commissioning experience through GP fundholding.

As chief executive of a primary care group, I got a feel for leading and managing an organisation, building strong teams and managing performance and financial targets. I am now gaining more experience in managing operational staff and front-line patient care.

Throughout my career the NHS has provided personal development opportunities ranging from funding my MBA and MSc to specific project management and mentoring opportunities. I also benefited from the flexibility that's a feature of the modern NHS. I have three children under ten years old and I don't think that 20 years ago I would have been able to progress so far.

# 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 on Carole Harder describes how she has progressed within the NHS management team.

	Ambulance service professions	Allied health professions	Dental care professions	Healthcare science
9 More senior staff		Director of therapies		Director of regional genetics services
8 Consultant practitioners		Consultant radiographer		Consultant clinical scientist (medical physics)
7 Advanced practitioners		Specialist speech and language therapist		Specialist respiratory physiologist
6 Senior practitioners/ specialist practitioners	Emergency care practitioner	Senior occupational therapist	Senior dental technologist	Senior biomedical scientist
5 Practitioners	Paramedic	Dietitian	Dental technician	Cardiac physiologist
4 Assistant practitioners/ Associate practitioners	Control room duty officer	Assistant clinical psychologist	Dental therapist	Critical care technologist
3 Senior healthcare assistants/technicians	Emergency medical dispatcher	Rehabilitation assistant	Dental hygienist	Newborn hearing screener
2 Support workers	Patient transport service driver	Therapy clinical support worker	Dental nurse	Pharmacy dispensing assistant
1 Initial entry level jobs				

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.

Framework. It is not exhaustive; details on other careers can be found in the relevant booklets and on the NHS Careers website.

The diagram below gives an illustration of a variety of NHS careers and where they may fit on the Career

**Visit the NHS Careers website at [www.nhs.uk/list/working](http://www.nhs.uk/list/working)**

Health informatics	Management	Midwifery	Nursing	Wider healthcare team
Director of information management and technology	<b>Director of primary care and service development/deputy chief executive: providing strategic overview for primary care services</b>	Director of maternity services	Director of nursing	
Pictures archiving communication manager	<b>Deputy director of primary care: leading the development of modern primary care and community services</b>	Consultant midwife	Nurse consultant in stroke	
Clinical researcher	<b>Primary care development manager: developing services and teams to tackle health inequalities</b>	Head of midwifery	District nurse (team manager)	Head of estates
Systems analyst	Project manager	Community midwife	Community psychiatric nurse	<b>Health promotion manager: managing community programmes to improve the health of the local population</b>
Librarian	Payroll manager	Midwife	Neonatal nurse	<b>Health promotion facilitator: providing advice to clients on healthy lifestyle options</b>
Clinical coder	General office manager		Community care assistant	<b>Health promotion officer: working as part of a team to prevent illness and improve the health of clients</b>
Medical records clerk		Maternity support worker	Senior healthcare assistant	Security officer
Support desk assistant		Healthcare assistant (maternity)	Healthcare assistant (nursing)	Maintenance assistant
Health records assistant			Nurse cadet	Porter

# What opportunities are available?

### Clinical managers

As a clinical manager you will be closely involved in the delivery of 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, for example, doctors, nurses and therapists work together in a specific area of care, such as maternity 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.

#### Your work as a clinical manager will involve:

- 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 'hotel' services that hospitals rely on, such as meals and cleaning, and for the support services that staff need. The work may

involve the planning and commissioning of new buildings and facilities, the redevelopment of existing premises, or the disposal/demolition of redundant resources.

Due to the size of the property portfolio in the NHS, this is a very important role in the management team.

#### 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, and to match buildings to services
- *design and engineering* – the NHS has a huge healthcare building programme under way, 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* – support services such as catering, laundry, the management of medical records and sterilisation services need to run well so that healthcare staff can work effectively.

## Financial managers

Everyone knows how important it is for the NHS to manage its finances well. Without strong financial management, the medical treatment and clinical care provided by the NHS isn't possible. Managing the finances of a health organisation, whether it is a

hospital, ambulance service trust, primary care 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.

### The job of a financial manager is likely to include:

- *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.

clinical colleagues to improve delivery of services; and consulting patients and the public on how the NHS can be modernised to meet their needs.

Job roles will vary depending on the NHS organisation, but will certainly involve: people, resource and budget management; working alongside

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.

### In your career as an NHS manager you could get involved in some or all of these roles:

- *strategic management* – this is about helping to set the direction of the organisation
- *performance and quality management* – you will be working with clinicians and other colleagues to set standards for services and make sure they are met
- *service management* – this involves running a section within a hospital or other NHS organisation; for example, as a clinical site manager you will manage the 24-hour flow of patients through the hospital
- *project management* – you will set up and lead projects such as improving patient access to GPs
- *purchasing and contract management* – in this role you will manage the process of buying equipment, overseeing the contractors bidding for work, awarding contracts and making sure they run smoothly
- *communications and corporate affairs* – you could be involved in promoting 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 I 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.

The work can be on a relatively small scale, such as financing equipment or negotiating service



contracts. Alternatively, it could be a large-scale project such as financing the complete rebuilding of a hospital in partnership with the private sector.

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 me to 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 go about the business of delivering healthcare.

As finance director, important skills are the abilities 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 others inside and outside the NHS. More than any other employer I can think of, the NHS staff reflects the whole cross-section of society and it is wonderful to interact with so many different types of people.

## 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.

### At different stages in your career you will be involved with all the key HR functions:

- *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, through advertising, interviews with candidates and the appointment and induction 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.

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 might develop a secure system that makes patients’ records available to a doctor at the click of a mouse or draw together statistics that help other managers plan services and improve patient care.

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

### Health informatics covers a range of activities, from computing and statistics to library services. As an information manager you could be involved in:

- *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 in the place that is often people's first and most frequent point of contact with the NHS – the local GP practice. The modern practice is a far cry from the old-style family doctor's surgery and 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 patients. Such a post will usually combine personnel administration, payroll, finance, strategic planning and IT skills.

#### Your main responsibilities will include:

- development and supervision of appointments systems that work well for patients and clinicians
- selection, training and supervision of 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 ranging from computer systems and security through to the expansion of services and long-term business planning.

For more information about working in management in the NHS visit [www.nhscareers.nhs.uk/list/working](http://www.nhscareers.nhs.uk/list/working)

To search for current jobs, visit [www.jobs.nhs.uk](http://www.jobs.nhs.uk)



## 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 trainee 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 exams and qualified by the end of the scheme.



When I'd 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 as I see it is to help staff do the best they can for patients.

I really feel part of a team, both of the whole NHS and of the management team working with managers across the 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

## 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.

### 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 you may be able to start at a higher administrative grade, leading to a supervisory role and then 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. Previous work experience can be an advantage.

### As a graduate

As well as the fast-track graduate schemes (see right), 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.

### 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.

### 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, primary care trusts and other NHS organisations throughout England. This ensures a consistent, high-quality training environment and exciting learning experience. The scheme operates on a two-plus-two years basis where trainees specialise in one of four areas of management – general, human resources, finance or informatics management.

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. In years three and four, you are actively supported in your first management post in the NHS. 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.

**For further information and to apply, please visit [www.nhsgraduates.co.uk](http://www.nhsgraduates.co.uk)**



### Professional qualifications

#### General managers

The Institute of Healthcare Management (IHM) offers a range of courses to prepare people for management as well as supporting people in 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.

### Practice managers

Practice managers may be required to hold the diploma in primary care 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 Essential IT Skills Programme is an introduction to computer use. More specialist qualifications include certificates, diplomas and degrees in health records, library and information science, and health informatics. Please see the *Careers in health informatics* booklet.

**Speak to your careers advisor, call us on **0345 60 60 655** or email [advice@nhscareers.nhs.uk](mailto:advice@nhscareers.nhs.uk) to find out more.**

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

**For more information on pay bands in your chosen career visit [www.nhscareers.nhs.uk/list/payandbenefits](http://www.nhscareers.nhs.uk/list/payandbenefits)**

### 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).



### CASE STUDY

**Name:** Cassy Bygrave

**Job title:** practice development manager, NHS Camden

**Entry route:** national primary care collaborative

**Cassy sees healthcare management as a specialism that always offers new challenges and great variety. She relishes the demands of her work and enjoys collaborating with clinicians.**

People need to realise that being a manager is a specialism and the NHS needs good managers just as much as it needs people with clinical skills. Good management allows the clinicians to concentrate on caring for patients. There are not many places that offer such a variety of management roles or jobs with so many challenges as a primary care trust (PCT).

After I completed my business and management degree I was looking for project-type work. I got a job as facilitator through the National Medicines Management Collaborative, a scheme to provide more local support to GP practices and PCTs. A facilitator makes sure projects stay on track.



After a year I moved to clinical governance as a facilitator, contributing to the process of quality improvement and safeguarding high standards of care. Now I work as a practice development manager, which is a really interesting area to be in at a time of major change in primary care.

I have to consult with practices and work with them to develop new services or improve existing services. It's the kind of work that needs a balance of management and clinical skills, and I enjoy working with clinicians.

The PCT supported me to take my MA in health and social care management at London Metropolitan University.

I really enjoy seeing how the work I do results in better care for patients. For example, I was involved in identifying a gap in services for older people in care homes. This led to me commissioning general practice to provide an enhanced service that has improved the management of medicines, helped communications and introduced structured care and support for these patients.

As a manager in the NHS, you are constantly challenged and helped to improve. I think the personal qualities you need to be a manager in the NHS include being able to manage change, being good at working with a variety of people and having the desire to deliver quality services. It also helps to be unflappable!

## What's your next step?

We hope this booklet will have 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](mailto:advice@nhscareers.nhs.uk) or visit [www.nhscareers.nhs.uk](http://www.nhscareers.nhs.uk)**

**To search for jobs in NHS management, visit [www.jobs.nhs.uk](http://www.jobs.nhs.uk), and for more information about professional bodies please visit [www.nhscareers.nhs.uk/list/contacts](http://www.nhscareers.nhs.uk/list/contacts)**

## 24 Careers in management

Here are some other things you can be doing, depending on where you are right now.  
For contact details, please visit [www.nhs.uk/careers](http://www.nhs.uk/careers)

Where are you now?	What should you do now?	Who can help?
Studying for GCSEs	<ul style="list-style-type: none"> <li>• Check what your likely exam grades/results will be.</li> <li>• 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?</li> <li>• Are there any particular skills or experience that will improve your chances of getting into your chosen career?</li> <li>• Enquire about volunteering or work experience.</li> <li>• Find out if you need any specific A levels, or equivalent qualifications.</li> <li>• Explore the availability of apprenticeships in administration.</li> </ul>	Subject teachers Your careers adviser/Connexions service Professional bodies NHS Careers Apprenticeships website
Studying for A-levels or another course at your school or a local college	<b>As GCSEs, plus:</b> <ul style="list-style-type: none"> <li>• If you need to study a particular degree, investigate which universities offer it</li> <li>• Investigate any further qualifications you might need for your chosen role</li> <li>• Search the NHS Jobs website at <a href="http://www.jobs.nhs.uk">www.jobs.nhs.uk</a> and speak to your local trust to get an idea of current vacancies.</li> </ul>	Subject teachers Your careers adviser/Connexions service UCAS NHS Careers Professional bodies NHS Jobs
At university	<b>As A levels, plus:</b> <ul style="list-style-type: none"> <li>• If you are interested in the NHS Graduate Management Training Scheme visit <a href="http://www.nhsgraduates.co.uk/">www.nhsgraduates.co.uk/</a></li> </ul>	University careers service NHS Careers Professional bodies NHS Jobs
Looking for a new career	<b>As A levels, plus:</b> <ul style="list-style-type: none"> <li>• 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</li> </ul>	Careers/Connexions service (you may have to pay to use these services) NHS Careers Professional bodies Jobcentre Plus UCAS

**FOR FURTHER COPIES OF THIS BOOKLET PLEASE CONTACT:**

**NHS Careers**

**PO Box 2311**

**Bristol BS2 2ZX**

**Tel: 0345 60 60 655**

**email: [advice@nhscareers.nhs.uk](mailto:advice@nhscareers.nhs.uk)**

**[www.nhscareers.nhs.uk](http://www.nhscareers.nhs.uk)**

**8k Mar12**

**NHSCB06 Mar 2012  
© Crown Copyright 2012**

