



Senior Executive Job Evaluation

Health and Social Care, Northern Ireland

Report for Department of Health

September 2025 (revised 12th December 2025)



KORN FERRY

Executive Summary

- This report provides a systematic review of the size – as measured by analytical job evaluation - of Senior Executive roles across Northern Ireland Health and Social Care organisations in summer 2025.
- This report does not comment on pay grades and salaries for this population which is the subject of separate work undertaken by the Department of Health. The job sizes suggested here have been linked to the grade structure operated by the Department.
- The policy and practice implications of this report for individual role holders and for the system as a whole are a matter for the Department, and there is no commentary here on those issues.
- The main source of understanding about each of the roles was updated job and structural information provided by each organisation, supplemented with a number of (individual and collective) meetings with Chief Executives and Chairs.
- Where Executive and senior structures are changing and job information was available regarding new/changed roles, these have been included in the report. There will be further changes planned by the Department and by Chief Executives in their organisation senior structures, and there should be an agreed process for evaluating future roles to ensure the effective maintenance of the job sizing system into the future.
- Every role has been evaluated using the Korn Ferry Hay Guide Chart and Profile Method of Job Evaluation and more information about the operation of the Method is provided at Appendix 1.
- A rigorous quality assurance process has been followed in arriving at a view of job size for each role – including several review and assurance meetings and considering job sizes in UK organisations that would be seen as comparators for those in the Northern Ireland system across health, local government and the third sector.
- The report proposes evaluations and provides an opportunity to compare relativities between roles within organisations and across the system based on understanding the purpose and accountabilities of the organisations and each role within that.
- As would be expected, there are some suggested changes to the historical view of job sizes within organisations and across the system, although the majority of roles considered remain within their current grade.
- In some cases, alternative evaluations are suggested where it has not been possible to gain complete clarity on understanding of accountabilities between organisations/roles. Job evaluation is always a process of judgement, and in some cases, there are fine judgements of difference being made between roles.
- The evaluation picture for this Senior Executive population is incomplete as it has not been possible to evaluate roles within the Strategic Planning and Performance Group (SPPG) of the Department of Health. This is planned to be complete later in 2025.
- It is understood that the outcomes of this report in respect of their own organisations will now be shared with Chief Executives.

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Introduction

Korn Ferry was asked to evaluate all current senior executive jobs (July 2025) to confirm job sizes and relativities. We were also asked to provide external advice about structures. This report includes our findings from the first phase which is to review the job sizes and relativities. We will then conduct a review of the structures based on current/desired structures and make recommendations based on the information gathered in calls, our view of spans of control/job sizes and comparative data from England and Scotland.

We understand that separate work is being undertaken to look at pay structures. Please note that neither this report nor our subsequent report will include any comments on pay.

In order to carry out the evaluations we have:

- Delivered briefing sessions to Chief Executives and Senior Executives to explain the job evaluation process and the information needed.
- Shared a revised job description template and time was allowed for job descriptions to be updated following the briefing session.
- Held a call with the Permanent Secretary to understand the context.
- Gathered and reviewed updated job descriptions, structure charts and information about the Trusts (including organisational statistics).
- Held a context call with all Chief Executives to discuss the context, the jobs in scope and the history behind their structure and desired structure.
- Held context calls with 5 Chairs to get their view on any job sizing/structural issues.
- Evaluated 85 senior executive roles using the Korn Ferry Method of Job Evaluation. We carried out desk-based evaluation following the calls and based on the job information and structural charts provided. Please refer to Appendix 1 for more detailed information about the Korn Ferry Method of Job Evaluation. The evaluation process includes carrying out technical checks to look for any improbable or unlikely combinations. Outcomes were compared against other roles (both vertically in the same organisation and horizontally across the system) to check whether the relativities/outcomes make sense.
- Had the roles quality assured by a colleague, Peter Smith, Senior Client Partner.

This report contains commentary and a high-level view of the relativities, the full evaluation lines are available in the appendix (Appendix 2).

Context

Health and Social Care in Northern Ireland is the region's publicly funded system that provides both healthcare and social care services. The system is overseen by the Department of Health, with the Public Health Agency responsible for delivering public health initiatives. Compared to England and Wales, where social services are managed separately by local councils, it has a unique integrated approach. The approach in Scotland is different again, with aspects of adult social care managed in health organisation and children's social care delivered by Local Authorities.

The Northern Ireland system consists of 5 Trusts, Northern Ireland Ambulance Service and Arm's Length Bodies (ALBs) who play a crucial role in delivering public services whilst maintaining a degree of independence from direct government control. The ALBs operate under framework agreements and support, develop, regulate and/or deliver health and social care services. This fully integrated health and social care system is designed to ensure that public health initiatives are holistic with smoother coordination between hospitals, community care and social services than otherwise would be possible.

We understand that there are several challenges in the system including major financial difficulties (at system and local levels), pressure to reduce waiting times and the concerns of delivering and improving services with workforce shortages, especially in rural areas. In terms of the population, the growing elderly population is increasing the demand for long-term care and is putting pressure on the social care infrastructure, with an increasing demand for home care services. There are rising mental health needs and geographical barriers are also a factor, as rural communities often have long travel times to receive care, which especially impacts the elderly and those with mobility issues.

The political and policy landscape around health and social care remains complex and contested in Northern Ireland which can lead to delays to decision making, heightened political and public engagement with local and system wide issues, and there are a number of ongoing Public Inquiries - the results of which will take time to report and will undoubtedly have significant implications for all of health and social care services and organisations across the system.

In order to respond to some of these challenges there is increased focus on a one system approach with a shift towards measuring performance across the region. A system wide Committee in Common has been formed and will come together (with membership from each Trust and NIAS) to support collective systemwide working at an NI level. Other organisations will attend this Committee in Common at this stage (including BSO and PHA). There is also an increased attention to neighbourhood-centred care and reform plans focus on bringing services closer to communities to reduce reliance on hospitals.

We have evaluated the roles based on our understanding of the context in which they are operating and have considered similarities and differences compared to England, Scotland and Wales when testing relativities.

We recognise that the Department of Health has long used a grading system based on the Korn Ferry (Hay) method, with 8 Senior Executive levels based on grade boundaries that were designed and implemented many years ago. In developing this report and following submission of the initial drafts to the Department, we observed that, while some of the grade boundaries follow our standard approach to level definition (clusters of job sizes which we call reference levels) they do not all follow that pattern. As a result, we have indicated that the boundary between grades 4 and 5 is one potentially to reconsider. To be clear, there is no single simple way to define grade boundaries but as part of this review it is worth asking whether the legacy approach is right for the

system and the jobs. In this report we have presented the outcomes based on a revised boundary between grades 4 and 5, which is aligned to reference levels. Adjusting the line between grades 4 and 5 to align with Korn Ferry Hay reference levels brings the Chief Executive roles of NIMDTA and NIBTS into a higher Grade than the Level 5 outcomes indicated by previous drafts of this report.

Please note that evaluations for the roles within SPPG are not included here as it has not yet been possible to gather information to review these roles.

Overview and Relativities

The tables on the following pages show our view of the relativities between the roles. We have also provided the full job evaluation scores in Appendix 2. A full explanation of the Job Evaluation method can be found in Appendix 1.

Job evaluation assessments create a view about the size or weight of the job as well as its nature. For example, some jobs are about line management of major resources and accountability for day-to-day results, whereas others are more concerned with policy, programmes and advice. This means there can be detailed differences in overall job size among roles which are still fundamentally at the same level. The jobs evaluated as part of this exercise have therefore been clustered into the bespoke NI HSC grades, each grade is typically associated with one reference level, which is a range of points and describes jobs which are fundamentally the same size.

Comparison within a hierarchy can be summarised as:

- A difference of 3 grades/levels or more = the difference is immediately evident without consideration. It is unlikely that an individual would be able to successfully move up 3 steps to the higher level without significant training and development.
- A difference of 2 grades = clear difference is quite evident, some consideration required. A move between the two roles would be seen as a good promotion.
- A difference of 1 grade = a 'just noticeable difference' between the roles.
- Same grade = identical for evaluation purposes. After careful scrutiny there is no significant difference between size of the roles.

Table 1: Chief Executive Relativities

KF Reference Level	NI HSC Grade	Chief Executive
27	1+	Belfast
26	1	Southern, Northern, South Eastern, Western
25	2	BSO, PHA
24	3	NIAS, RQIA
23	4	NIMDTA, NIBTS
22	5	Children's Court, NIPEC, Social Care Council, Patient and Client Council
21	6	

The CEO jobs set the ceiling for all other jobs in each organisation. When we evaluate top jobs we ensure that we have a full understanding of the context in which they operate and also that we compare the outcomes to other similar or related organisations.

Grade 1+

It the table above it can be seen that the Trusts have fallen into two groups. Belfast has £2.4bn revenue and 22,000 staff and is approximately twice the size of the other Trusts. It has approximately quarter of the health budget and is taking on more regional services from other Trusts. Given the greater impact on the regional shape of health and social care and the scale and complexity of the organisation, the evaluation comes out at grade 1+ and is higher than the other Trusts.

Grade 1

We have considered the Chief Executive roles in the other four Trusts to be broadly comparable in size. Whilst the Trusts vary in terms of challenges, they are all required to lead on system reform and modernisation of services. They have a collective Committee in Common where they are working together to develop a one-system approach to increasingly deliver regional services and manage outcomes collectively across the whole system. They all have different challenges with varied populations and a wide range of issues across health and social care. Staff numbers are all around 10,000 – 13,000 and budgets circa £1.1-1.2m. Whilst re recognize that there are some differences between the Trusts, from an evaluation perspective all roles have all come out at the equivalent of grade 1.

Grade 2

The Chief Executive at BSO is in the next tier down at grade 2. They are responsible for enabling the system and handle a wide range of service delivery, governance and programme management responsibilities. They provide 21 professional and regional services and there is often growth in what they provide to the system and they host SPPG employees. They have operating costs of £270m, with system leadership of digital resources and programmes of some £4.5bn, and with £8bn annual payments going through the books on behalf of the system. The scale and breadth of the responsibilities of the organisation has lead to an evaluation which reads across to grade 2.

The PSA Chief Executive has also been evaluated at grade 2. Whilst a smaller organisation in terms of staff numbers and operating costs, this role also has an impact on the regional shape of health and social care as well as a broader impact on public health and social wellbeing in Northern Ireland. PHA is a multi-disciplinary regional body required to work with other government departments and agencies to influence areas such as education, housing and transport to improve and protect the health of the population of Northern Ireland

Grade 3

NIAS Chief Executive evaluation has come out at grade 3. This is a significant leadership role with responsibility for delivery across the region and is benchmarked against the evaluations that we have for Chief Executives of ambulance services in England. We have slightly shaded down the

Planning, Organising and Integrating aspect of the evaluation compared to the BSO Chief Executive due to the breadth of the services delivered. They have an operational budget of £133m.

RQIA is evaluated at this level which would reflect a requirement to provide system leadership to all aspects of Regulation, Quality and Improvement across the whole of HSC for Northern Ireland. This is based on the understanding that significant aspects of the Improvement agenda for Trusts have transferred from PHA to RQIA to extend further the accountability for the system improvement agenda. This evaluation, then, reflects that RQIA has a system wide mandate and accountability for systematically establishing and driving regulation, quality and improvement across all services and organisations of HSC for Northern Ireland.

Grade 4

The Chief Executive roles for NIMDTA and NIBTS come out at grade 4 if the potentially revised Grade boundaries are adopted. The evaluations for these roles reflect the fact that they are significant regional larger scale operational/delivery focused jobs which are highly visible and accountable for delivering to meet the needs of the system. The Chief Executives at this level are the Accountable Officer and are the only Senior Executives in their organisation (with a range of enabling organisational support and governance services provided through BSO). This is likely to mean that the roles feel responsible for more direct decision making and operational impact into services and the system.

Grade 5

The Chief Executive evaluations in the other ALBs read across to grade 5, albeit that the scores differ slightly depending on the nature of the organisation. These evaluations reflect the fact that these are significant and regionally focused roles which have impact across the system in an area/areas of expertise. They typically report to a Board or Council and operate at a strategic level to influence the system. They are largely centrally managed and directly accountable to the Department of Health. This ensures consistency but slightly limits flexibility and their Freedom to Act. In comparison, in England they often have more operational independence and/or broader budgets and remits and/or national mandates. They are also Accountable Officers and the same decision-making comment as above applies to these roles. In most cases, the nature and scale of the organisation means that it is very unlikely that there would be room for any grade 6 roles to report into these roles.

Table 2: All relativities

Grade	Belfast	Northern	South Eastern	Southern	Western	NIAS
1+	Chief Executive					
1		Chief Executive	Chief Executive	Chief Executive	Chief Executive	
2						
3	Finance, Performance Planning & Informatics, ED Nursing, ED Social Work (and new role of Combined ED Social Work), Unscheduled Care & Medical Specialties, Adult Community & Older Peoples Services, Cancer and Specialist Services, Director Trauma	Chief Operating Officer		<i>Possible new role - Director of Operations – Adult Community and Acute Services</i>		Chief Executive
4	Children's Community Services, Director Child Health, Director Anaesthetics, Director Mental Health, Strategic Development	ED Finance, ED Nursing, ED Social Work, HRD	ED Finance, ED Nursing, ED Social Work, HRD, Performance and Planning, Director of Acute, Director of Planned, Director of Adult Mental Health, Director of Older People and Communities	ED Finance, ED Nursing, ED Social Work, HRD, Performance and Planning, Director of Acute, Director of Planned, Director of Adult Mental Health, Director of Older People and Communities	ED Finance, ED Nursing, ED Social Work, HRD, Performance and Planning, Director of Acute, Director of Planned, Director of Adult Mental Health, Director of Older People and Communities	
5		Divisional Director x 4		<i>Tentative level for possible new Divisional Directors (x3)</i>		Director of Operations, ED Finance, HRD, Director Planning and Performance

Grade	Belfast	Northern	South Eastern	Southern	Western	NIAS
6		DD Infrastructure, DD Strategic Planning and Performance				Quality and Safety

Table 2 continued: All relativities

NI HSC Grade	BSO	PHA	Blood Transfusion	Medical Dental	RQIA	Children's Court	Nursing and Midwifery PEC	Patient and Client Council	Social Care Council
1+									
1									
2	Chief Exec	Chief Exec							
3					Chief Executive				
4	Director Finance, Digital Director, Director Operations, Director of People & Place	ED Finance and Corporate Services, ED Population Health and Wellbeing, Director Population Data and Intelligence	Chief Exec	Chief Exec					
5	Director of Strategic Planning & Customer Engagement				Director x 3	Chief Exec	Chief Exec	Chief Exec	Chief Exec
6									

There are a few observations from the table above. Please note that we understand from our context calls and the job information provided that the shared view across the system is that there is very little operational difference in terms of organisational impact between Executive Directors and non-voting Board members. We have reflected a slight difference in the Problem Solving and Freedom to Act scores, but this has not typically led to a difference in grade.

Belfast is significantly bigger than other Trusts but has also spread delivery of services across more Directors which vary in scale and scope more than the service delivery roles in the other Trusts and these roles therefore span grades 3 and 4.

With regards the other four Trusts, the structure in Northern Trust is different and they have a Chief Operating Officer with Divisional Directors. This reduces the number of direct reports that the Chief Executive has, which appears logical and we will comment further on this in the structural observations phase. The extra layer slightly impacts the Freedom to Act and the planning aspect of the Divisional Directors, as they are working within an overall operational plan set by the Chief Operating Officer. Therefore, they have come out at grade 5 compared to some of the operational leadership roles at grade 4 in the other Trusts. Southern Trust also asked us to evaluate a proposed Director of Operations. We have evaluated this at the same level as the Northern COO and the impact on the Divisional Directors is likely to be the same as Northern, however we would need to review the proposed JDs to confirm this.

As described above, jobs at the same grade are considered to be the same size from an evaluation perspective. Jobs which are only 1 grade apart are similar in size and there is a 'just noticeable' difference between the roles. In a hierarchy, a 2 or 3 grade gap is more common and reflects the degree of overlap as well as the amount of stretch likely to be required to move from one role to the next one. We have used this concept to test our evaluations vertically and hierarchically.

Each of the Grades within the Northern Ireland senior executive system is based on job evaluation scores that represent a just noticeable or perceivable difference between the roles. This does mean that in some cases the sizing is based on finely balanced judgements about where the roles sit.

The full evaluations can be found in Appendix 2.

Appendix 1: Overview of the Korn Ferry Method of Job Evaluation

Job evaluation is a means of establishing differentials through ranking jobs, originating in two concepts:

- a) More complex or more responsible work should receive greater compensation than less complex or responsible work, otherwise there will be no incentive to acquire deep skills or resume responsibility; and
- b) There should be like pay for like work within an organisation.

Ranking jobs in top to bottom order in a single function is not difficult. What is more difficult is gauging the extent of the difference in a sequence. More difficult again is relating several different functions together. Formal job evaluation methods were designed to overcome these difficulties.

So, job evaluation is a means to an end – i.e. a fair and equitable grading and pay structure based on a systematic and consistent analysis and understanding of roles and what they contribute to the organisation. It is an organisational tool and a practical technique, designed to enable trained and experienced evaluators to judge the size of one job relative to others. In this context, theoretical training is of limited value and evaluators learn how to apply the technique by evaluating jobs in their own organisation, jobs that they know and understand.

The Korn Ferry Method

The aim of the Korn Ferry method is to bring consistent criteria to bear in establishing the relative worth of different jobs to an organisation. Consistency implies using the same elements against which all jobs are measured however much they may differ. In the UK, in order to satisfy equal value requirements, an analytical method that looks at factors such as knowledge, skills, experience, mental effort and responsibility should be used.

The Korn Ferry method is an analytical method based on the principle that jobs are the building blocks of an organisation's structure and therefore exist to deliver an output that combines with others in the team to contribute to the organisation's overall purpose.

In all types of organisation, we have found that the value of jobs depends on several common elements. We've said that all jobs exist for a reason, to deliver something to the organisation. Therefore, the role of job evaluation is to understand and measure these deliverables or outputs in the element we call **ACCOUNTABILITY**.

For a role holder to be able to deliver Accountability, they need at least a minimum level of **KNOW-HOW**. That is to say that some combination of knowledge, skills and experience is needed in order to deliver the Accountability linked to the role.

Finally, different roles need to use or apply the Know-How in different ways. They have different demands on the role holder for creativity, original thought, analysis and dealing with complexity. We call this **PROBLEM SOLVING**.

In evaluating jobs using the Korn Ferry method we are aiming to understand:

'The **Know-How** required to **Solve** the **Problem** and deliver the output for which the job is **Accountable**.

Guide Charts

These three common factors are typically judged using a separate scoring sheet for each. To emphasise their supportive rather than directive nature they are called 'Guide Charts'. The three main factors mentioned above are sub-divided into a number of elements, each of which has a scale with definitions for each level.

Know-How

Measures the total amount of skill, knowledge and experience required to meet the demands of the job. The three elements of Know-How are examined below:

- The depth and range of **Practical, Technical Knowledge (PTK)** required. This includes specialist, professional and general skills in the job and the requirement for hard updated knowledge in practical procedures, specialised techniques or professional disciplines, i.e. those aspects that immediately spring to mind when one thinks about "job knowledge". Usually scored on a scale of A to H.
- The degree of **Planning, Organising and Integrating Skills (POI)** needed in the role. These include, amongst others, prioritising, balancing, coordination, control and direction. Typically scored on a scale from 0 to Roman Numeral IV but can extend to IX.
- The extent of **Communicating and Influencing Skills (C&I)** required and the requirement to influence, change the behaviour of, and/or lead others. Scored on a scale of 1 to 3.

Problem Solving

Measures the requirement for self-starting thinking inherent in the job - it is not simply a reflection of the need to overcome operational problems. It measures both the diversity of situations encountered and the complexity of thought required to analyse and draw conclusions. Problem Solving looks at:

- The complexity and intensity of problems arising in the job and the nature and scope of the thinking required to solve them. How broad or detailed are the policies, procedures and precedents forming a job's **Thinking Environment (TE)**. Scored from A to H.
- The degree of analysis, judgement and innovation involved in analysing situations, developing solutions and making recommendations. Known as **Thinking Challenge (TC)**. Scored on a scale from 1 to 5.

Accountability

Measures the extent to which the job is responsible for the achievement of results, and the degree to which it can directly or indirectly influence the conduct of the organisation. It comprises three elements in the following order of importance:

- **Freedom to Act (FtoA)** - the extent and nature of discretion enjoyed by the role. Typically scored from A to H.
- **Nature of Impact (Imp)** - the extent to which the job has direct (Prime or Shared) or indirect (Contributory or Remote) impact on organisational end results.
- **Area of Impact (Magnitude)** - an indication of the size of the organisation or part of the organisation affected by the job. This is typically scored on a scale of 0 to 4 but can extend to 7.

Arriving at a total score

Each of the Guide Charts yields numbers (units of job content) which quantify the judgements made. Evaluators add the scores for each factor to produce a total job size which, when compared with those of other jobs produces a pattern of internal relativities upon which salary structures can be based.

There are also some quality checks to be done which will be described in more detail in the next section.

The overall evaluation codes produced make little sense to those unfamiliar with the method but are a form of language with which trained and experienced evaluators become very familiar.

Process guidelines

Quality checks

Having arrived at a total score, the panel will typically engage in a series of quality and sense checks that are built into the method. These are in addition to the process guidelines mentioned above and are intended to ensure that the evaluation is an appropriate reflection of the nature and content of the role and its position relative to other roles in the structure. Each of these sets of checks can lead to adjustments in the evaluation.

Calculate the Short Profile

In simple terms, short profiles assess the balance between Problem Solving and Accountability and reflect the nature (shape) of the job. So, for example, where the Problem Solving score is much bigger than Accountability the job will be most likely be focused on resolving a problem over a period of years (fundamental research). Typically, where Accountability is substantially bigger than Problem Solving the job is concerned with producing, and continuing to produce, immediate results (high volume, simple technology production).

Therefore, Short Profiles are useful because:

- they serve as an independent check on the validity and reliability of judgements about job size;
- they describe the nature of the contribution expected from a job by the organisation; whether the job is predominantly Problem Solving or Accountability orientated in emphasis.

Technical consistency

There are some combinations of factors and dimensions that make sense and are common, there are others that are less common but not unlikely, and finally there are some combinations which are highly improbable. The evaluators will check for unusual combinations and validate these against the supporting evidence in the job description and/or organisation chart.

Sore-thumbings and checking Step Differences

The evaluation rank order is reviewed to check for anomalies, i.e. a team member evaluated at the same level or higher than their supervisor. This is called 'sorethumbing'. Another key tool in the process is the just noticeable difference or 'Step Difference' principle. This looks at how small or large the gaps are between roles in the same team or department and prompts the evaluators to test this against what is known about typical career progression and promotion steps.

Making sense of the results

We would not expect individual role holders to understand the detail of the evaluation 'code' or be able to be able to apply it, as they have not been trained in the use of the method which requires

completion of a 2-day course followed by evaluation panels under the guidance of experienced Korn Ferry consultants.

Since it is not possible to provide this to employees, it is difficult to pitch the level of detail that is given to employees about their score, whilst balancing their reasonable expectation that the level they have been awarded appropriately reflects their role.

Consequently, most organisations do not communicate the evaluation code, the total points, or even the ranges that apply to each grade. Rather, they provide information on the grade result and may give a brief summary (perhaps a sentence or two) to describe the nature of work at each grade or level. In certain circumstances they may also provide generic examples of jobs that have been assigned to each grade.

General use of the Korn Ferry scheme

The Korn Ferry scheme has found widespread acceptance as it is based on the step difference principle, which is applicable to any job from the shop floor to the Chairman, can relate different cultures and styles of organisation, and has been shown to be effective in both private and public sectors. Consequently, it is now used by more organisations on a world-wide basis than any other single type of evaluation scheme.

Appendix 2: Evaluations and Rationales

The full evaluation line and rationales are shown in the table below. There are eight factors in the scheme and we have commented on the key differentiating factors in our rationales. Please note roles all roles have the highest score for Communicating and Influencing skills and it is not a differentiator for this cohort of leadership roles and therefore we haven't commented on this factor in the rationales below. They are required generate commitment to the vision and plan, undertake negotiations and influence, develop and change the motivation motivate teams, partners and stakeholders.

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Chief Executive	Belfast	GIV+3 1056	G4+ (66%) 700	G5P 1056	2812	A3	1+
FULL G on Freedom to Act shaded higher than other Trusts because of the impact of these services on the regional shape of health and social care (benchmarked with the largest Trust and Social care roles across the UK). PRIME impact on annual revenue £2.5bn. 66% to reflect significant strategic and time horizons, and positioning Trust services in regional and local system and policy frameworks. Role requires breadth of vision gained from extensive experience in leading very large (22,000 employees) and very complex organisations across multiple competing and conflicting policy expectations in a highly politicised environment. Breadth of Planning, Organising and Integrating shaded higher than other Trust CEO roles to reflect that.3 for communicating and influencing is highest level available – common to all leadership roles in this population.							
Director of Finance	Belfast	G-III+3 700	F+4 (57%) 400	F+5C+ 460	1560	A1	3
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as CONTRIBUTORY PLUS on the £2.5bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. G MINUS on Practical and Technical Know How reflects the extensive experience required to manage the finances of the scale and complexity of this organisation. Planning, Organising and Integrating at III PLUS captures the strategic integration and leadership across the breadth of the Trust.							
Director of Nursing & User Experience	Belfast	G-III+3 700	F+4 (57%) 400	F+5C+ 460	1560	A1	3
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as CONTRIBUTORY PLUS on the £2.5bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. G MINUS on Practical and Technical Know How reflects the extensive experience required to lead the scale/specialist nature of the nursing work force of the scale and complexity of this organisation. Planning, Organising and Integrating at III PLUS captures the strategic integration and leadership across the breadth of the Trust.							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Executive Director of Social Work (see rationale below for new combined role)	Belfast	G-III+3 700	F+4 (57%) 400	F+5C 460	1560	A1	3
Executive Director of Social Work (new combined role)	Belfast	G-III+3 700	F+4 (57%) 400	F+4-P 528	1628	A2	3
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as having a direct impact on spend (hence 4-P). 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. G MINUS on Practical and Technical Know How reflects the extensive experience required to lead the scale/specialist nature of the social work profession of the scale and complexity of this environment/organisation. Planning, Organising and Integrating at III PLUS captures the strategic integration and leadership across the breadth of the social work environment of the Trust. It is understood that in the future the Director of Children's Community Services will be combined with this role to create a combined Executive Director of Social Work. A suggested evaluation for that combined role is outlined as an alternative above.							
Director of HR and OD	Belfast	G-III+3 700	F+4 (57%) 400	F5C+ 460	1560	A1	3
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading such areas as HR, Occupational Health, Employee Relations and Risk/Governance across a staff of some 22,000 across the Trust. 57% problem solving reflects hierarchical reporting to CEO and the heavily corporate and strategic nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strategic integration and leadership across the breadth of the functions of the Trust. G MINUS on Practical and Technical Know How reflects the extensive experience required to lead the scale/specialist nature of the HR and OD agenda across the scale and complexity of the Trust.							
Director of Planning, Performance & Informatics	Belfast	G-III+3 700	F+4 (57%) 400	F4-P 460	1560	A1	3
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading areas such as planning and performance, digital services and projects/transformation, equality and public health, the role is evaluated as PRIME on £220m+. 57% problem solving reflects hierarchical reporting to CEO and the heavily corporate and strategic nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strategic integration and leadership across the breadth of the functions of the Trust. G MINUS on Practical and Technical Know How reflects the extensive experience required to lead the scale/specialist nature of the corporate planning and performance of the scale and complexity of this organisation.							
Director of Medical Specialities & Unscheduled Care	Belfast	G-III+3 700	F+4 (57%) 400	F+5-S 528	1628	A2	3

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO this is an extensive leadership role operating across diverse patient functions/clinical/technical/professional service areas. The role is evaluated as SHARED on a greater than directorate budget because of the impact of unscheduled care on Trust service and costs. F PLUS on freedom to act reflects the impact of this role on Regional services beyond the Trust because of the range of services within the remit. 57% problem solving reflects hierarchical reporting to CEO and the broader strategic and operational nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strong regional and strategic integration and leadership across the breadth of remit across the service areas included. G MINUS on Practical and Technical Know How (a shade higher than other service roles within the Trust) reflects the regional leadership nature of the role based on determinative, substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Cancer & Specialist Services	Belfast	G-III+3 700	F+4 (57%) 400	F+5-S 528	1628	A2	3
Reporting to the CEO this is an extensive leadership role operating across diverse patient functions/clinical/technical/professional service areas. The role is evaluated as SHARED on a greater than directorate budget because of the impact of pharmacy costs on Trust drug costs. F PLUS on freedom to act reflects the impact of this role on Regional services beyond the Trust because of the range of services within the remit. 57% problem solving reflects hierarchical reporting to CEO and the broader strategic and operational nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strong regional and strategic integration and leadership across the breadth of remit across the service areas included. G MINUS on Practical and Technical Know How (a shade higher than other service roles within the Trust) reflects the regional leadership nature of the role based on determinative, substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director Adult Community & Older Peoples Services and AHP's	Belfast	G-III+3 700	F+4 57% 400	F+4P 608	1708	A3	3
Reporting to the CEO this is an extensive leadership role operating across diverse patient functions/clinical/technical/professional service areas. The role is evaluated as PRIME on a Directorate budget of some £380m - the scale of the role is very significant relative to its service Director colleagues. F PLUS on Freedom to Act reflects the impact of this role across and beyond the Trust because of the range of services within the remit. 57% problem solving reflects hierarchical reporting to the CEO and the broader strategic and operational nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strong strategic integration and leadership across the breadth and remit/ G MINUS on Practical and Technical Know How (a shade higher than other service roles within the Trust) reflects the scale of the role and the determinative, substantial and sustained experience required to lead across the scope of the role.							
Director of Trauma, Orthopaedics, Rehabilitation & Imaging, Medical Physics, Outpatients	Belfast	G-III+3 700	F+4 57% 400	F+5-S 528	1628	A2	3
Reporting to the CEO this is an extensive leadership role operating across diverse patient functions/clinical/technical/professional service areas. The role is evaluated as SHARED on a greater than directorate budget because of the impact of the regional nature of so many of the clinical services forming this Directorate. F PLUS on freedom to act reflects the impact of this role on Regional services beyond the Trust. 57% problem solving reflects hierarchical reporting to CEO and the broader strategic and							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
operational nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strong regional and strategic integration and leadership across the breadth of remit across the service areas included. G MINUS on Practical and Technical Know How (a shade higher than other service roles within the Trust) reflects the regional leadership nature of the role based on determinative, substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director Anaesthetics, Critical Care, Theatres and Sterile Services & Surgery	Belfast	F+III3 608	F4 (50%) 304	F4-P 460	1372	A3	4
Reporting to the CEO this is a leadership role operating across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £230m+. 50% problem solving reflects hierarchical reporting to CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit across the service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Children's Community Services	Belfast	F+III3 608	F4 (50%) 304	F4-P 460	1372	A3	4
Reporting to the CEO this is a leadership role operating across diverse patient functions/clinical service areas and the Children's Safeguarding Champion. The role is evaluated as PRIME on £120m+. 50% problem solving reflects hierarchical reporting to CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit across the service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role. It is understood that the reporting line for this role will change and it will report to a new combined role of Executive Director of Social work and a new job description for that role was shared. It is not clear what the impact of that change will be on the responsibilities of this role and Belfast Trust will want to have that future version of this role re-evaluated at an appropriate time.							
Director of Mental Health, Intellectual Disabilities & Psychological Services	Belfast	F+III3 608	F4 (50%) 304	F4-P 460	1372	A3	4
Reporting to the CEO this is a leadership role operating across diverse patient functions/clinical service areas. The role is evaluated as PRIME on £230m+. 50% problem solving reflects hierarchical reporting to CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit across the service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Child Health & NISTAR and Maternity, Dental, Gynae and Sexual Health	Belfast	F+III3 608	F4 (50%) 304	F4-P 460	1372	A3	4

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO this is a leadership role operating across diverse patient functions/clinical service areas. The role is evaluated as PRIME on £180m+. 50% problem solving reflects hierarchical reporting to CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit across the service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Strategic Development	Belfast	F+III3 608	F4 (50%) 304	F4-S+ 400	1,312	A2	4
Reporting to the Chief Executive the role is responsible for leading 300 people and £95m annual revenue across Estates and capital projects portfolios for the Trust. The role is evaluated as PRIME on £100m+, and 50% problem solving reflects hierarchical reporting to CEO and the focussed strategic and operational nature of the role and impact in BAU state. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit across the functional and service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/technical nature of the estates agenda for the Trust. The impact of the responsibility of the role as SRO for the delivery of the new Regional Children's Hospital (£700m+) on the Belfast site is significant as indicates that a larger evaluation may be temporarily appropriate. It is suggested that this could be F+III3 608 F4+ (50%) 304 F5-S 460 1372 A3. The role previously reported to the DoF before becoming SRO for the Regional Children's Hospital (with a smaller evaluation of 1192 A3) and this would be the standing evaluation line that would revert when this is complete.							
Chief Executive	Northern	GIV3 920	G4+ 66% 608	G-5-P 920	2,448	A3	1
G- on Freedom to Act is shaded down compared to Belfast to reflect fact that the smaller Trust Chief Executives can't impact across the system to the same extent, but we recognise that they collaborate to shape and deliver regional strategies. G- recognises the fact that they are the Accountable Officer with full statutory and executive responsibility for the organisation's strategic direction, governance and performance. They make fundamental decisions across the organisation in line with the Trusts mission, vision and Ministerial priorities (benchmarked with large Trust and Social care roles across the UK). PRIME impact on annual revenue circa £1.17 bn. 66% to reflect significant strategic and time horizons, and positioning Trust services in regional and local system and policy frameworks. The role requires strategic integration of the organisation, which is varied and complex, gained from extensive experience in leading large teams (circa 13,000 employees) across multiple competing and conflicting policy expectations in a highly politicised environment.							
Director of Operations	Northern	G-III+3 700	F+4 57% 400	F+5-S+ 608	1,708	A3	3
Reporting to the CEO this is a significant operational leadership role that has a direct impact on the whole organisation by providing operational leadership across the full range of the Trust's health and social care services. The role is evaluated as SHARED PLUS on the Trust annual revenue of £1.17bn. F PLUS on Freedom to Act reflects the impact of this role because of the range of services within the remit. 57% problem solving reflects hierarchical reporting to the CEO and the broader strategic and operational nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strong strategic integration and leadership across the breadth and							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
remit. G MINUS on Practical and Technical Know How reflects substantial comprehension and senior leadership experience across large, diverse and complex operational fields.							
ED Finance and Infrastructure (Deputy Chief Executive)	Northern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as CONTRIBUTORY PLUS on the £1.17bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to manage Finance and Infrastructure and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
ED Nursing with executive board portfolio for Nursing, Midwifery, Allied Health Professionals (AHPs) and Corporate Services	Northern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.17bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability for some 5,400 (plus circa 2,600 bank) staff across the Trust and the range of support services within their remit, and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
Executive Director of Social Work and Divisional Director for Children and Young People	Northern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.17bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability across all social work services of the Trust (including corporate parenting, guardianship and statutory functions) the services within their remit, and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
Director of HR, OD and Comms	Northern	F+III3 608	F4 50% 304	F5-C+ 400	1,312	A2	4

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading such areas as HR, Employee Relations, Resourcing, OD, Governance Analytics and Corporate Communications across a staff of circa 13,000. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation.							
Divisional Director Medicine and Emergency	Northern	F+III-3 528	F4 50% 264	F4-S+ 400	1,192	A3	5
Reporting to the Director of Operations this is a service leadership role across diverse patient functions/clinical/ technical service areas (including Acute Medical Wards and Outplacements, Pharmacy and Medicines Management and Emergency Departments). The Director of Operations is accountable for the full portfolio of health and social care services, we have evaluated this role as SHARED PLUS on £145m reflecting the strong impact that they have on end results. 50% problem solving reflects hierarchical reporting to the Director of Operations and the requirement to develop strategies and policies for services in line with organisational and regional priorities as well as the operational nature of the role and impact. Planning, Organising and Integrating at III MINUS captures the strategic integration and leadership across the breadth of remit and service areas included in line with the overall operational plan. They lead a division of circa 1,400 staff (plus bank). F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Divisional Director Mental Health, Learning Disability and Psychological Services	Northern	F+III-3 528	F4 50% 264	F4-S+ 400	1,192	A3	5
Reporting to the Director of Operations this is a service leadership role across diverse patient functions/clinical/technical service areas. The Director of Operations is accountable for the full portfolio of health and social care services, we have evaluated this role as SHARED PLUS on £235m reflecting the strong impact that they have on end results. 50% problem solving reflects hierarchical reporting to the Director of Operations and the requirement to develop strategies and policies for services in line with organisational and regional priorities as well as the operational nature of the role and impact. Planning, Organising and Integrating at III MINUS captures the strategic integration and leadership across the breadth of remit and service areas included in line with the overall operational plan. They lead a division of circa 1,800 (plus bank). F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Divisional Director Community Care	Northern	F+III-3 528	F4 50% 264	F4-S+ 400	1,192	A3	5
Reporting to the Director of Operations this is a service leadership role across diverse patient functions/clinical/technical service areas including intermediate and community care. The Director of Operations is accountable for the full portfolio of health and social care services, we have evaluated this role as SHARED PLUS on £300m reflecting the strong impact that they have on end results. 50% problem solving reflects hierarchical reporting to the Director of Operations and the requirement to develop strategies and policies for services in line with organisational and regional priorities as well as the operational nature of the role and impact. Planning, Organising and Integrating at III MINUS captures the strategic integration and leadership across the breadth of remit and service areas included in line with the overall operational plan. They lead a division							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
of circa 2,650 (plus bank). F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Divisional Director Surgical and Clinical Services	Northern	F+III-3 528	F4 50% 264	F4-S+ 400	1,192	A3	5
Reporting to the Director of Operations this is a service leadership role across diverse patient functions/clinical/technical service areas including intermediate and community care. The Director of Operations is accountable for the full portfolio of health and social care services, we have evaluated this role as SHARED PLUS on circa £172m reflecting the strong impact that they have on end results. 50% problem solving reflects hierarchical reporting to the Director of Operations and the requirement to develop strategies and policies for services in line with organisational and regional priorities as well as the operational nature of the role and impact. Planning, Organising and Integrating at III MINUS captures the strategic integration and leadership across the breadth of remit and service areas included in line with the overall operational plan. They lead a division of circa £2,400 (plus bank). F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Divisional Director Infrastructure	Northern	FII+3 460	F4 50% 230	F-3S+ 304	994	A2	6
Reporting to the Executive Director of Finance and Infrastructure, the role is responsible for leading corporate functions including estates, capital development and infrastructure, contracts and compliance and specialist services. We have evaluated this role as SHARED PLUS on circa £41m revenue/£33m capital reflecting the strong impact that they have on end results. 50% problem solving reflects hierarchical reporting to the ED Finance and Infrastructure and the requirement to develop strategies and policies for services in line with the infrastructure service and capital investment strategy. E PLUS Freedom to Act captures the requirement to make decisions for their area with general direction from the ED Finance and Infrastructure. Planning, Organising and Integrating at II PLUS captures the requirement to lead a function where there is variety and complexity but services are inherently related. F on Practical and Technical Know How reflects the depth of knowledge lead the discipline to support the development and operation of the Trust's built environment in line with organisational and regional goals.							
Divisional Director Strategic Planning and Performance and ICT	Northern	FII+3 460	F4 50% 230	E+5-C+ 304	994	A2	6
Reporting to the Executive Director of Finance and Infrastructure, the role is responsible for leading strategic planning and performance and ICT. We have evaluated the impact of the role as CONTRIBUTORY PLUS on the whole organisation, reflecting the critical advice relating to planning and performance. 50% problem solving reflects hierarchical reporting to the ED Finance and Infrastructure and the requirement to develop strategies and policies for services in line with the infrastructure service and capital investment strategy. E PLUS Freedom to Act captures the requirement to make decisions with general direction from the ED Finance and Infrastructure. Planning, Organising and Integrating at II PLUS captures the requirement to lead a function where there is some variety and complexity. F on Practical and Technical Know How reflects the breadth of knowledge influence performance across the Trust.							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Chief Executive	Southern	GIV3 920	G4+ 66% 608	G-5-P 920	2,448	A3	1
G- on Freedom to Act is shaded down compared to Belfast to reflect fact that the smaller Trust Chief Executives can't impact across the system to the same extent, but we recognise that they collaborate to significantly shape and deliver regional strategies. G- recognises the fact that they are the Accountable Officer with full statutory and executive responsibility for the organisation's strategic direction, governance and performance. They make fundamental decisions across the organisation in line with the Trusts mission, vision and Ministerial priorities (benchmarked with large Trust and Social care roles across the UK). PRIME impact on annual revenue circa £1.1 bn. 66% to reflect significant strategic and time horizons, and positioning Trust services in regional and local system and policy frameworks. The role requires strategic integration of the organisation, which is varied and complex, gained from extensive experience in leading large teams (circa 13,000 employees) across multiple competing and conflicting policy expectations in a highly politicised environment.							
ED Finance, Procurement and Estates	Southern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as CONTRIBUTORY PLUS on the £1.1bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to manage Finance, Procurement and Estates and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
Executive Director Nursing (Nursing, Midwifery, Allied Health Professionals, Infection Prevention and Control & Functional Support Services)	Southern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.1bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability for nurses, midwives and AHPs across the Trust and the range of support services within their remit (catering, cleaning, portering and sterile services). They need extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
ED Children & Young Peoples Services/ED Social Work	Southern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.1bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability across all social work services of the Trust (including							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
corporate parenting, guardianship and statutory functions), the services within their remit, and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust. We have been asked to comment on whether moving operational leadership of Women's, Maternity and Gynaecological Services will make a difference to the size of the role. The role will gain an extra 450 people and £31m budget. The combined budget will be circa £161m. Whilst we have already sufficient bandwidth in the evaluation to increase the breadth, the role will be accountable for operational leadership of services, which we can measure as PRIME on a combined budget of £161m. This increases the score slightly and to reflect the increased focus on operational delivery, but it doesn't change the overall grade. Accountability would move to F+4-P 528 and the total score would increase to 1,486).							
Director of HR & OD	Southern	F+III3 608	F4 50% 304	F5-C+ 400	1,312	A2	4
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading such areas as HR, Employee Relations, Resourcing, OD, Workforce Governance and Assurance across a staff of circa 13,000. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation. We understand that Corporate Communications is likely move under this role in the future. If this happens it won't change the overall grade of the role. The level of knowledge already reflects the requirement to lead across multiple disciplines and the Planning, Organising and Integrating score reflects the requirement to lead an area with functional diversity requiring a long-term perspective.							
Director of Planning and Performance	Southern	F+III3 608	F 4 50% 304	F5-C+ 400	1,312	A2	4
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading a team of circa 230 in areas such as Corporate Planning, Informatics, Performance and Contracts Digital Services (and the Trusts engagement with major regional digital change and implementation). We have evaluated the impact of the role as CONTRIBUTORY PLUS on the whole organisation, reflecting the critical advice relating to planning and organisational performance. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation.							
Director of Medicine and Unscheduled Care	Southern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/ technical service areas (including Acute Medical Wards and Outplacements, Pharmacy and Medicines Management and Emergency Departments). The role is evaluated as PRIME on £190m. 50% problem solving reflects hierarchical reporting to the							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit and service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Mental Health and Disability	Southern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £250m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included, they manage a division of 1,750 staff across mental health, dementia, psychological therapies, learning, physical and sensory disabilities and transport. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Adult Community Services (including Older People and Primary Care Services)	Southern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £210m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included. They lead over 3,600 staff across primary care, specialist services, older people services and health and wellbeing. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director Surgical and Clinical Services	Southern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on circa £208m, 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included. They lead a team of circa 2,750 across surgical and outpatient services, cancer and clinical services and maternal and women's health. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
We understand that operational leadership of Maternal and Women's Health may move out of this job in the future. If this is the case, they will retain 2,300 staff and £180m budget. This will not change the grade of the role. The role still requires substantial knowledge and strategic integration and leadership across a range of services, which is captured in the F PLUS for Practical and Technical Know How and the III for Planning, Organising and Integrating. The budget remains in the same financial bracket from an evaluation perspective.							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Possible new role: Director of Operations – Adult Community and Acute Services	Southern	G-III+3 700	F+4 57% 400	F+5-S+ 608	1,708	A3	3
Reporting to the CEO, if this role goes ahead, it will have responsibilities for three divisions (Medicine and Unscheduled Care, Adult Community Services, Surgical and Clinical Service as well as responsibility as Chief Operating Officer for Daisy Hill Hospital). It won't have responsibility for Mental Health and Disability Services, but this will still be a significant operational leadership role that has a direct impact on the whole organisation by providing operational leadership across the majority of the Trust's health and social care services. The role is evaluated as SHARED PLUS on the Trust annual revenue of £1.1bn. F PLUS on Freedom to Act reflects the impact of this role because of the range of services within the remit. 57% problem solving reflects hierarchical reporting to the CEO and the broader strategic and operational nature of the role and impact. Planning, Organising and Integrating at III PLUS captures the strong strategic integration and leadership across the breadth and remit. G MINUS on Practical and Technical Know How reflects substantial comprehension and senior leadership experience across large, diverse and complex operational fields.							
Possible new roles: Divisional Directors (Medicine and Unscheduled Care, Adult Community Services and Surgical and Clinical Services)	Southern	F+III-3 528	F4 50% 264	F4-S+ 400	1,192	A3	5
These are possible new roles. If they go ahead, this is a proposed evaluation for the three Divisional Directors who will report to the Director of Operations. Please note that we haven't seen the Job Descriptions yet for these roles, so we need to review the job information in order to confirm this evaluation. The Director of Operations will be accountable for the majority of the portfolio of health and social care services, we have evaluated these roles as SHARED PLUS on divisional operating costs reflecting the strong impact that they have on end results. 50% problem solving reflects hierarchical reporting to the Director of Operations and the requirement to develop strategies and policies for services in line with organisational and regional priorities as well as the operational nature of the role and impact. Planning, Organising and Integrating at III MINUS captures the strategic integration and leadership across the breadth of remit and service areas included in line with the overall operational plan. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the roles.							
Chief Executive	South Eastern	GIV3 920	G4+ 66% 608	G-5-P 920	2,448	A3	1
G MINUS on Freedom to Act is shaded down compared to Belfast to reflect the fact that the smaller Trust Chief Executives can't impact across the system to the same extent, but are recognised to collaborate to significantly shape and deliver regional strategies (for example Prison Health Services and some specialist regional surgery services). G MINUS recognises the fact that they are the Accountable Officer with full statutory and executive responsibility for the organisation's strategic direction, governance and performance. They make fundamental decisions across the organisation in line with the Trusts mission, vision and Ministerial priorities (benchmarked with large Trust and Social care roles across the UK). PRIME impact on annual revenue circa £1.2bn. 66% to reflect significant strategic and time horizons, and positioning Trust services in regional and local system and policy frameworks. Role requires strategic integration of the organisation, which is varied and complex, gained from extensive experience in leading large teams (circa 15,000 employees) across multiple competing and conflicting policy expectations in a highly politicised environment.							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
ED Finance, Contracts and Estates	South Eastern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as CONTRIBUTORY PLUS on the £1.2bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact/ F PLUS on Practical and Technical Know How reflects the depth of knowledge to manage Finance, Contracts and Estates and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
ED Nursing, Midwifery, AHPs and User Experience	South Eastern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.2bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability for some 9,000 staff across the Trust and the range of support services within their remit, and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
Director of Children's Services and ED Social Work	South Eastern	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.2bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability across all social work services of the Trust (including corporate parenting, guardianship and statutory functions), the services within their remit, and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III PLUS captures the strategic integration and leadership across the Trust.							
Director of People & OD	South Eastern	F+III3 608	F4 50% 304	F5-C+ 400	1,312	A2	4
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading such areas as HR, Employee Relations, Resourcing, OD, Risk Management & Governance across a staff of some 15,000. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation.							
Director of PPI	South Eastern	F+III3 608	F 4 50% 304	F5-C+ 400	1,312	A2	4

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading staff of some 300+ such areas as Quality Improvement and Innovation, Prevention and Population Health, Strategic Planning, Performance Improvement and Digital Services (and the Trusts engagement with major regional digital change and implementation). We have evaluated the impact of the role as CONTRIBUTORY PLUS on the whole organisation, reflecting the critical advice relating to planning and organisational performance. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation.							
Director of Unscheduled Care, Medicine and Cancer	South Eastern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/ technical service areas. The role is evaluated as PRIME on £200m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit and service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Adult Services and Healthcare in Prisons NI	South Eastern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £160+m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Primary Care and Older Peoples Services	South Eastern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £300m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Surgery, Elective, Maternity and Acute Paediatrics	South Eastern	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £210m+. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Chief Executive	Western	GIV3 920	G4+ 66% 608	G-5-P 920	2,448	A3	1
G- on Freedom to Act is shaded down compared to Belfast to reflect fact that the smaller Trust Chief Executives can't impact across the system to the same extent, but we recognise that they collaborate to shape and deliver regional strategies. G- recognises the fact that they are the Accountable Officer with full statutory and executive responsibility for the organisation's strategic direction, governance and performance. They make fundamental decisions across the organisation in line with the Trusts mission, vision and Ministerial priorities (benchmarked with large Trust and Social care roles across the UK). PRIME impact on annual revenue circa £1.12 bn. 66% to reflect significant strategic and time horizons, and positioning Trust services in regional and local system and policy frameworks. The role requires strategic integration of the organisation, which is varied and complex, gained from extensive experience in leading large teams (circa 13,500 employees) across multiple competing and conflicting policy expectations in a highly politicised environment.							
ED Finance, Contracts and Capital Development	Western	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as CONTRIBUTORY PLUS on the £1.12bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to manage Finance, Contracts and Capital Development and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
ED Nursing, Midwifery and AHP Services and Executive Directors of Nursing and Midwifery	Western	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.12bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability for some 5,000 staff across the Trust and the range of operational support services within their remit, and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
Director of Children and Families/Executive Director of Social Work	Western	F+III3 608	F+4 57% 350	F+5-C+ 460	1,418	A2	4

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act) the role is evaluated as CONTRIBUTORY PLUS on the £1.12bn of annual Trust revenue. 57% problem solving reflects Board membership and hierarchical reporting to the CEO, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the depth of knowledge to lead and manage professional accountability across all social work services of the Trust (including corporate parenting, guardianship and statutory functions), the services within their remit, and the extensive experience required to act as a lead expert in a complex organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the Trust.							
Director of HR and OD	Western	F+III3 608	F4 50% 304	F5-C+ 400	1,312	A2	4
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading such areas as HR, Employee Relations, Resourcing, OD, Workforce Governance and Assurance across a staff of circa 13,500. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation.							
Director of Planning, Performance and Corporate Services	Western	F+III3 608	F 4 50% 304	F5-C+ 400	1,312	A2	4
Reporting to the CEO this is a corporate leadership role operating across the Trust and leading staff in areas such as Planning, Performance and Business Services, Corporate Communications and Digital Services (and the Trusts engagement with major regional digital change and implementation). We have evaluated the impact of the role as CONTRIBUTORY PLUS on the whole organisation, reflecting the critical advice relating to planning and organisational performance. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation.							
Director of Unscheduled Care, Medicine, Cancer, and Clinical Services	Western	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/ technical service areas (including clinical pathology services, pharmacy services and sexual health services). The role is evaluated as PRIME on £221.5m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of remit and service areas included. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Director of Adult Mental Health and Disability Services	Western	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £163m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included, they manage a division of 1,400 staff across mental health, disability and psychological services portfolios. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Community and Older People's Services	Western	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on £200m. 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included. They lead over 2,000 staff across primary and community care and older people services. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Director of Surgery, Paediatrics and Women's Health	Western	F+III3 608	F4 50% 304	F4-P 460	1,372	A3	4
Reporting to the CEO this is a service leadership role across diverse patient functions/clinical/technical service areas. The role is evaluated as PRIME on circa £160m, 50% problem solving reflects hierarchical reporting to the CEO and the focussed strategic and operational nature of the role and impact. Planning, Organising and Integrating at FULL III captures the strategic integration and leadership across the breadth of the remit and service areas included. They lead a team of circa 2,200 across surgery, obstetrics and gynaecology, paediatrics and midwifery. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the local and regional agendas for the areas within scope of the role.							
Chief Executive	NIAS	GIII3 700	G4 57% 400	F+4P 608	1,708	A3	3
F+ on Freedom to Act is a shade lower than the Trust Chief Executives. This recognises the fact that they are the Accountable Officer with full statutory and executive responsibility for the organisation's strategic direction, governance and performance (benchmarked with English regional ambulance services). They make fundamental decisions across the organisation (1,800 people) in line with the Department of Health vision and transformation goals. PRIME impact on annual revenue circa £133m. 57% captures the strategic and time horizons and requirement to contribute to regional strategies and service reform. The Problem Solving is a level lower than the Trust Chief Executives and reflects an organisation of this scale, and the strategic nature of the role and impact. Planning, Organising and Integrating (III) reflects the breadth of the organisation and the requirement to plan long term to deliver a regional service and the requirement to integrate the whole organisation. G Practical and Technical							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Knowledge captures the requirement for substantial comprehension across all relevant fields of knowledge and the requirement to lead across the Northern Ireland in a highly politicised environment.							
Executive Director of Finance, Procurement, Fleet and Estates	NIAS	F+III-3 528	F4 50% 264	F4-S 350	1,142	A2	5
Reporting to the CEO this role leads a significant function (Finance, Procurement, Fleet and Estates) and has been evaluated as having a SHARED impact on annual revenue. F Freedom to Act reflects the fact that they are a Board member and they contribute to long term strategic decision making for the organisation. 50% reflects the hierarchical reporting nature of the role to the CEO. Breadth of focus is reflected in III MINUS for Planning, Organising and Integrating responsibilities, this captures the requirement to lead a complex area with diversity and the requirement to integrate across NIAS. F PLUS on Practical and Technical Know How reflects the depth of knowledge and extensive experience required to act as a lead expert in a complex environment.							
ED HR and OD	NIAS	F+III-3 528	F4 50% 264	F4-C+ 304	1,096	A1	5
Reporting to the CEO this role leads a significant function (HR and OD including Employee Relations, Learning and OD, Resourcing and Reporting) and has been evaluated CONTRIBUTORY PLUS which reflects a significant impact on the whole organisation. F Freedom to Act reflects the fact that they are a Board member and they contribute to long term strategic decision making for the organisation. 50% reflects the hierarchical reporting nature of the role to the CEO. Breadth of focus is reflected in III MINUS for Planning, Organising and Integrating responsibilities, this captures the requirement to lead a complex area with diversity and the requirement to integrate across NIAS. F PLUS on Practical and Technical Know How reflects the depth of knowledge and extensive experience required to act as a lead expert in a complex environment.							
(Executive) Director of Operations	NIAS	F+III-3 528	F4 50% 264	F4-S+ 400	1,192	A3	5
Reporting to the Chief Executive this is a significant service leadership role with accountability for the delivery of a scheduled and unscheduled NIAS ambulance service. We have evaluated this role as SHARED PLUS on £133m reflecting the strong impact that they have on end results. 50% problem solving reflects hierarchical reporting to the Chief Executive and the requirement to develop strategies and policies for services in line with organisational and regional priorities as well as the operational nature of the role and impact. F Freedom to Act reflects the fact that they are a Board member and they contribute to long term strategic decision making for the organisation. Planning, Organising and Integrating at III MINUS captures the strategic integration and leadership across the breadth of remit and service areas included in line with the overall operational plan. They lead a division of circa 1,425. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist nature of the areas within scope of the role and to deliver regional services. Currently the role holder is the Chief Paramedic but normally the Chief Paramedic will report directly to the Chief Executive to separate delivery and clinical/professional leadership.							
Director of Planning and Performance and Corporate Services	NIAS	F+III-3 528	F4 50% 264	F4-S 350	1,142	A2	5

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO this is a corporate leadership role (leading a team of 86) operating across NIAS shape strategy and oversee planning as well as leading a range of corporate functions including Digital and Informatics and Corporate Communications. SHARED on £133m revenue reflects direct but shared accountability that they have for end results across the organisation. 50% problem solving reflects hierarchical reporting to the CEO and the corporate and strategic nature of the role and impact. F MINUS for Freedom to Act reflects the fact that the role isn't a board member but is required to make strategic decisions for the corporate functions and also contributes more broadly to long term decision making as well as leading the development and coordination of the Trust's long-term strategic planning process. Planning, Organising and Integrating at III MINUS captures the strategic integration and leadership required across the breadth of the role. F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional services and accountability across the remit, and the extensive experience required to act as a lead expert in a complex organisation.							
Director of Safety, Quality and Improvement	NIAS	F+II+3 460	F4 50% 230	F-4C+ 304	994	A2	6
Reporting to the CEO the role is responsible for quality, safety and improvement for NIAS. They are also the Director of Infection and Prevention Control. We have evaluated this role as having a CONTRIBUTORY impact on the organisation as they influence standards related to safety, quality and continuous improvement. 50% problem solving reflects hierarchical reporting to the Chief Executive and the requirement to develop strategies and policies within regulatory frameworks, professional standards and statutory obligations. F MINUS Freedom to Act reflects the fact that the role isn't a board member but is required to provide assurance on the services for which they are responsible as well as representing NIAS at a regional level. Planning, Organising and Integrating at II PLUS captures the requirement to lead a function where there is some variety and complexity but services are inherently related. F PLUS for Practical and Technical Know How reflects the depth of professional clinical knowledge to lead the functional areas and the extensive experience required to act as a lead expert in a complex organisation.							
Chief Executive	BSO	G-IV-3 800	F+4 57% 460	F+6-C+ 608	1868	A2	2
Freedom to Act is shaded down compared to Trust Chief Executives to reflect that this organisation can't impact across the system to the same extent but are recognised to collaborate to significantly shape and deliver regional strategies and services (for example, digital transformation, regional procurement, regional legal services). F PLUS reflects that they are the Accountable Officer for organisational revenue of some £300m+ (funded differently to other Trusts as contracts and revenue are negotiated with other organisations) with £7bn of annual payments for the HSC system flowing through BSO systems (including regional payroll and pensions). The CEO have full statutory and executive responsibility for the organisation's strategic direction, governance and performance. They make fundamental decisions across the system in line with the organisations mission, policy and Ministerial priorities. 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. IV MINUS on Planning, Organising and Integrating reflects the significant strategic integration and system wide leadership impact of the role on HSC for Northern Ireland. G MINUS on Practical and Technical Know How reflects the extensive and sustained experience required to lead the scale/specialist nature of the system enabling agenda across the scope and purpose of this organisation.							
Director of Digital Operations	BSO	F+III+3 608	F+4 57% 350	F+5-S 528	1486	A3	4

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Reporting to the CEO and a member of the Board (with dotted line reporting to the Department CDIO) accountability for this role has been evaluated as SHARED on the digital transformation budgets for HSC systems across Northern Ireland (some £4bn PLUS). At 57% problem solving this evaluation sees the role as overlapping in problem solving % with the CEO to reflect the significant of the digital transformation and regional cyber security leadership aspects of the role for the Region (impacting the clinical and corporate services of every Trust and ALB in the system). III PLUS for Planning, Organising and Integrating reflects the breadth of managerial impact and reach of the services impacted by this role, and Phase 2 sees the transfer of IT staffing and responsibilities to the function (adding to the current 900 staff). F PLUS for Practical and Technical Know How reflects the depth of knowledge to lead and manage professional and technical accountability across digital services and transformation, and the extensive experience required to act as a lead expert in a complex organisation.							
Director of Finance	BSO	F+III+3 608	F4 50% 304	F5-C+ 400	1312	A2	4
Reporting to the CEO and a member of the Board the role is responsible for a range of regional financial shared services (including Internal Audit, Payroll, Pensions, Accounts Receivable, Accounts Payable) across all HSC organisations in Northern Ireland – reflected in an evaluation of accountability as strong CONTRIBUTORY impact on a magnitude of 5 (£550m to £5.5billion). 50% problem solving reflects hierarchical reporting to the CEO. III PLUS for Planning, Organising and Integrating reflects the breadth of managerial impact and reach of the services impacted by this role. F PLUS for Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/nature of regional services within the remit, and extensive experience required to act as a lead expert in a complex system.							
Director of Operations	BSO	F+III3 608	F4 50% 304	F3+P 460	1372	A3	4
Reporting to the CEO and a member of the Board the role is responsible for operational leadership of a range of regional shared services (including Procurement and Legal Services, post registration training, Primary Care Practitioner Services and counter Fraud & Probity) across all HSC organisations in Northern Ireland – reflected in an evaluation of accountability as Prime on budget of 3 PLUS (equivalent to shared minus on some £1bn+ annual spend). 50% problem solving reflects hierarchical reporting to the CEO. III for Planning, Organising and Integrating reflects the breadth of managerial impact and reach of the services impacted by this role. F PLUS for Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/nature of regional services within the remit of the role, and extensive experience required to act as a lead expert in a complex system.							
Director of People and Place	BSO	F+III+3 608	F4 50% 304	F5-C+ 400	1312	A2	4
Reporting to the CEO, the Director of HR also provides Director level leadership to SPPG (employees hosted through BSO) and to the CEO and Boards of a range of ALB organisations (PHA, NMDTA, NIPEC, RQIA etc). The Director leads the Regional Recruitment service (some 22,000 employees recruited per annum) and leads for the DOH on international migration and staff groups where there are identified shortages across the HSC system – reflected in an evaluation of accountability as having a strong CONTRIBUTORY impact on HSC organisations in Northern Ireland. 50% problem solving reflects hierarchical reporting to the CEO (of BSO and other HSC organisations). III for Planning, Organising and Integrating reflects the breadth of managerial impact and reach of the role (including Estates, Regional Equality & Diversity,							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Information Governance and Data Protection). F PLUS for Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale and nature of regional services within the remit of the role, and extensive experience needed to act as a lead expert in a complex system.							
Director of Strategic Planning and Customer Engagement	BSO	F+III-3 528	F4 50% 264	F4C+ 350	1142	A2	5
Reporting to the CEO the role leads on planning, performance, corporate communications, corporate governance and customer engagement activities across BSO services (funded by customer revenues) - reflected in the evaluation of accountability as CONTRIBUTORY PLUS on annual revenues. 50% problem solving reflects hierarchical reporting to the CEO. III MINUS for Planning, Organising and Integrating reflects the breadth of managerial impact and reach of the role. F PLUS for Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale and nature of responsibilities within the remit of the role, and extensive experience needed to act as a lead expert in a complex system.							
Chief Executive	NIBTS	F+III-3 528	F4+ 57% 304	F6-C 460	1292	A3	4
Reporting to the Board, CEO leads the organisation (circa 200 employees) and has a direct impact on revenue of £24m. We have measured the role as having a CONTRIBUTORY impact across the whole Health and Social Care system in Northern Ireland. Freedom to Act at F reflects reporting line to the Board and the requirement to meet statutory duties. 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. III MINUS on Planning, Organising and Integrating captures the strategic integration and leadership impact of this role on the Regional HSC system. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience and knowledge needed to lead the organisation, including deep knowledge of EU and European regulations in an evolving political and regulatory landscape. Currently the role holder is Programme Director for a Pathology programme which is not an enduring part of the role but is looking at establishing a regional agency to deliver all pathology and blood service provision for Northern Ireland. If delivery of Pathology services moves under the remit of the role it is likely to impact the grade and we recommend that the role should be re-evaluated at this point.							
Chief Executive	NIPEC	F+III-3 528	F4+ 57% 304	F3S+ 350	1182	A1	5
Reporting to the Chair of Council the CEO leads the organisation (some 20+ employees) and impacts practice across nursing and midwifery staff across the HSC system (and nurses in training) for Northern Ireland. Freedom to Act at F reflects reporting to the Council Chair and evaluated as SHARED PLUS on circa £15m annual expenditure on nurses in training - SHARED PLUS describes an impact where the role has direct accountability for the end results but cannot exercise complete controlling impact over the resources used (e.g. in commissioning discussions with Universities). 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. III MINUS on Planning, Organising and Integrating captures the strategic integration and leadership							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
impact of this role on the Regional HSC system. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist/expert nature of the local and regional agendas within the scope of the system.							
Chief Executive	NIMDTA	F+III-3 528	F+4 57% 304	F 4 S+ 460	1292	A3	4
Reporting to the Board Chair the Chief Executive leads the organisation (2,100 employees, some 1950 of whom are doctors in training). Freedom to Act at FULL F reflects reporting to ALB Board Chair, and evaluated as SHARED PLUS on circa £210m spend per annum (SHARED PLUS describes an impact where the role has direct accountability for the end results but cannot exercise complete controlling impact over the resources used – working as the lead partner in relationship with Trusts to ensure the system delivers effective training and service impact for available trainees). 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. III MINUS on Planning, Organising and Integrating captures the strategic integration and leadership impact of this role on the Regional HSC system. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience required to lead the scale/specialist/expert nature of the local and regional agendas within the scope of the system.							
Chief Executive	RQIA	G-III+3 700	F+4 57% 400	F+6-C 528	1628	A2	3
This evaluation reflects that the CEO leads the organisation to provide system leadership to all aspects of Regulation, Quality and Improvement across the whole of HSC for Northern Ireland. It was discussed that significant aspects of the Improvement agenda for Trusts have been the responsibility of the PHA and these are being transferred to RQIA – and this evaluation recognises that RQIA has the mandate and accountability for setting policy, establishing approaches and driving quality and improvement at a systemic and local level across the entirety of Health and Social Care for Northern Ireland. The role is evaluated here as having a CONTRIBUTORY impact on the entire funding of HSC in Northern Ireland represented as 6 MINUS on magnitude. Reporting to the Board Chair, F PLUS for Freedom to Act reflects the change and improvement agenda across the whole system. 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. III PLUS on Planning, Organising and Integrating captures the strategic integration and system wide leadership impact of the role on HSC for Northern Ireland. G MINUS on Practical and Technical Know How reflects the extensive and sustained experience required to lead the scale/specialist nature of the system improvement agenda within the scope of the purpose of the organisation.							
Director HSC Reviews, Inspections & Quality Improvement	RQIA	F+III-3 528	F4 50% 264	F-5C 350	1142	A2	5
Reporting to the CEO this role leads significant areas of RQIA activities and has been evaluated as having a CONTRIBUTORY impact beyond the RQIA annual revenue – reflected as F MINUS for Freedom to Act. The role leads a range of statutory duties for RQIA, and drives the oversight and assurance of inspection, assurance and improvement across HSC. 50% reflects the hierarchical reporting nature of the role to the CEO. Breath of focus across HSC, Inspections and Quality Improvement is reflected at III MINUS for Planning, Organising and Integrating responsibilities – and at F PLUS for Practical and Technical Know How the role is recognised as requiring substantial professional and system knowledge and expertise gained through a sustained leadership career in health and social care.							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Director Adult Care Services	RQIA	F+III-3 528	F4 50% 264	F-5C 350	1142	A2	5
Reporting to the CEO this role leads significant areas of RQIA activities and has been evaluated as having a CONTRIBUTORY impact beyond RQIA annual revenue – reflected at F MINUS for Freedom to Act. The role leads a range of statutory duties for RQIA, and drives the oversight and assurance of inspection, assurance and improvement across Adult Care Services. 50% reflects the hierarchical reporting nature of the role to the CEO. Breadth of focus across Adult Care Services is reflected at III MINUS for Planning, Organising and Integrating responsibilities – and at F PLUS for Practical and Technical Know How the role is recognised as requiring substantial professional and system knowledge and expertise gained through a sustained leadership career in health and social care.							
Director Mental Health Learning Disability, Children's Services & Prison Health Care	RQIA	F+III-3 528	F4 50% 264	F-5C 350	1142	A2	5
Reporting to the CEO this role leads significant areas of RQIA activities and has been evaluated as having a CONTRIBUTORY impact beyond RQIA annual revenue – reflects as F MINUS for Freedom to Act. The role leads a range a range of statutory duties for RQIA, and drives the oversight and assurance of inspection, assurance and improvement across Mental Health, Learning Disability, Children's Services and Prison Health care. 50% reflects the hierarchical reporting nature of the role to the CEO. Breadth of focus across services is reflected in III MINUS for Planning, Organising and Integrating responsibilities – and at F PLUS for Practical and Technical Know How the role is recognised as requiring substantial professional and system knowledge and expertise gained through a sustained leadership career in health and social care.							
Chief Executive	CCGANI	F+III-3 528	F+4 57% 304	F5C 400	1232	A2	5
Reporting to the Board, the CEO leads the organisation (circa 80 employees) and has a direct impact on revenue of £5.7m. We have measured the role as having an impact on safeguarding the interests of children and young people across the region. Freedom to Act at F reflects reporting line to the Board and the requirement to meet statutory duties and have a system wide influence on children's social care. 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. III MINUS on Planning, Organising and Integrating captures the strategic integration and leadership impact of this role on the Regional HSC system and the requirement to influence reform in social care. 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience and knowledge needed to lead the organisation, including the requirement for a professional Social Work qualification and experience of strategic leadership in an evolving political and regulatory landscape.							
Chief Executive	PCC	F+III-3 528	F+4 57% 304	F5C 400	1232	A2	5
Reporting to the Board, the CEO leads the organisation (circa 34 employees and £2.4m budget). We have measured the impact of the role as having an impact on the region as they represent the voice of the public in health and social care matters across the system. Freedom to Act at F reflects reporting line to the Board and the requirement to meet statutory duties and ensure that the voice of people across Northern Ireland is acted upon on issues about Health and Social Care. 57% problem							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. III MINUS on Planning, Organising and Integrating captures the strategic integration and leadership impact of this role on the Regional HSC system. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience and knowledge needed to lead the organisation, including an understanding of the legislative and regulatory environment and experience of strategic leadership in an evolving political and regulatory landscape They need ability to build trusted relationships across the system including policy makers, commissioners and public representatives/communities.							
Social Care Council	SCC	F+III-3 528	F+4 57% 304	F5C 400	1232	A2	5
Reporting to the PCC Council, the CEO leads the organisation (circa 65 employees) to provide independent assurance to the Minister. They have a direct impact on revenue of £6.45m. We have measured the role as having an impact on social care and social work across the system. Freedom to Act at F reflects reporting line to the Board and the requirement to meet statutory duties to ensure governance of social care and social work across the region. 57% problem solving reflects Board membership for an organisation of this scale and purpose in the system, and the heavily strategic nature of the role and impact. III MINUS on Planning, Organising and Integrating captures the strategic integration and impact across the wider health service in Northern Ireland and the requirement to lead an organisation with and complexity the requirement to impact across the Regional HSC system and influence reform in social care and social work. F PLUS on Practical and Technical Know How reflects the substantial and sustained experience and knowledge needed to lead the organisation, including the requirement for a professional Social Work qualification and experience of strategic leadership in an evolving political and regulatory landscape.							
Chief Executive	PHA	GIV-3 800	G4 66% 528	G4-P 700	2,028	A2	2
FULL G on Freedom to Act is at a high level because of the impact that PHA has on the regional shape of health and social care and the broader impact on public health and social wellbeing in Northern Ireland. They the Accounting Officer for organisational revenue of circa £141m and leads an organisation of 400 staff. The CEO has full statutory and executive responsibility for the organisation's strategic direction, governance and performance and they have a broad impact across the region in line with objectives set by the Minister and Department of Health. 66% Problem Solving reflects significant strategic and time horizons and Board membership for an organisation of this scale and purpose. IV MINUS on Planning, Organising and Integrating reflects the significant strategic integration and system wide leadership impact of the role on health and wellbeing for Northern Ireland. G on Practical and Technical Know How reflects the extensive and sustained experience required to lead the organisation with a broad agenda and the requirement to impact across the region to improve effectiveness of services and protects people from infectious and environmental hazards.							
Director of Finance and Corporate Services	PHA	G-III3 608	F+4 57% 350	F+4-S 400	1,358	A1	4
Reporting to the CEO and an Executive Member of the PHA Board (hence F PLUS for Freedom to Act), the role is evaluated as having a direct but SHARED impact on the organisation. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. G MINUS on Practical and Technical Know How reflects the extensive experience required to manage the finances and corporate services of the scale and complexity of this organisation. Planning, Organising and Integrating at III captures the strategic integration and leadership across the organisation.							

Role	Org	Know How	Problem Solving	Acc	Total	SP	Grade
Director Population Data and Intelligence	PHA	G-III3 608	F+4 57% 350	F+4-S 400	1,358	A1	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as having a direct but SHARED impact on organisation. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. G MINUS on Practical and Technical Know How reflects the extensive experience required to develop and lead an approach to public health intelligence as well as lead digital capability and commissioning in areas of health protection. Planning, Organising and Integrating at III captures the strategic integration and leadership across organisation.							
ED Population Health and Wellbeing (incorporating Nursing and Allied Health Professions)	PHA	G-III3 608	F+4 57% 350	F+4-S+ 460	1,418	A2	4
Reporting to the CEO and an Executive Member of the Board (hence F PLUS for Freedom to Act), the role is evaluated as SHARED PLUS to reflect the strong impact on the organisation. 57% problem solving reflects Board membership and hierarchical reporting to CEO, and the heavily strategic nature of the role and impact. G MINUS on Practical and Technical Know How reflects the extensive experience required to professionally lead the nursing work force of the scale and complexity of this organisation and to influence service wide commissioning. Planning, Organising and Integrating at III captures the strategic integration and leadership across the organisation.							

About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.

