



# Careers in management

**Caring, compassionate, committed**

Make a difference with a career in health

# Welcome

## A career for you

There are more than 350 roles in health, and many of them are part of a wider team which works alongside other health professionals for the benefit of patients and the public. As well as the NHS itself, a great many large and smaller organisations provide healthcare and work to prevent ill health in the UK. These include public and private sector organisations, community interest companies, social enterprises and charities, and you could work for the NHS or any one of these other organisations in a health role.

Some roles give you direct contact with patients, while in others you are part of a vast support network vital for delivering healthcare and preventing ill health, and good team-working is essential. Some jobs are in hospitals, others are based in the community: increasingly, health and social care services are integrated or co-ordinated in order to provide a seamless service for people with a range of needs.

We actively recruit people of all ages, backgrounds and levels of experience, including people who have worked in other sectors or who bring life experience from outside the world of work. This helps us to understand the different needs of patients, families and carers, and to provide the best possible service every day.

## NHS values and the 6Cs of compassionate care

To apply for any job or apprenticeship in the NHS or in an organisation that provides NHS services, or for a course with clinical placements in the NHS, you'll need to show how you think the values of the NHS Constitution would apply in your everyday work.

### The NHS Constitution values are:

- > Working together for patients
- > Respect and dignity
- > Commitment to quality of care
- > Compassion
- > Improving lives
- > Everyone counts

### These values may also be promoted as the 6Cs of compassionate care, as part of Leading Change, Adding Value. The 6Cs are:

- > Care
- > Compassion
- > Competence
- > Communication
- > Courage
- > Commitment

Find out more about the NHS Constitution and the 6Cs at:

 [www.healthcareers.nhs.uk/nhsconstitution](http://www.healthcareers.nhs.uk/nhsconstitution)

 [www.healthcareers.nhs.uk/6Cs](http://www.healthcareers.nhs.uk/6Cs)

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# Your career in management

The health and care sector provides an enormous range of services to some 53 million people in England. Without skilled and dedicated managers to lead and run it, we would not be able to do what we're here for – treating and caring for patients.



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

Health service managers typically practise within the Institute of Healthcare Management's Professional Practice Framework - a professional code which declares they have a duty to manage, a duty to deliver results and a duty to stay up-to-date with contemporary practice. Competence, confidence, courage and integrity are all critical in a complex and changing health and social care managerial environment.

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

For more information about careers in management, visit <https://www.healthcareers.nhs.uk/managers>

Or if you have any questions, you can call our helpline on 0345 60 60 655 or email [advice@healthcareers.nhs.uk](mailto:advice@healthcareers.nhs.uk)



## Leadership

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

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

We need managers to develop services closer to where people live. Our managers communicate effectively with patients and the public, seeking their views and providing information to them about services and treatment.

## Working as a member of a team

Health service managers work with clinical and non-clinical staff every day. Their work brings them into contact with a range of external organisations, such as the local council, charities, social enterprises, voluntary bodies and contractors supplying services to the NHS. In some roles, they deal with national organisations such as government departments.

## Opportunity and variety

In short, the health sector can't do without high-quality managers. If you like the idea of a career in management, the sector offers unrivalled opportunity and variety. Leaders are also needed in all parts of the system, including community health providers, mental health trusts and clinical commissioning groups. So you could be a manager running a GP surgery or ambulance station, or a chief executive controlling a large hospital with a budget of millions of pounds.

# FAQs

## What do managers do in the health sector?

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Managers in the health sector work in a wide variety of disciplines including clinical care, human resources, finance, project management, hotel services, procurement and communications and corporate affairs.

Visit [www.healthcareers.nhs.uk/managers](http://www.healthcareers.nhs.uk/managers) and take a look at the careers in management section for more roles.

## How do I become a manager in the NHS? What qualifications do I need?

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There are various routes into management. For example, you could work your way up from more junior roles, through an apprenticeship, apply for a place on the NHS Graduate Management Training Scheme or gain relevant experience in another sector before applying for a position in the NHS.

## What is the NHS Graduate Management Training Scheme?

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The NHS Graduate Management Training Scheme recruits a number of graduates onto a fast track training programme and prepares them for senior management roles.

The scheme focuses on six areas of management: general, human resources, finance, health analysis, policy and strategy, and health informatics.

Visit [www.nhsgraduates.co.uk](http://www.nhsgraduates.co.uk) for more information.

## Are there any skills I could transfer into a management role?

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Yes, many areas of management are not unique to healthcare, such as finance, human resources, purchasing or hotel services management.

You may therefore have gained skills in another role (within or outside of the health sector) and be able to use these in a management role.

## Do you have to have worked in the health sector before applying for management posts?

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No. However, there are some more senior roles that may require experience of managing resources in a healthcare environment.

## Can I work my way up into management roles in the health sector?

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Yes. By gaining appropriate experience and training, it is possible to meet the required criteria for more senior level positions.

The NHS Leadership Academy offers a range of resources and programmes to support individuals, organisations and local academies to develop leaders with different levels of experience and responsibility.



# Which role is right for you?

General managers cover many areas, including strategic management, performance and quality management, service management, project management, purchasing and contract management, communications and corporate affairs.

Other management roles include working as a clinical manager or in estates and facilities, general practice, information, finance or human resources.



## Is management right for you?

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

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

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

# Management roles at a glance

You can find more detailed information about all the management roles listed below on the Health Careers website at [www.healthcareers.nhs.uk/management](http://www.healthcareers.nhs.uk/management)



See **real-life stories** of people working in some management roles at the end of this section



## Clinical manager

Clinical managers may be heads of department leading their own professional teams, or they may head multidisciplinary teams where doctors, nurses and therapists work together in a specific area of care, such as maternity services or NHS 111. They will also be involved in any changes to services for patients.

**As a clinical manager you will be closely involved in delivering clinical care and treatment to patients.**

NHS trusts will usually have a medical director and a director of nursing, or other senior clinical management roles. Most of these managers have a clinical background. Clinical commissioning groups (CCGs) are responsible for the majority of the NHS budget, and make decisions about where healthcare is

purchased. GPs, hospital doctors and other clinicians work within CCGs to make these decisions. Clinical managers get involved in a wide range of activities, including:

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

For more information about clinical managers, visit [www.healthcareers.nhs.uk/clinicalmanager](http://www.healthcareers.nhs.uk/clinicalmanager)





## Estates and facilities manager

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

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

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

- strategy and planning – making sure the facilities are in place to meet demand
- design and engineering – the NHS has a huge healthcare building programme underway, providing exciting opportunities for architects, engineers and other professionals

- project management and procurement – you'll be making sure that all kinds of projects run smoothly and you could be working with private sector suppliers to provide services such as information technology
- operations management – managing the support services that healthcare staff need to do their job, for example, catering, laundry, medical records and decontamination services

For more information about estates and facilities management, visit [www.healthcareers.nhs.uk/estatesandfacilitiesmanagement](http://www.healthcareers.nhs.uk/estatesandfacilitiesmanagement)



## Finance manager

**Everyone knows how important it is for the health sector to manage its finances well.** Without strong financial management, healthcare providers wouldn't be able to provide medical treatment and clinical care. Managing the finances of a health organisation, whether it is a hospital, ambulance service trust, mental health trust or clinical commissioning group, is like running the finances of a large company. In fact, an NHS trust may be one of the largest organisations in a local area in terms of the number of employees and its annual turnover.

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

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

For more information about finance management, visit [www.healthcareers.nhs.uk/financemanager](http://www.healthcareers.nhs.uk/financemanager)

## General manager

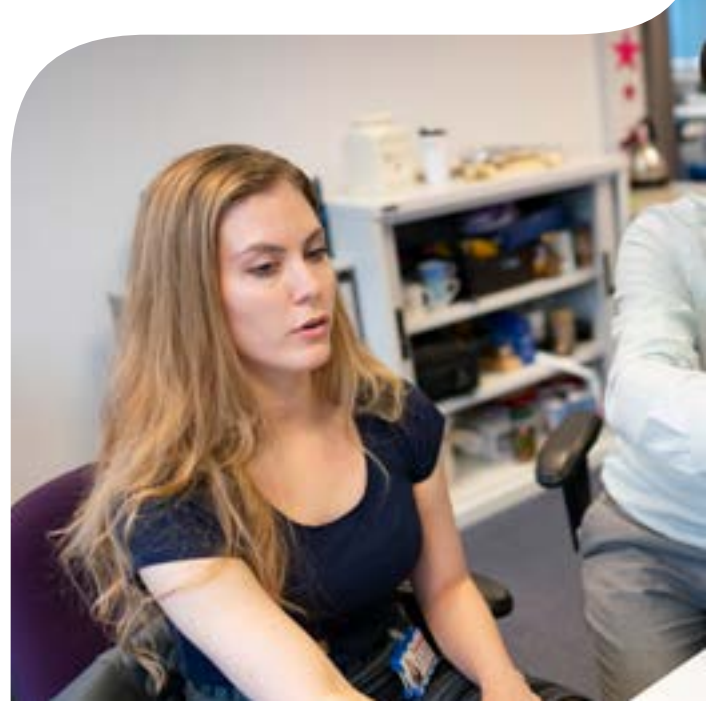
General management covers a wide range of activities, some of which are specialisms in their own right. Job roles will vary depending on the organisation, but will certainly involve: people, resource and budget management; working alongside clinical colleagues to improve delivery of services, and consulting patients and the public on how the service can be modernised to meet their needs.

**As a general manager you will play a vital role in making sure your organisation functions efficiently and effectively.**

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

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

- strategic management – helping to set the direction of the organisation



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

For more information about general management, visit [www.healthcareers.nhs.uk/generalmanager](http://www.healthcareers.nhs.uk/generalmanager)



## Human resources manager

Human resources (HR) managers have a particularly important role in the health sector. The NHS strives to be a model employer as it continues to modernise its employment policies.

**Your job will be to develop and implement policies to recruit, retain and get the best out of staff so that patients get high-quality care.**

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

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

For more information about HR management, visit [www.healthcareers.nhs.uk/HRmanager](http://www.healthcareers.nhs.uk/HRmanager)

## Information manager

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

For more information, see our *Careers in health informatics* booklet, or visit [www.healthcareers.nhs.uk/informationmanager](http://www.healthcareers.nhs.uk/informationmanager)



## Operational manager

As an operational manager, you will be responsible for the day-to-day organising and coordinating of services and resources, liaising with clinical staff and other professionals, dealing with the public and managing complaints, and anticipating and resolving service delivery issues. You're also required to plan and implement change.

You could work in a number of different management areas including:

- administration – managing a team of people in an office environment
- facilities – overseeing building maintenance, environmental services, security and reception services
- hotel services – responsible for patient-related services such as cleaning, linen and meals
- decontamination services – ensuring that reusable medical equipment is cleaned, sterilised and repackaged to high standards, ready for use in areas such as operating theatres
- the NHS 111 service – the 24 hours-a-day, seven days a week telephone advice service for patients, members of the public and healthcare professionals to phone if they have an urgent medical concern

For more information about operational management, visit [www.healthcareers.nhs.uk/operationalmanager](http://www.healthcareers.nhs.uk/operationalmanager)



## Practice manager

As a practice manager, you will be responsible for the smooth running of a centre that could have a team of ten GPs and other clinical staff, with as many as 20,000 registered patients. Such a post will usually combine personnel administration, payroll, finance, strategic planning and IT skills.

**Practice managers work where people often have their first and most frequent point of contact with the health system – the local GP practice.**

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

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

For more information about working in practice management in the NHS, visit [www.healthcareers.nhs.uk/practicemanager](http://www.healthcareers.nhs.uk/practicemanager)

## Project manager

A range of roles is available at all levels, including apprenticeships, for project delivery practitioners and professionals within the NHS.

Project managers are concerned with the design, development, delivery and implementation of different types of change, including new products and services, service improvements, digital technology and infrastructure.

As a programme or change manager, you will manage a team of people to deliver a more complex set of related projects and business changes to improve organisational or system capability. The programme may include new technology, user training, improved business processes and changes to behaviour or culture.

Portfolio managers set an organisation's approach to programme and project management and support senior managers with oversight, prioritisation, value for money and delivery confidence of all the programmes and projects it is investing in.

There are also a number of additional specialist roles available in project delivery, including risk, benefits and stakeholder manager, but the best known roles are project, programme, change and portfolio manager.



# Real-life stories



# Clinical manager

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## Name

Denise Boardman

## Job title

Associate director of  
unscheduled care, NHS East  
and North Herts Clinical  
Commissioning Group (CCG)

## Entry route

Three year degree course at Derby  
School of Occupational Therapy

## How I got into the role

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I started my career as an occupational therapist and since then I've worked in a number of management roles. I worked in a variety of physical health roles after my occupational therapy training before becoming head of community occupational therapy and cardiac rehabilitation in west Hertfordshire, where I managed a multidisciplinary team.

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

## What I do

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



**"It's a very strategic role  
but day to day I manage  
a small team."**

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

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

## The best bits

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



# Estates and facilities



## Name

Louise English

## Job title

Senior property manager, Yorkshire Ambulance Service NHS Trust

## Entry route

Temporary role in estates

**“The best bit is feeling that I contribute in some small way to delivering successful healthcare services to patients.”**

## How I got into the role

I had decided to return to the north east after living and working in London without any real career path. Shortly after returning, I was offered a three-day temporary role with what was then a primary care trust, right on the cusp of its abolition.

At that time, I thought that ‘estates was just for boys’ so I did not give much thought to staying long-term. However, I found this role really enjoyable and, at the same time, the team allowed me to learn and develop. Six months later I was offered a permanent position. I soon caught the ‘property bug’ and began structuring my further education around property surveying.

I knew that to progress my career in the sector, I would have to become chartered. In January 2016, I enrolled for a Master’s degree in real estate surveying as a distance learner, working full time and studying in my spare time.

## What I do

I am responsible for actively managing all property related matters and transactions. This includes acquisition and disposal of leasehold and freehold property interests; negotiating leases and licences from both a landlord and tenant perspective; ensuring the estate is delivering maximum income; managing the estate in line with the departmental strategy; resolving landlord and tenant queries and disputes; and preparing business cases and options appraisals for property matters.

## The best bits

With the support of the NHS, I have made great progress and I intend to go even further. I could go on to do an MBA in engineering management or choose to join the electrical systems design team or move into project management.

At the moment, I think I’ll probably do the MBA with the aim of becoming an operations or estates manager, but I haven’t quite decided yet. The field is wide open to me..





# Finance manager

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## Name

Don Richards

## Job title

Director of finance and information technology, North West London Hospitals NHS Trust

## Entry route

NHS Graduate Management Training Scheme



**“Get the finances right and patient care improves.”**

## How I got into the role

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

## What I do

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

As a finance manager, you need to be able to respond quickly and make decisions to help staff at the front line. As finance director, you need the ability to focus quickly on the core issue, negotiate and agree a consensus with fellow directors and communicate in a clear way that inspires and motivates others.

## The best bits

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

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

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



# Operational manager

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## Name

Hayley Leckie

## Job title

Quality and improvement lead, Herts Urgent Care

## Entry route

NHS 111 health adviser

**"I pick up calls from health advisers who might have struggled during the previous night."**

## How I got into the role

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I was working as a legal secretary and looking after my two children, who were both under two years old at the time. I needed to find a role that would fit in with my family life, so I started to look for roles with flexible working hours.

I found a role at the NHS 111 service for Cambridge and Peterborough. In fact, I was part of the first group of health advisers to join the new service.

I really enjoyed the role and quickly started to progress. After only six months, I applied for an additional coaching role, then I became a 'floor walker', helping the shift manager.

A year after I started, I became an auditor and, three years after joining Herts Urgent Care, I progressed to become a shift manager.

Now, I'm a quality and improvement lead for the Cambridgeshire service and I'm also a trainer.

## What I do

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A typical day usually starts with a list of jobs that need doing, but this often has to wait due to urgent priorities coming up.

I pick up calls from health advisers who might have struggled during the previous night. This could mean they had a difficult call and did not perform as well as possible, or they need guidance on how to handle a situation better. I make sure that plans are in place to support them in their roles going forward.

## The best bits

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I am proud of the work I do, and find it especially rewarding if a health adviser I have helped can progress to handling difficult calls more confidently.

I enjoy the fast-paced nature of the job and feel very supported by my team.

I recently undertook a secondment as a contact centre manager for five months in the Luton and Bedfordshire service. I was able to help develop the newly-formed service and it was a good career opportunity for me.



# Project manager



## Name

Ed Reid

## Job title

Programme head,  
NHS Digital

## Entry route

Installing electronic systems

**“One of the biggest myths  
in project management  
is that the project manager  
has all the answers to any problems.”**

## How I got into the role

At 17, I was into all aspects of IT – what it could do for business, gaming and improving communication between people – and I was intrigued how it could save us all time and money. This was at the start of the internet revolution. I worked for a private business for a few years and, after a short spell providing IT support in a university, I got my first job in the NHS in 1997. It included putting in the first chief executive email systems, which quickly blossomed into a 22 year career! I’ve broadly done the same job since then, just on different scales.

## What I do

I take the tasks and processes that people do, and replace them with digital solutions. Of course nowadays we often start with digital, but it’s not always the case.

In the last 18 months I’ve led the development of a large-scale programme for a big mental health trust. I spent most of my time supporting the managers delivering the various workstreams, ensuring that they had a clear set of objectives and tasks, and that they had all the resources they

needed. There was lots of communication involved via face to face meetings and email. The rest of the time I worked with the senior managers from the trust and the supplier to ensure we were all going in the right direction.

Over my career, I’ve moved from providing just technical solutions to delivering bigger projects that bring together the necessary people and processes. I’ve worked with some great people along the way.

## The best bits

Working on the programme meant I met staff at all levels of seniority, which I loved. It was inspiring for me and the team to get up every day and try and provide them with one system that supports their day-to-day work.

One of the biggest myths in project management is that the project manager has all the answers, and that they are experts in the area or business/organisation they are working in. In this case I certainly wasn’t an expert on delivering great mental health care. But I provided a focal point for those who are, which was the glue that joined people together as they sought to figure out the right answers.

# Getting started in management

There are a number of ways to start your career in management. For most jobs you will need some formal qualifications, but there are different entry routes depending on your skills and experience. Whatever role you choose, and whatever level you start at, you will get all the support you need to develop your career.



## Work placements and volunteering

Doing volunteer work or arranging a work placement is the best way to find out if a role is right for you. It will give you experience of the working environment, show you the kind of work you would be doing and the people you would be helping, and let you talk with people who are already doing the job.

The number and type of work placements or volunteering opportunities available vary depending on where you are in the country. Experience doesn't always need to be gained in the NHS either, so think about the independent health sector, charities and other organisations where healthcare is provided.

For more information about opportunities in your area, get in touch with local healthcare providers or voluntary organisations to find out what is available.

You can also find more information on gaining experience at [www.healthcareers.nhs.uk/experience](http://www.healthcareers.nhs.uk/experience)

## Apprenticeships

Through an apprenticeship, you could gain invaluable experience of working directly in the healthcare sector and the chance to work towards relevant qualifications.

Apprenticeships have been developed at different levels (intermediate, advanced, higher and degree) and in areas relevant to a career in management including business administration, human resources and accountancy.

Some apprenticeships are specifically related to a managerial role, such as team leader/supervisor and project management.

Each health provider/employer decides whether it will offer apprenticeships and so availability will vary.

Apprenticeship vacancies in the health sector can be found on the NHS Jobs website at [www.jobs.nhs.uk](http://www.jobs.nhs.uk) and the Government Apprenticeships website at [www.gov.uk/apply-apprenticeship](http://www.gov.uk/apply-apprenticeship)

More information on apprenticeship opportunities in health is available at [www.healthcareers.nhs.uk/apprenticeships](http://www.healthcareers.nhs.uk/apprenticeships)

Remember that if you're applying for a role either directly in the NHS or in an organisation that provides NHS services, you may be asked to show how you think the values of the NHS Constitution apply in your everyday work. Find out more at [www.healthcareers.nhs.uk/nhsconstitution](http://www.healthcareers.nhs.uk/nhsconstitution) and [www.healthcareers.nhs.uk/6Cs](http://www.healthcareers.nhs.uk/6Cs)

## With GCSEs and/or work experience

You can join the NHS as an administrator and work your way up into management. You will be able to take advantage of internal and external training schemes. For most junior positions you will need four or five GCSEs at grades A to C (9 to 4), or equivalent qualifications at level 2. Employers may also consider applicants with fewer formal qualifications if they can demonstrate they have the right skills, for example, if they have previous clerical experience.

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

## With A-levels

With A-levels or equivalent qualifications at level 3, you may be able to start at a higher administrative level that leads to a supervisory role, and then go into management. Internal and external training schemes, for example in communications skills or budget management, will assist your progress and enable you to apply your academic skills to work situations. There are also higher apprenticeships in business administration and related areas in some NHS organisations. Previous work experience can be an advantage.

## Graduate management opportunities

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

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

As a trainee on the scheme, you could be training in hospitals, mental health trusts and other organisations throughout England that provide NHS services. This ensures a consistent, high-quality training environment and exciting learning experience.

Trainees specialise in one of six areas of management: general, human resources, finance, health analysis, policy and strategy or health informatics. The scheme lasts two years for most areas and 30 months for those specialising in finance.

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

This development is complemented by access to senior managers and the opportunity to shadow chief executives and attend board meetings. You'll also have your own personal mentor, who will be a senior NHS executive.

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

To find out more about the NHS Graduate Management Scheme, visit [www.nhsgraduates.co.uk](http://www.nhsgraduates.co.uk)

## If you are already working in the health sector

The NHS Leadership Academy runs a broad range of leadership programmes for staff already working in the health sector who work at different levels and have a variety of experience.

To find out more about the range of leadership programmes run by the NHS Leadership Academy, visit: [www.leadershipacademy.nhs.uk/programmes/](http://www.leadershipacademy.nhs.uk/programmes/)

## If you already have management experience

Staff who have already built up management experience in the private sector or in other public or voluntary organisations can often join at a level corresponding to their skills and expertise. Some managers are recruited directly for specific positions.

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

For more information on the values of the NHS Constitution, visit [www.healthcareers.nhs.uk/nhsconstitution](http://www.healthcareers.nhs.uk/nhsconstitution)

## Professional qualifications

### Clinical managers

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



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

### **Estates and facilities managers**

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

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

### **Finance managers**

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

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

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



## General managers

The Institute of Healthcare Management (IHM) offers a range of courses to prepare people for management and provides support to those in healthcare management roles.

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

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

Project and procurement managers should complete appropriate courses run by the Association for Project Management, such as the Project Fundamentals Qualification, the Project Management Qualification or the Project Professional Qualification.

## Human resources managers

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

## Operational managers

The qualifications you need depend on the area of operational management you want to work in.

For example, administration managers may need qualifications from AMSPAR/City and Guilds, British Society of Medical Secretaries and Administrators, Institute of Healthcare Management or Institute of Leadership Management. Qualifications from the British Institute of Facilities Management or Pearson Qualifications may be required for facilities management roles and the Foundation Degree in Decontamination Sciences for decontamination service managers.

## Practice managers

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

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

For more information about management roles, entry requirements and pay in the health sector, visit the relevant role page on the Health Careers website at [www.healthcareers.nhs.uk/explore-roles](http://www.healthcareers.nhs.uk/explore-roles)

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



# Next steps and progressing your career

If you want to work in health, it's important to find out as much information as you can about the qualifications you need and the opportunities that are available.



If you have decided that you want to join the health team as a manager, your next step depends on your starting point. Health Careers can provide further information on routes in and general entry requirements. You can also consult your local careers adviser.

If you need a degree, you usually need to apply through UCAS. UCAS provides details of the universities offering courses. Each university will be able to tell you what they look for in applicants.

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

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

- Have you explored routes into your chosen career? Will you need a degree or other qualification before you join, or will an employer train you on the job (There may also be the opportunity to start as an administrator)?
- Are there any particular skills or experience that will improve your chances of getting into your chosen career?
- Have you enquired about opportunities to volunteer or do relevant work experience?
- Have you investigated further qualifications you might need for your chosen role?
- Have you searched the NHS Jobs website or spoken to your local trust to get an idea of the type of vacancies available?

Whatever position you're in now, the Health Careers service can help. Call us on **0345 60 60 655**, email [advice@healthcareers.nhs.uk](mailto:advice@healthcareers.nhs.uk) or visit our website at [www.healthcareers.nhs.uk](http://www.healthcareers.nhs.uk)

To search for jobs with organisations providing NHS services, visit [www.jobs.nhs.uk](http://www.jobs.nhs.uk)

For job vacancies with other health organisations, visit [www.gov.uk/jobsearch](http://www.gov.uk/jobsearch)

For job vacancies in local government, visit [www.lgjobs.com](http://www.lgjobs.com)

Here are some other things you can be doing, depending on where you are right now:

Where are you now?	What should you do now?	Who can help?
<p><b>Studying for your GCSEs</b></p>	<ul style="list-style-type: none"> <li>➤ Visit <a href="http://www.stepintothens.nhs.uk">www.stepintothens.nhs.uk</a></li> <li>➤ Check what your likely exam grades/results will be. Explore routes into your chosen career – will you need a degree or other qualification before you join, or will the employer train you on the job? Can you start as an assistant? Are apprenticeships available in your area? Search NHS Jobs <a href="http://www.jobs.nhs.uk">www.jobs.nhs.uk</a> and <a href="http://www.gov.uk/apply-apprenticeship">www.gov.uk/apply-apprenticeship</a> for vacancies</li> <li>➤ Are there any particular skills or experience that will improve your chances of getting into your chosen career?</li> <li>➤ Enquire about volunteering or work experience. Find out if you need any specific A-levels, or equivalent qualifications at level 3.</li> </ul>	<p>Health Careers Subject teachers Your careers adviser Professional bodies NHS Jobs</p>
<p><b>Studying for A-levels or another course at your school or a local college</b></p>	<p><b>As GCSEs, plus:</b></p> <ul style="list-style-type: none"> <li>➤ If you need to study a particular degree, investigate which universities offer it.</li> <li>➤ Investigate any further qualifications you might need for your chosen role.</li> <li>➤ Search the NHS Jobs website at <a href="http://www.jobs.nhs.uk">www.jobs.nhs.uk</a> and speak to your local trust to get an idea of current vacancies.</li> </ul>	<p>Health Careers Subject teachers Your careers adviser National Careers Service UCAS Professional bodies NHS Jobs Universities</p>
<p><b>At university</b></p>	<p><b>As A-levels, plus:</b></p> <ul style="list-style-type: none"> <li>➤ If you're doing a degree in a subject not relevant to management training, investigate your options for switching courses, or going on to do a postgraduate course approved by the relevant professional body.</li> <li>➤ Consider the NHS Graduate Management Training Scheme</li> </ul>	<p>Health Careers University careers service Professional bodies NHS Jobs NHS Leadership Academy</p>
<p><b>Looking for a new career</b></p>	<p><b>As A-levels, plus:</b></p> <ul style="list-style-type: none"> <li>➤ Find out if you will need to retrain before you apply for new roles or if the employer will train you while you are working.</li> <li>➤ Search for apprenticeships in business administration, supervisory skills/team leading and management.</li> </ul>	<p>Health Careers Careers adviser National Careers Service Jobcentre Plus Professional bodies NHS Jobs UCAS</p>



# Fulfil your potential

The NHS is committed to offering development and learning opportunities for all full-time and part-time staff. If you work for the NHS, no matter where you start, you'll have access to extra training and be given every chance to progress within the organisation. You'll receive an annual personal review and development plan to support your career progression.

You will also be encouraged to extend your range of skills and knowledge and take on new responsibilities through the Knowledge and Skills Framework (KSF). The KSF is available on the

NHS Employers website: [www.nhsemployers.org/SimplifiedKSF](http://www.nhsemployers.org/SimplifiedKSF)

The example career routes on p. 30-31 makes it easy to see at a glance how you can progress within your chosen career.

Other organisations that provide healthcare and work to prevent ill health will offer similar development opportunities and the chance to review your work. It's a good idea to discuss career development with any employer you are considering.



# Benefits of working in the NHS

As a manager in the NHS, you will enjoy one of the most competitive and flexible benefits packages offered by any employer in the UK and a wealth of opportunities to develop your career. You will join one of the country's most respected organisations and one which has the values of compassionate care and staff wellbeing at its very heart.

If you work as manager in the private or voluntary sectors or another public sector organisation, your pay and benefits will vary depending on your employer.



## Your pay as an NHS manager

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

Your career in NHS management would typically start at AfC band 6 or 7, with some positions at band 5, and the most senior roles

rising to band 9, for example, for a professional manager for a clinical technical service.

Examples of management roles include:

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

For more information on pay bands and the most up-to-date salary information, visit [www.healthcareers.nhs.uk/pay](http://www.healthcareers.nhs.uk/pay)



## One of the UK's best pension schemes

The NHS Pension Scheme is one of the most generous in the UK. Every new employee automatically becomes a member, unless you choose to opt out.

## Other employment benefits for NHS staff

Everyone employed under the NHS Agenda for Change pay system is entitled to:

- a standard working week of 37.5 hours
- holiday entitlements of 27 days per year, plus eight general and public holidays, rising to 33 days after ten years' service
- pay enhancements to reward out-of-hours, shift and overtime working
- career and pay progression based on the application of knowledge and skills
- annual personal development review to support career aspirations
- occupational health services
- study leave for sponsored courses

Many of these benefits apply across the whole of the NHS, although local organisations may offer additional benefits such as cycle to work schemes and nurseries. Many local shops, restaurants and services offer discounts to health staff too, including most gyms and leisure centres. Health Service Discounts is an employee benefit provider for many NHS organisations and offers discounts and deals for NHS staff on shopping, holidays and financial services from well-known brands:

[www.healthservicediscounts.com](http://www.healthservicediscounts.com)

## Health and wellbeing at work and your work-life balance

The NHS is committed to helping staff to stay well, including serving healthier food, promoting physical activity, reducing stress, and providing health checks covering mental health and musculoskeletal problems.

The size and diversity of the NHS means we can offer you a range of flexible working and retirement opportunities. Part-time roles and job-share opportunities are often available, as well as term-time only, evening and weekend positions. Many people take an extended break to look after young children or other dependants who need special care, or to study full-time.

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

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

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

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

# Health career framework

This diagram has been designed to provide examples of how staff can progress throughout their career in health.

It gives an illustration of a range of health careers and how someone could progress through different levels. It is not exhaustive; details on other careers can be found in the relevant Health Careers booklets and on the Health Careers website.

The real-life story on page 15 describes how Denise Boardman has progressed within management. You can follow her career path in the white boxes on the diagram, alongside other potential paths in the different areas of health.

	Initial entry level jobs	Support workers	Senior healthcare assistants/technicians	Assistant practitioners/ Associate practitioners	Practitioners	Senior practitioners/ specialist practitioners	Advanced practitioners	Consultant practitioners	More senior staff
Allied health professions		Therapy clinical support worker	Occupational therapy rehabilitation assistant	Assistant practitioner in occupational therapy	<b>Occupational therapist</b>	<b>Senior occupational therapist</b>	Advanced occupational therapist (team leader)	Consultant occupational therapist	
Ambulance service team		Patient transport service driver	Emergency medical dispatcher	Control room duty officer	Paramedic	Specialist paramedic	Advanced paramedic	Consultant paramedic	Clinical director of service
Dental care team		Dental nurse	Student dental technician	Assistant dental technician	Dental technician	Senior dental technologist			
Health informatics	Health records assistant	Support desk assistant	Medical records clerk	Helpdesk adviser	Web developer	Special projects manager	Head of communications	Access, booking and choice manager	Director of information management and technology
Healthcare science		Phlebotomist	Newborn hearing screener	Genetic technologist	Trainee clinical scientist	Clinical scientist (genomics)	Higher Specialist Scientist trainee	Consultant clinical scientist (medical physics)	Director of regional genetics services
Management				General office manager	Payroll manager	Primary care trust business manager	<b>Head of community occupational therapy and cardiac rehabilitation</b>	<b>Assistant director of strategic planning</b>	<b>Associate director of unscheduled care</b>
Midwifery		Healthcare assistant (maternity)	Maternity support worker		Midwife	Community midwife	Head of midwifery	Consultant midwife	Director of maternity services
Nursing	Nurse cadet	Healthcare assistant (nursing)	Senior healthcare assistant	Community care assistant	Staff nurse	Senior staff nurse	Clinical charge nurse	Nurse consultant in stroke	Director of nursing
Pharmacy	Pharmacy porter	Medicines counter assistant	Senior pharmacy assistant	Pharmacy technician	Pre-registration pharmacist	Pharmacist		Lead pharmacist for admissions	Director of clinical support services
Psychological therapies		Healthcare assistant (mental health)	Mental health support worker	Assistant clinical psychologist	Psychological wellbeing practitioner	High intensity therapist		Consultant clinical psychologist	Assistant director - clinical professional practice
Public health	Young health champion	Health champion	Health trainer	Stop smoking adviser	Health improvement practitioner	Senior health improvement practitioner	Specialty registrar in public health	Public health consultant	Director of public health
Wider healthcare team	Porter	Maintenance assistant	Asset administration officer	Transaction co-ordinator	Property manager	Senior property manager	Head of property	Head of estates	

**For further copies of this booklet  
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[www.healthcareers.nhs.uk](http://www.healthcareers.nhs.uk)

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