

Career & Development Framework for Nursing in Occupational Health



Career & Development Framework for Nursing in Occupational Health

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Introduction

Rationale

Modernisation and integration of services provide opportunities for nurses to lead on the design of services and care delivery. [Modernising Nursing Careers](#)⁺ is being taken forward in Scotland under the auspices of [Delivering Care, Enabling Health](#)⁺, and has provided an opportunity to strengthen nursing careers using the [Career Framework for Health](#)⁺ as an enabling tool. A number of Scottish initiatives such as the [Advanced Practice Toolkit](#)⁺ and the [Education and Development Framework for Senior Charge Nurses](#)⁺ have used the NHS Career Framework for Health to establish and sustain consistent role benchmarks for professional practice.

Occupational Health (OH) Nurses are currently involved in the planning, delivery and evaluation of care to individuals within an occupational and rehabilitation setting. Development of this Career Framework for Nursing in Occupational Health provides a tool which enables staff to take ownership of their career development in line with current ambitions for the NHS workforce and allows NHS Boards to build on best value by “best use of developing roles; improving best working practice; robust monitoring systems; integration with wider planning functions; and effective use of competencies, the KSF and the NHS Career Framework to ensure all staff work at an appropriate level”⁺

This framework describes the leadership of all aspects of care within a bio psychosocial model which will include complex emotional and physical conditions, within a health & work context. As such, this requires advanced level communication skills and clinical competence underpinned by a sound education and research base and delivered through strong and visible leadership. The development of this Career & Development Framework will assist organisations, senior nurses and service leads in identifying the practice and competence required to provide a high quality of care in line with the [Quality Strategy](#)⁺ and allow for the benchmarking of existing roles.⁺ The Framework will also inform nurses in their career progressions and in determining their continuing professional development needs and compliments the NHSScotland OH Nurse Strategy 2010-2013. Workforce planners and developers can use this tool in decisions around capacity building within the OH workforce.

Whilst built on the NHS Career Framework for health, this tool can be used as a resource by non-NHS organisations to identify the level of practitioners required to deliver services which meet organisational needs. It can also be used by individual OH practitioners to focus educational and career development needs.

The development of this career framework was informed by the [Career Framework for Nursing in Sexual & Reproductive Health+](#) and used a partnership approach involving OH Nurse Leaders and Higher Education Institutions. The Framework responds to policy initiatives such as Delivering Care, Enabling Health and [Better Health, Better Care+](#) which puts nurses at the forefront of service design and delivery, ensuring safe and effective person centred care reflecting the priorities identified in the [Healthcare Quality Strategy for NHSScotland+](#).

Structure

The Framework is comprised of templates which map progress through Levels 5-9 of the Career Framework for Health (Appendix 1), detailing the sphere of responsibility/role associated with a particular level, the key knowledge and skills required and suggests examples of application to the [NHS Knowledge and Skills Framework](#).⁺ The career levels in this OH Framework do not directly “read across” to the Agenda for Change (AfC) pay bands as the Career & Development Framework has no direct link to pay. Four central themes: Leadership; Facilitation of Learning; Research and Development and Clinical Practice are used as organisers for each level of practice. In the Level 7, 8 and 9 templates, the themes reflect the key functions described in the Advanced Practice Toolkit and these are adapted accordingly for Levels 6 and 5 to reflect the scope of the role at these levels of practice.

Examples are provided of appropriate educational and development preparation including suggested levels of qualification as identified in the [Scottish Credit and Qualifications Framework](#).⁺ (Appendix 2). The Nursing and Midwifery Council have also identified the unique contribution which OH Nursing makes to the health of the community through the maintenance of the third of part of register of Specialist Community Public Health (OH). It is important to recognise that practitioners need to incorporate new learning and skills required for OH services at different levels of the SCQF, thus ensuring that staff are adequately and appropriately prepared in order to support service delivery. Competency frameworks such as the [Integrated Career and Competency Framework for OH Nursing](#),⁺ and [Skills for Health](#).⁺ can inform programmes of preparation and support the developmental needs of staff working at all levels in OH Services.

It is acknowledged that there are a wide range of other community nurse practitioners who contribute to the health of the working age population. The educational and development needs of these nurses are not embraced by this document, however these are being considered in Scottish Government’s work Modernising Nursing Careers in the Community.


Level 5 Practitioner



Career & Development Framework Level 5 – Overview

Career Framework Level	Central Themes	Broad Sphere of responsibility/role	Recommended – Professional/Education Requirements	Examples of Core Educational Themes	SCQF
LEVEL 5 Practitioner Level	<ol style="list-style-type: none"> 1. Clinical Practice 2. Facilitation of Learning 3. Leadership 4. Research and Development 	<ul style="list-style-type: none"> • Deliver care as part of a multi-disciplinary team • Undertake personal and professional development • Contribute to the supervision of undergraduate/ pre-registration nurses 	<ul style="list-style-type: none"> • Registered on the Nurses part of the Nursing and Midwifery Council register • Educated to a minimum of Diploma Level • Working towards/NMC Recognised Post Registration Qualification at degree level in OH nursing • Mentorship preparation 	<ul style="list-style-type: none"> • Research and Evidence Based Practice • Reflective Practice • Leadership and Management • Public Health (Assessing health needs, Epidemiology, Policy Drivers, Service Provision) • Legal issues including Health and Safety Law, Employment Law and Equal Opportunities • Relationship between work and health 	8 - 10

Career & Development Framework Level 5

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
LEVEL 5 Practitioner Level	1. Clinical Practice	1.1 Demonstrate developing competence, and specialist clinical skills in OH care delivery and management in all contexts, appropriate to clients health needs	<p>Practitioner must work as part of a specialist OH team, using and developing specialist knowledge and skills to provide clinical care</p> <p>Promote clinical governance</p> <p>Assume accountability and responsibility for delivery of agreed specific aspects of care including: Assessment, planning and defined areas of intervention, referral and discharge Improve health outcomes for individuals</p> <p>Ensure delivery of safe and effective care using evidence based practice</p> <p>Work under direct / indirect supervision to provide OH programmes e.g. immunisation, health screening</p>	<p>A broad knowledge and understanding of OH underpinned by theoretical knowledge and relevant clinical experience and competence</p> <p>Knowledge and understanding of clinical governance framework within own organisation</p> <p>Assessment, planning and intervention referral and discharge which meet competencies of a 'competent practitioner' described in the RCN Integrated Career and Competency Framework for OH nursing </p> <p>Work with patient group directions and/or Standing orders</p> <p>Additional specific clinical competencies as required</p> <p>Knowledge of range and needs of vulnerable and hard to reach groups</p>	<p>Appropriate and relevant courses in assessed theory and practice in OH for example Occupational Health Nursing Diploma</p> <p>Occupational and communicable diseases</p> <p>Practical Health Surveillance</p> <p>Health Promotion</p> <p>Introduction/ orientation to e-KSF</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB4 HWB6 HWB7 IK1</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.2 Promote and influence others to incorporate non-judgemental, values- based care into practice	Respect the dignity, wishes and beliefs of all clients involving them in shared decision making and obtaining their consent	<p>High level of awareness of own values and beliefs.</p> <p>Adherence to the NMC Code (2008)</p> <p>Recognise and respect peoples diversity and perspectives (Employability skills L5 P.11)</p> <p>Full understanding of informed consent and the implications of the Data Protection Act and Access to Medical Reports Act.</p>		Core 6
		1.3 Work under direction with limited freedom to exercise judgement about actions while accepting professional accountability and responsibility	<p>Utilise critical thinking to explore and analyse evidence, cases and situations in clinical practice</p> <p>Draw on a range of sources in making judgements guided by senior colleagues within defined policies, procedures and protocols</p>	Knowledge of legislation, policies, procedures, protocols, professional regulation and codes of practice		Core 1,2,3,4,5,6 Specific HWB1 HWB6 HWB7

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	2. Facilitation of Learning	2.1 Development of knowledge and skills in self, professionals and clients underpinned by the principles of teaching and learning	<p>Identify own training needs and that of some staff as delegated</p> <p>Participate in work based learning/ teaching</p> <p>Supervising and assessing Pre-registration students and in the development of Clinical Support Workers</p> <p>Deliver Health Promotion and Education to clients</p> <p>Evaluate the effectiveness of education/ training interventions</p>	<p>Presentation skills</p> <p>Apply the principles of life long learning</p> <p>Motivate, stimulate, encourage and facilitate the learning process</p> <p>Participate in action learning sets and clinical supervision</p> <p>Core teaching skills to support workplace learning</p> <p>Reflective practice</p>	<p>NMC perceptorship programme</p> <p>Workplace Assessor Preparation e.g. SQA Assessor qualification</p> <p>Information technology skills</p> <p>Study skills</p>	<p>Core 1,2,4,5</p> <p>Specific HWB1 HWB4</p>
	3. Leadership	3.1 Team Work	<p>Work with others towards achieving shared goals Employability Skills L5</p> <p>Contribute towards the achievement of the teams purpose and objectives</p> <p>Recognise diversity, individual differences and perspectives</p>	<p>Give and receive feedback in a constructive manner</p> <p>Motivation skills</p> <p>Knowledge, understanding and utilisation of KSF and its application</p>		Core 1,2,4,6

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		3.2 Clinical Leadership	<p>Develop clinical leadership skills</p> <p>In conjunction with senior nurses, monitor and evaluate standards of care adhering to defined guidelines, policies standards and protocols to ensure the delivery of safe ,effective and person centred care care (Scottish Government 2010)⁺</p> <p>Responsible for aspects of clinical effectiveness</p> <p>Participate in clinical supervision</p> <p>Identify and challenge poor performance and non-evidence based practice</p>	<p>Develop influencing, persuasion, organisation, and problem solving skills</p> <p>Foster skills in critical thinking, analysis and evaluation</p> <p>Apply local policy, protocol and standards</p>	<p>Early Clinical Carer Fellowships</p> <p>Developing leadership skills</p> <p>Communication and developing management skills (accredited or work based)</p>	<p>Core 1,2,3,4,5</p> <p>Specific HWB 1 HWB 6 HWB 7 G6</p>
	4. Research and Development	4.1 Access research /use information systems and enable/ support others to use information systems to improve aspects of practice	<p>Participate in clinical audit to enhance the management of change</p> <p>Contribute to the development of local guidelines and policy</p> <p>Observe and record data as directed and for clinical trials and audits</p>	<p>Knowledge of clinical audit and local NHS research governance policy</p> <p>Literature searching skills</p> <p>Ability to access and apply research</p> <p>Use information technology skills and systems</p>	<p>Research Awareness</p> <p>Audit Skills</p> <p>IT systems and processes</p>	<p>Core 4,5</p>

Level 6

Senior Level




Career & Development Framework Level 6 – Overview


Career Framework Level	Central Themes	Broad Sphere of responsibility/role	Professional/Education Requirements	Examples of Broad Educational Themes	SCQF
LEVEL 6 Senior Level	<ol style="list-style-type: none"> 1. Specialist Clinical Practice 2. Leadership 3. Facilitation of Learning 4. Research and Development 	<ul style="list-style-type: none"> • Responsible for maintenance of high levels of evidence based clinical care • Skilled effective practitioner within a defined area of specialist work and health • Manage/supervise work of others • Act as a mentor/practice teacher, and preceptor 	<ul style="list-style-type: none"> • Registered on the Nurses Part of the Nursing and Midwifery Council register • Educated to a minimum of degree level • Recognised Post registration qualification in OH and registration as Specialist Practitioner with NMC, with evidence of current consolidation over a 3 year period • Evidence of operating and thinking at first degree level 	<ul style="list-style-type: none"> • Research and Evidence Based Practice • Reflective Practice • Leadership and Management • Public Health (Epidemiology, Policy Drivers, Service Provision) • Legal issues including Health and Safety Law, Employment Law and Equal Opportunities • Relationship between work and health 	9 – 10

Career & Development Framework Level 6

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
LEVEL 6 Senior Level	1. Specialist Clinical Practice	<p>1.1 Demonstrate specialist competence, innovation and clinical leadership in work and health.</p> <p>Delivery and management in all contexts, appropriate to clients needs</p>	<p>Practitioner must work as part of a specialist work and health team, using specialist knowledge and skills to provide and enhance clinical care</p> <p>Work within a clinical governance framework providing appropriate clinical supervision</p> <p>Assume accountability and responsibility for delivery of whole episodes of care including:</p> <ul style="list-style-type: none"> assessment and diagnosis intervention, referral and discharge improvement of health outcomes for individuals <p>Ensure delivery of safe and effective care using evidence informed practice</p> <p>Work independently by virtue of specialist knowledge and skills e.g. Provision of Nurse led clinics</p>	<p>Detailed specialist knowledge of OH underpinned by theoretical work and health knowledge and relevant clinical experience and competence</p> <p>Knowledge and understanding of clinical governance framework within own organisation</p> <p>Assessment and diagnosis intervention, referral and discharge which meet 'experienced practitioner' as described in the RCN Integrated Career and Competency Framework for OH nursing</p> <p>Work with patient group directions or Standing Orders</p> <p>Additional specific clinical competencies as required e.g. Spirometry, Audiology</p> <p>Knowledge of range and needs of vulnerable and hard to reach groups</p>	<p>Appropriate and relevant work based learning / accredited courses in OH for example BA in Occupational Health Practice</p> <p>Theoretical framework associated with work and health</p> <p>Occupational and communicable diseases</p> <p>Maintain and enhance KSF profile</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB2 HWB3 HWB4 HWB6 HWB7 IK1 IK2</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.2 Promote and influence others to incorporate non-judgemental, values- based care into practice	Respect the dignity, wishes and beliefs of all clients involving them in shared decision making and obtaining their informed consent	<p>High level of awareness of own values and beliefs</p> <p>Recognise and respect peoples diversity, individual differences and perspectives (Employability Skills L6) </p>	<p>Ethical decision making</p> <p>Diversity training</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB3 HWB4 HWB7</p>
		1.3 Works independently, has freedom to exercise judgement about actions, while accepting professional accountability and responsibility	<p>Utilise critical thinking to explore and analyse evidence, cases and situations in clinical practice. Draw on a range of sources in making judgements</p> <p>Freedom to act but is guided by precedent and clearly defined policies, procedures and protocols</p> <p>Manage team and resources to provide an ethical service within the context of the current legal framework for OH care while remaining accountable for own professional practice</p>	<p>Knowledge of legislation, policies, procedures, protocols, professional regulation and codes of practice</p> <p>Full understanding of informed consent and the implications of the Data Protection Act and Access to Medical Reports Act</p> <p>Knowledge and understanding of clinical governance framework within own organisation</p>		<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB6 HWB7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	2. Leadership	2.1 Change Management	<p>Support the management of change</p> <p>Participate in monitoring the effectiveness and impact of change</p>	Leadership skills	Developing Leadership Skills	<p>Core 1,2,4</p> <p>Specific G2 G6 IK2</p>
		2.2 Team Development	<p>Act as a positive role model</p> <p>Contribute to and manage some members of a team by sharing information and expertise</p> <p>Contribute towards the achievement of the teams purpose and objectives</p>	<p>People management skills</p> <p>Communication skills including providing constructive feedback</p> <p>Motivation skills</p> <p>Knowledge, understanding and utilisation of KSF and its application</p> <p>Recognise diversity, individual differences and perspectives</p>	<p>Mentorship and coaching skills</p> <p>Communication skills</p> <p>Negotiation skills</p>	<p>Core 1,2,4</p> <p>Specific G1 G6</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		2.3 Clinical Leadership	<p>Promote teamwork within defined area of responsibility</p> <p>In conjunction with senior nurses, monitor and evaluate standards of care adhering to defined guidelines, policies standards and protocols to ensure delivery of safe, effective and person centred care care (Scottish Government 2010) </p> <p>Responsible for aspects of clinical effectiveness</p> <p>Promote/ undertake clinical supervision</p> <p>Identify and challenge poor performance and non-</p>	<p>Possess organisational skills</p> <p>Skills in critical thinking, analysis and evaluation</p> <p>Report effectively for a range of complex situations and contexts</p> <p>Assess situations and identify the root causes of a complex problem</p> <p>Creativity and innovation in exploring and implementing possible solutions</p> <p>Evaluate solutions to make recommendations or decisions</p>	<p>Clinical Audit</p> <p>KSF review</p> <p>Project management skills</p> <p>Vocational rehabilitation knowledge & skills</p>	<p>Core 1,2,3,4,5</p> <p>Specific HWB6 HWB7 G1 G6</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	3. Facilitation of Learning	3.1 Development of knowledge and skills in self, professionals and clients underpinned by the principles of teaching and learning	<p>Support the learning and development of some staff</p> <p>Participate in the creation of a learning environment that ensures effective learning opportunities for staff and students including:</p> <ul style="list-style-type: none"> • appropriate orientation and induction programmes • range of clinical support strategies e.g.mentoring, coaching, clinical supervision and action learning <p>Support ongoing mandatory training and relevant educational/ development opportunities (adapted from SCN p.10)⁺</p> <p>Identify the training needs of self and some staff</p> <p>Undertake Personal Development Planning as delegated</p> <p>Participation in the teaching, supervision and assessment of Pre and Post Graduate students</p> <p>Evaluate the effectiveness of educational/ training interventions</p>	<p>Presentation skills</p> <p>Apply the principles of life-long learning</p> <p>Motivate, stimulate, encourage and facilitate the learning process</p> <p>Participate in action learning</p> <p>Core skills to support workplace learning</p> <p>Reflective practitioner</p> <p>Requirements of Staff Governance</p> <p>Developed specialist knowledge of work and health underpinned by theoretical knowledge and relevant clinical experience and competence</p>	<p>Mentorship/Practice Teacher</p> <p>Programme of preparation for clinical supervision</p> <p>Information technology skills</p>	<p>Core 1,2,4,5</p> <p>Specific G1 IK3</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	4. Research and Development	Access research/ use information systems and enable/ support others to use information systems to improve areas of practice	<p>Initiate audit to enhance the management of change</p> <p>Contribute to the development of local guidelines and policy and where appropriate at Regional and National level</p> <p>Observe and record data using appropriate methods, tools and technology for complex audits, clinical trials or projects (Employability Skills L6)</p> <p>Contribute to or participate in audit and research as appropriate</p>	<p>Critical appraisal and evaluation skills</p> <p>Knowledge of clinical audit and local NHS research governance policy</p> <p>Literature searching skills</p> <p>Ability to access research/ use information systems</p> <p>Information Technology Skills</p>	<p>Audit skills</p> <p>Research skills</p> <p>Research Governance awareness</p> <p>Academic Writing skills</p>	<p>Core 1,2,4,5</p> <p>Specific IK2 IK3</p>

Level 7

Advanced Practitioner





Career & Development Framework Level 7 – Overview

Career Framework Level	Central themes	Broad Sphere of responsibility/role	Minimum Professional/ Education Requirements	Examples of Educational & Professional Development Needs	SCQF
LEVEL 7 Advanced Practitioner	<ol style="list-style-type: none"> 1. Leadership 2. Advanced Clinical Practice 3. Facilitation of Learning 4. Research and Development 	<ul style="list-style-type: none"> • Team Leader within work and health team • Responsible for a specific area of service delivery • Manage/supervise work of others • Provide training, support and supervision to staff • Ensure the delivery of evidence informed care and participate in practice development 	<ul style="list-style-type: none"> • Registered on the Nurses Part of the Nursing and Midwifery Council register • Educated to degree level • Recognised Post registration qualification in OH and registration as Specialist Practitioner with NMC, with evidence of current consolidation over a 5 year period • Evidence of operating/ thinking at Masters level • Evidence of working towards relevant Masters level Award 	<ul style="list-style-type: none"> • Research methods • Evidence Based Practice • Reflective Practice • Leadership and Management • Public Health (Epidemiology, Policy Drivers, Service Provision) • Legal & ethical issues including Health and Safety Law, Employment Law and Equal Opportunities • Advanced knowledge and understanding of the relationship between work and health 	11

Career & Development Framework Level 7

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
LEVEL 7 Advanced Practitioner	1. Leadership	1.1 Change Management	Assess, lead and manage change. Monitor the effectiveness and impact of change	Specific change management skills and leadership skills that contribute to successful change Partnership Working	Appropriate and relevant work based learning / accredited courses in leadership and skills in: <ul style="list-style-type: none"> - Mentoring - Coaching - Change Management 	Core 1,2,4 Specific G2 G5 G6 IK2
		1.2 Networking	Network with peers across professional groups promoting exchange of knowledge, skills and resources in relation to work and health Work in partnership with a range of clinicians, managers and service users in planning development of specific areas of work and health services	Negotiating and influencing skills Advanced written and oral communication skills Highly developed interpersonal skills	Political leadership programmes Spheres and circles of influence	Core 1,2,4,5 Specific G1

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.3 Negotiating and influencing	Participate and influence local policy making activities which relate to the sphere of professional practice in work and health by support and developing lateral thinking in self and others Advanced Practice Toolkit (p.70) 	<p>Listen to, and understand complex information both implicit and explicit</p> <p>Listen to, and appreciate the complexity of a range of views, adopt effective questioning techniques</p> <p>Respond appropriately to queries and complaints, negotiate assertively and present a positive self image</p> <p>Display a sensitive manner and use appropriate language within a range of situations</p> <p>Lead, persuade and influence others effectively (Employability Skills Level 7) </p>	<p>Political leadership courses</p> <p>Spheres of influence</p> <p>Advanced management and leadership programmes</p>	<p>Core 1,2,4,5,6</p> <p>Specific G2 G5</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.4 Team Development	<p>Act as a positive role model</p> <p>Create a supportive ethos to empower OH Nurses</p> <p>Contribute to, and manage members of the OH team by sharing information and experience</p> <p>Review strategic impact/ outcomes and effectiveness of interventions (Adapted from SFH Employability Skills Knowledge, Understanding and Utilisation of NHS KSF and its Application Level 7)⁺</p>	<p>Deal with people, problems and situations (Employability Level 7 SFH)</p> <p>Receptive to contribution of others Recognise diversity, Individual differences and perspectives</p> <p>Give feedback in a constructive manner</p> <p>Display skills in motivation</p> <p>Knowledge, understanding and utilisation of NHS KSF and it's application</p>		<p>Core 1,2,4,5</p> <p>Specific G1 G6</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.5 Clinical Leadership	<p>Provide leadership across organisational teams in improving client focussed care.</p> <p>Promote teamwork within defined area of responsibility</p> <p>Lead delivery of safe, effective and person centred care care (Scottish Government 2010)⁺</p> <p>Responsible for clinical effectiveness</p> <p>Promote /undertake clinical supervision</p> <p>Identify and challenge poor performance and non-evidence based practice</p> <p>Contribute to and enable delivery of identified area of Clinical Governance plan</p>	<p>Possess excellent organisational skills</p> <p>Display skills in critical thinking, analysis</p> <p>Report effectively for a range of complex situations and contents</p> <p>Evaluate a variety of texts and make judgements based on a range of complex facts, options, analysis and interpretation (Employability Skills Level 7)⁺</p> <p>Assess situations and identify the root causes of a complex problem</p> <p>Creativity and innovation in exploring and implementing possible solutions</p> <p>Evaluate solutions to make judgements with incomplete or limited information</p>	<p>Clinical leadership courses</p> <p>Knowledge of clinical supervision models</p>	<p>Core 1,2,3,4,5</p> <p>Specific HWB6 HWB7 G1 G66</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.6 Political and strategic awareness	<p>Ensure that organisational goals are reflected in personal and team objectives</p> <p>In partnership with a range of clinicians and managers demonstrate the ability to contribute to policy and strategy development at a departmental and organisational level and, where appropriate, national level (Adapted from Senior Charge Nurses (SCN) role Profile p9)</p>	Develop and maintain a working knowledge of local, national and professional strategy and policy. e.g. Health and Safety and Equality legislation, SIGN Guidelines, Nursing policies, NMC Regulation Healthy Working Lives and other associated Government initiatives	<p>Political leadership courses Work shadowing of consultant level nurses</p> <p>Employment and equality law</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific IK3</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	2. Advanced Clinical Practice	2.1 Demonstrate advanced competence, innovation and clinical leadership in OH and health and work care delivery and management in all contexts, appropriate to clients, OH and wider work and health needs	<p>Work as part of a specialist work and health team, using advanced knowledge and skills to provide and enhance specialist clinical care</p> <p>Responsible for clinical governance within a defined area</p> <p>Assume accountability and responsibility for delivery of whole episodes of care including: assessment and diagnosis intervention, referral and discharge</p> <p>Improve health outcomes for individuals</p> <p>Ensure delivery of safe and effective care using evidence informed practice</p> <p>Lead or contribute to OH and work and health policy development and implementation</p> <p>Contribute to organisational policies in relation to employee health and wellbeing in the widest sense and use opportunities to influence others</p>	<p>Highly developed specialist knowledge of work and health underpinned by theoretical knowledge and relevant clinical experience and competence</p> <p>Knowledge and understanding of clinical governance framework within own organisation</p> <p>Assessment and diagnosis intervention, referral and discharge</p> <p>Additional specific clinical competencies as required</p> <p>Advanced knowledge of disease of occupation and communicable diseases</p>	<p>Current clinical updates</p> <p>Ethical decision making</p> <p>Reflective practice</p> <p>Clinical Leadership programmes</p>	<p>Core 1,2,3,4,5</p> <p>Specific HWB1 HWB3 HWB4 IK2 G2 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		2.2 Promote and influence others to incorporate non-judgemental, values-based	Negotiate care with clients as an equal partner. Puts the values, views and understanding of individual service users at centre of care (Advanced Practice Toolkit) ⁺	High level of awareness of own values and beliefs Works in a positive way with difference and diversity (Advanced Practice Toolkit) ⁺		Core 1,2,3,4,5,6 Specific HWB1 HWB4 HWB7
		2.3 Practice autonomously have freedom to exercise judgement about actions while accepting professional accountability and responsibility	Utilise critical thinking to explore and analyse evidence, cases and situations in clinical practice enabling a high level of judgement and decision making Freedom to act but is guided by precedent and clearly defined policies, procedures and protocols Manage professional and ethical service delivery within a defined area and in the context of the current legal framework for OH and work and health care while remaining accountable for own professional practice	Knowledge of legislation, policies, procedures, protocols, professional regulation and codes of practice	Critical thinking and reflective practice Ethical decision making Emotional intelligence Work Shadowing	Core 1,2,3,4,5,6 Specific HWB6 HWB7

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	3. Facilitation of Learning	3.1. Development of knowledge and skills in self, professionals and clients underpinned by the principles of teaching and learning	<p>Identify the training and development needs of self and staff</p> <p>Support the learning and development of all staff</p> <p>Create a learning environment that ensures effective learning opportunities for staff and students</p> <p>Undertake/lead a range of clinical support strategies e.g.(mentoring, coaching, clinical supervision and action learning</p> <p>Responsible for team Personal Development Planning</p> <p>Participate in the teaching, supervision and assessment of Pre and Post Graduate students</p> <p>Plan and deliver Health Promotion and Education to clients</p> <p>Evaluate the effectiveness of educational/ training interventions</p>	<p>Apply the principles of life-long learning</p> <p>Manage the learning environment</p> <p>Motivating, stimulate, encourage and facilitate the learning process</p> <p>Participate in action learning</p> <p>Core skills to support workplace learning</p> <p>Encourage and undertake reflection on, and, in practice</p> <p>Advanced teaching and assessment skills</p>	<p>Participate in formal learning</p> <p>Advanced learning styles and methods of teaching and assessment</p> <p>PGCE</p> <p>Coaching and mentoring theory and practice</p> <p>Managing the learning environment</p> <p>Programme of preparation for clinical supervision</p> <p>Information technology skills</p>	<p>Core 1,2,4,5</p> <p>Specific IK3 G1 G6 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	4. Research and Development	4.1 Access research/ use information systems and enable/ support others to use information systems to improve areas of practice	<p>Act as a change agent, developing clinically effective practice through: effective utilisation and integration of evidence; setting, implementing and monitoring evidence informed policies, procedures and protocols (Adapted from SCN p.9) +</p> <p>Contribute to the research agenda through initiating audit/research</p>	<p>Critical appraisal skills</p> <p>Knowledge of research governance</p> <p>Knowledge of clinical audit</p> <p>Literature searching skills</p> <p>Ability to access research/ use information systems</p>	<p>Research methods</p> <p>Quality improvement methodology</p>	<p>Core 1,2,4,5</p> <p>Specific IK2 IK3</p>

Level 8

Consultant Practitioner



Career & Development Framework Level 8 – Overview

Career Framework Level	Central Themes	Examples of Sphere of responsibility/role	Minimum Professional/ Education Requirements	Examples of Educational Need	SCQF
LEVEL 8 Consultant Practitioner	<ol style="list-style-type: none"> 1. Leadership 2. Facilitation of Learning 3. Research and Development 4. Advanced Clinical Practice 	<ul style="list-style-type: none"> • Act as a highly specialist clinical expert in the field of work and health • Provide expert advice Nationally, Regionally and Locally • Lead on nursing research in work and health, establishing relationships across the NHS and with Higher Education Institutes • Take a lead role in implementing regional and national strategy • Establish professional networks with allied professions, groups and statutory bodies (to include OH Physicians, Scottish Executive, HSE, IOSH, BORF, RCN Public Health Forum and OH Managers (Scotland) General Practice. 	<ul style="list-style-type: none"> • Registered on the Nurses Part of the Nursing and Midwifery Council register • Educated to Masters level • Recognised Post registration qualification in OH and registration as Specialist Practitioner with NMC, with evidence of current consolidation over a 5 year period • Advanced Leadership/ Management skills 	<ul style="list-style-type: none"> • Research methods • Evidence Based Practice • Reflective Practice • Leadership and Management • Public Health (Epidemiology, Policy Drivers, Service Provision) • Legal & ethical issues including Health and Safety Law, Employment Law and Equal Opportunities • Advanced knowledge and understanding of the relationship between work and health 	11 - 12

Career & Development Framework Level 8

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
LEVEL 8 Consultant Practitioner	1. Leadership	1.1 Change Management	Identify need for change. Lead and manage change at a National and Local level. Monitor the effectiveness and impact of change	Change management skills Leadership skills	Appropriate and relevant work based learning / accredited courses in leadership High level of support skill e.g. mentorship/ Coaching skills /critical companion /project management / change management / workforce planning and development	Core 1,2,4 Specific G2 G3 G4 G5 G6 G7 IK2
		1.2 Networking	Network with a wide range of organisations and individuals to shape and respond to Policy and Strategy at a National and Local level. Represent OH nurses widely nationally and internationally	Influencing skills Advanced communication and interpersonal skills Presentation and report writing skills	Research	Core 1,2,4,5 Specific G1

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.3 Negotiating and Influencing	<p>Identification of key stakeholders</p> <p>Participate and influence National and Local policy making activities, which relate to the sphere of professional practice by supporting and developing lateral thinking in self and others (Advanced Practice Toolkit p.70)⁺</p>	<p>Understanding and identifying spheres of influence</p> <p>Listen to, and understand complex information both implicit and explicit</p> <p>Listen to, and appreciate the complexity of a range of views, adopt effective questioning techniques</p> <p>Display a sensitive manner and use appropriate language within a range of situations</p>	<p>Emotional intelligence</p> <p>Political leadership and lobbying</p>	<p>Core 1,2,4,5,6</p> <p>Specific G2 G3 G5</p>
		1.4 Team Development	<p>Act as a positive role model</p> <p>Support teams in their development by developing networks and sharing information</p> <p>Act as a coach and mentor</p>	<p>Business planning and people management including workforce development and succession planning</p> <p>Develop the strategic management of specialist work and health teams by sharing information and expertise</p> <p>Model behaviours that value diversity, individual differences and perspectives</p> <p>Motivation skills</p> <p>Organisational skills</p>	<p>Advanced leadership, management training</p>	<p>Core 1,2,4,5</p> <p>Specific G1 G6</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.5 Clinical Leadership	<p>Provide Leadership across professions and organisational teams in improving client focused care</p> <p>Contribute to the strategic review of clinical effectiveness</p> <p>Develop and lead OH audit and problem solve in an ethical, reflective and evidence based manner</p> <p>Ensure provision of clinical supervision</p> <p>Ensure delivery of a clinically excellent high quality service in OH as per requirements of the Quality Strategy+</p> <p>Identify and challenge poor performance and non-evidence based practice</p>	<p>Possess excellent organisation skills Display skills in critical thinking, analysis and synthesis</p> <p>Report effectively for a range of complex situations and contexts</p> <p>Readily use highly specialised theoretical and practice knowledge to think, gain and share information, solve problems and make decisions. (Employability Level 8 SFH)</p> <p>Assess situations and identify the root cause of a complex problem in environments that are unfamiliar, complex and unpredictable and have many interacting factors (Employability Level 8 SFH)+</p>	<p>Financial management</p> <p>Marketing & business case development</p> <p>Contribution at Board level</p> <p>Quality management</p> <p>Participation in peer review</p>	<p>Core 1,2,3,4,5</p> <p>Specific HWB1 HWB3 HWB6 HWB7 G1 G6</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.6 Political and strategic awareness	<p>Ensure that organisational goals are reflected in own and others objectives</p> <p>Work collaboratively across boundaries to develop and raise awareness of relevant policies, guidelines and strategies and influence change at local and national level</p> <p>Identify and act on opportunities to influence and development of policy and guidelines</p> <p>Respond to national and local requests for document review (e.g. strategy, policy guidelines)</p>	<p>Maintain a working knowledge of local, national and professional strategy and policy</p> <p>Critical reading skills, ability to analyse and synthesise information</p> <p>Ability to interpret health information, statistics and research data</p>	<p>Political leadership and lobbying</p> <p>Strategic contribution at local and national level</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific IK3</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	2. Facilitation of Learning	2.1 Development of knowledge and skills in self, professionals and clients underpinned by the principles of teaching and learning	<p>Design, plan, implement and evaluate learning and development programmes</p> <p>Work collaboratively with Higher Education Institutions Work and with Stakeholders to review and develop appropriate OH programmes/ training</p> <p>Manage and develop the learning environment</p> <p>In response to strategy, policy and client need, plan and deliver educational interventions at a local and national level informed by training needs analysis</p> <p>Evaluate the effectiveness of educational/ training interventions</p>	<p>Motivate, stimulate, encourage and facilitate the learning process</p> <p>Participate in action learning</p> <p>Core skills to support workplace learning and assessment</p> <p>Reflective Practice</p>	<p>Enhancement of teaching and assessing skills e.g. PGCE</p> <p>Information technology skills</p>	<p>Core 1,2,4,5</p> <p>Specific IK3 G1 G6 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	3. Research	3.1 Promote and undertake nursing research	<p>Ensure that services are based on high-quality evidence</p> <p>Identify gaps in the evidence base in relation to work and health and communicate findings to appropriate clinical, policy and research communities</p> <p>Collaborate with appropriate research partners and build links with Research Forums and universities e.g. Research Consortia</p> <p>Initiate, facilitate or undertake appropriate high-quality research acting as principal investigator where appropriate</p> <p>Contribute to development and implementation of a work and health nursing research strategy</p> <p>Present research findings in peer reviewed journals, conference and meetings</p>	<p>Knowledge of research governance</p> <p>Critical literature reviewing skills including the ability to analyse, synthesise and interpret the evidence base to underpin practice within the health & work area</p> <p>Skills in writing for publication</p> <p>Excellent Presentation Skills</p> <p>Knowledge of research proposal and funding processes</p> <p>Knowledge of the ethical application process</p> <p>Ability to gather, collate and communicate appropriate clinical data to enable audit, service evaluation and clinical research model, establishing appropriate policies and ensuring support for clinical research activity.</p> <p>Develop a research culture within the NMAHP community, acting as a role model</p>	<p>Understanding of the responsibilities of principle investigator</p> <p>Research methods</p> <p>Audit</p> <p>Research governance awareness</p> <p>Contribute to current publications e.g by writing for publication, contributing to peer reviews</p>	<p>Core 1,2,4,5</p> <p>Specific IK2 IK3</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	4. Advanced Clinical Practice	4.1 Demonstrate advanced competence, innovation and clinical leadership in OH care and delivery and management in all contexts, appropriate to clients OH needs	<p>Practitioner will be able to work as part of a specialist OH team using advanced knowledge and skills to provide and enhance specialist clinical care</p> <p>Provide leadership and management for work and health teams and have responsibility for developing and delivering the clinical governance plans for these teams</p>	<p>Highly developed specialist knowledge of OH underpinned by theoretical knowledge and relevant clinical experience and competence which meets 'expert practitioner' as described in the RCN Integrated Career and Competency Framework for OH nursing</p> <p>Advanced knowledge of work related disease</p> <p>Contribute to development of clinical governance frameworks</p> <p>Additional specific clinical competencies as required e.g. complex symptomatic testing and managing, dealing with distressing or highly distressing diagnoses or information which will impact on the health and employment of the client</p> <p>Knowledge of range and needs of vulnerable and hard to reach groups</p>	<p>Appropriate and relevant work based learning / accredited courses for example Master of Science in Occupational Health & Safety</p> <p>Advance critical thinking</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB3 HWB4 HWB6 HWB7 IK2 G2 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		4.2 Demonstrate advanced understanding and competency in legal and ethical complexities of OH practice.	<p>Has developed expert understanding and networks</p> <p>Lead and advise at departmental, operational and strategic levels on general and specific legislation for Health & Safety, Employment Law and Equality legislation</p> <p>Able to play a key role as part of a multidisciplinary team in the development, implementation and monitoring of ethical and legal strategies and policies at corporate and departmental level</p> <p>Utilises evidence based practice to guide interpretation of statutory and advisory guidance to ensure the health protection of the working population</p> <p>Generation of effective management reports and other forms of verbal, written and visual communication relating to the ethical and legal considerations of managing the health, safety and wellbeing of the working population</p>	<p>Knowledge of new and emerging guidance and legislation that govern legal and ethical aspects of OH practice</p> <p>Utilise the principles of clinical governance, clinical supervision and clinical audit to lead, manage and develop the ethical and legal aspects of OH, safety and wellbeing</p>	<p>Employment law</p> <p>Health & safety law</p> <p>OH law</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB3 HWB4 HWB6 HWB7 IK3 G2 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		4.3 Promote and influence others to incorporate non-judgemental, value-based care into practice	Act as a champion and role model for values based care and ensure that professional development and quality improvement plans reflect the importance of this approach to care	<p>High level of awareness of own values and beliefs</p> <p>Works in a positive way with difference and diversity (Advanced Practice Toolkit)</p>	Equality Law	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB4 HWB7</p>
		4.4 Practice autonomously. Have freedom to exercise judgement about actions while accepting professional accountability and responsibility	<p>Model and promote critical thinking to explore and analyse evidence, cases and situations in clinical practice enabling a high level of judgement and decision making. (Adapted from Capability Framework for the Advanced Practitioner: Nursing in the Community (NES 2008))</p> <p>Manage professional and ethical service delivery within the context of the current legal framework for OH care while remaining accountable for own professional practice</p> <p>Has freedom to act guided by precedent and expert understanding of codes of practice,policies, guidelines, protocols and procedures</p> <p>Demonstrate ability to exercise advance levels of clinical decision making</p>	<p>Knowledge of legislation, policies, procedures, protocols, professional regulation and codes of practice</p> <p>Ability to develop, lead & establish protocols & procedures at operational & strategic levels, and to innovate, develop and lead on safe & competent practice</p> <p>Provide leadership in the management of conflict relating to confidentiality of data collection, recording, retrieval and dissemination</p>		<p>Core 1,2,3,4,5,6</p> <p>Specific HWB6 HWB7 G2 G7</p>

Level 9

Senior Professional Practitioners



Career & Development Framework Level 9 – Overview

Career Framework Level	Central Themes	Examples of Sphere of responsibility/role	Minimum Professional/ Education Requirements	Examples of Educational Need	SCQF
LEVEL 9 Senior Professional Practitioner	<ol style="list-style-type: none"> Leadership Facilitation of Learning Research and Development Advanced Clinical Practice 	<ul style="list-style-type: none"> Accountable for direct delivery of high quality OH care Leads on interpretation of legislation and national policy to develop and implement organisational policy Act as a highly specialist clinical expert in the field of work and health Provide expert advice Nationally, Regionally and Locally Lead on nursing research in work and health, establishing relationships across the NHS and with Higher Education Institutes Take a lead role in implementing regional and national strategy Establish professional networks with allied professions, groups and statutory bodies (to include OH Physicians, Scottish Executive, HSE, IOSH, BORF, RCN Public Health Forum and OH Managers (Scotland) General Practice. 	<ul style="list-style-type: none"> Registered on the Nurses Part of the Nursing and Midwifery Council register Educated to a minimum Masters level and operating at Doctorate or equivalent level Recognised Post registration qualification in OH and registration as Specialist Practitioner with NMC, with evidence of current consolidation over a 10 year period Advanced Leadership/ Management qualification or equivalent experience 	<ul style="list-style-type: none"> Research methods Evidence Based Practice Reflective Practice Leadership and Management Public Health (Epidemiology, Policy Drivers, Service Provision) Legal & ethical issues including Health and Safety Law, Employment Law and Equal Opportunities Advanced knowledge and understanding of the relationship between work and health 	11 - 12

Career & Development Framework Level 9

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
LEVEL 9 Senior Professional Practitioner	1. Leadership	1.1 Change Management	<p>Identify need for change at all levels in an organisation</p> <p>Lead and manage change at a National and Local level</p> <p>Monitor the effectiveness and impact of change using evidence based tools</p>	<p>Advanced change management skills</p> <p>Advanced Leadership skills</p>	<p>Appropriate and relevant work based learning / accredited courses in leadership</p> <p>High level of support and mediation skills e.g. mentorship/ Coaching skills /critical companion /project management /change management /workforce planning and development</p>	<p>Core 1,2,4</p> <p>Specific G2 G3 G4 G5 G6 G7 IK2</p>
		1.2 Networking	<p>Network with a wide range of organisations and individuals nationally and internationally to shape and respond to Policy and Strategy at a National and Local level</p> <p>Represent OH nurses and nursing widely nationally and internationally</p>	<p>Advanced influencing skills</p> <p>Advanced communication and interpersonal skills</p> <p>Presentation and report writing skills for publication nationally and internationally</p>	<p>Research and statistical skills</p> <p>Epidemiology</p>	<p>Core 1,2,4,5</p> <p>Specific G1</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.3 Negotiating and Influencing	<p>Identification of key stakeholders in an organisation that may cross professional boundaries</p> <p>Participate and influence National and Local policy making activities, which relate to the sphere of professional practice by supporting and developing lateral thinking in self and others (Advanced Practice Toolkit p.70)⁺</p> <p>Share NHS OHS expertise with non NHS organisations and lead on the marketing, costing, delivery and monitoring of contracts as appropriate</p>	<p>Understanding and identifying spheres of influence across organisational and professional boundaries</p> <p>Listen to, and understand complex information both implicit and explicit</p> <p>Listen to, and appreciate the complexity of a range of views, adopt effective questioning techniques</p> <p>Display a sensitive manner and use appropriate language within a range of situations</p>	<p>Emotional intelligence</p> <p>Political leadership and lobbying</p>	<p>Core 1,2,4,5,6</p> <p>Specific IK3 G2 G3 G5 G6 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.4 Team Development	<p>Act as a positive role model and leader</p> <p>Support teams in their development by developing networks and sharing information</p> <p>Act as a coach and mentor to a wide range of staff</p> <p>Use workforce planning methodology to enable succession planning</p> <p>Operates independently manages department interprets organisational policies</p>	<p>Business planning and people management including workforce development and succession planning</p> <p>Develop the strategic management of specialist work and health teams by sharing information and expertise</p> <p>Model behaviours that value diversity, individual differences and perspectives</p> <p>Motivation skills</p> <p>Organisational skills</p>	<p>Advanced leadership, management training</p> <p>Workforce planning knowledge and skills</p> <p>Development of management information reports</p> <p>Policy development</p>	<p>Core 1,2,4,5</p> <p>Specific G1 G6</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.5 Clinical Leadership	<p>Provide highest level leadership across professions and organisational teams in improving client focused care</p> <p>Lead on the strategic review of clinical effectiveness of Work and Health Services</p> <p>Develop and lead OH audit and problem solving in an ethical, reflective and evidence based manner</p> <p>Ensure provision of clinical supervision</p> <p>Ensure delivery of a clinically excellent high quality service in work and health services in line with Healthcare Quality Strategy+</p> <p>Identify, challenge and manage poor performance and non-evidence based practice, acting as a key change agent where required</p>	<p>Possess excellent organisation skills</p> <p>Display skills in critical thinking, analysis and synthesis</p> <p>Report effectively for a range of complex situations and contexts</p> <p>Display expertise in utilising highly specialised theoretical and practice knowledge to think, gain and share information, solve problems and make decisions. (Employability Level 9 SFH)</p> <p>Assess situations and identify the root cause of a complex problem in environments that are unfamiliar, complex and unpredictable and have many interacting factors (Employability Level 9 SFH)+</p>	<p>Financial management</p> <p>Marketing & business case development</p> <p>Contribution at Board level</p> <p>Quality accreditation schemes</p> <p>Participation in peer review</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB3 HWB6 HWB7 G1 G2 G3 G4 G5 G6 G8</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		1.6 Political and strategic awareness	<p>Ensure that organisational goals are reflected in own, others and departmental objectives</p> <p>Work collaboratively across boundaries leading on development, implementation and awareness raising of relevant policies, guidelines and strategies and influence change at local and national level</p> <p>Identify and act on opportunities to influence and development of policy and guidelines</p> <p>Respond to and lead on, national and local requests for document review (e.g. strategy, policy guidelines)</p>	<p>Demonstrate advanced working knowledge of local, national and professional strategy and policy</p> <p>Display highly developed critical reading skills, ability to effectively analyse and synthesise information</p> <p>Advanced ability to interpret health information, statistics and research data</p>	<p>Political leadership and lobbying</p> <p>Strategic contribution at local and national level</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific IK3 G2 G3 G8</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	2. Facilitation of Learning	2.1 Development of knowledge and skills in self, professionals and clients underpinned by the principles of teaching and learning	<p>Design, plan, implement and evaluate learning and development programmes</p> <p>Initiate and lead on collaborative working with Higher Education Institutions</p> <p>Work with a range of stakeholders to review and develop appropriate OH programmes/ training</p> <p>Create an ethos in the organisation which creates and values a positive learning environment</p> <p>In response to strategy, policy and client need, plan, develop and deliver educational interventions at a local and national level informed by training needs analysis</p> <p>Evaluate the effectiveness of educational/ training interventions</p>	<p>Motivate, stimulate, encourage and facilitate the learning process</p> <p>Ability to lead and participate in action learning</p> <p>Demonstrate high level skills to support workplace learning and assessment</p> <p>Demonstrate skilled reflective practice and ability to engage others in this process</p>	<p>Managing the learning environment</p> <p>Programme of preparation for clinical supervision</p> <p>Enhancement of teaching and assessing skills e.g. PGCE</p> <p>Information technology skills</p>	<p>Core 1,2,4,5</p> <p>Specific IK3 G1 G2 G6 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	3. Research	3.1 Promote and undertake nursing research	<p>Ensure that services are based on high-quality evidence</p> <p>Identify gaps in the evidence base in relation to work and health and communicate findings to appropriate clinical, policy and research communities and provide options for projects and programmes</p> <p>Collaborate with appropriate research partners and build links with Research Forums and Universities e.g. Research Consortia</p> <p>Initiate, facilitate or undertake appropriate high-quality research acting as principal investigator where appropriate</p> <p>Contribute to development and implementation of a work and health nursing research strategy</p> <p>Present research findings in peer reviewed journals, conference and meetings</p>	<p>Advanced knowledge of research governance</p> <p>Critical literature reviewing skills including the ability to analyse, synthesise and interpret the evidence base to underpin practice within the health & work area</p> <p>Skills in writing for publication</p> <p>Excellent Presentation Skills</p> <p>Knowledge of research proposal and funding processes</p> <p>Knowledge of the ethical application process</p> <p>Ability to gather, collate and communicate appropriate clinical data to enable audit, service evaluation and clinical research</p> <p>Develop a research culture within the NMAHP community, acting as a role model, establishing appropriate policies and ensuring support for clinical research activity</p>	<p>Appropriate and relevant work based learning / accredited courses in research and research based practice</p> <p>Understanding of the responsibilities of principle investigator</p> <p>Advanced research methods</p> <p>Audit models and methods</p> <p>Research governance knowledge</p> <p>Contribute to current publications e.g by writing for publication, contributing to peer reviews</p> <p>Understand epidemiology methods</p> <p>Ethical and Research Committees functions</p> <p>Funding application</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific IK2 IK3 G2 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
	4. Advanced Clinical Practice	4.1 Demonstrate advanced/ expert competence, innovation and clinical leadership in delivery and management of work and health services in all contexts, appropriate to clients and organisational needs	<p>Lead a work and health service and work as part of a specialist OH team using advanced knowledge and skills to provide and enhance specialist clinical care</p> <p>Provide leadership and management for work and health teams and have responsibility for ensuring development and delivery the clinical governance plans for these teams</p>	<p>Display highly developed and extensive specialist knowledge of OH underpinned by theoretical expertise , and knowledge with relevant in depth clinical experience and competence</p> <p>Demonstrate advanced knowledge of work related disease</p> <p>Lead on development of clinical governance frameworks</p> <p>Plan and lead the delivery of a multifunctional service to encompass the needs for a diverse organisation (s)</p> <p>Additional specific clinical competencies as required e.g. management of complex and/or high profile clients or situations.</p> <p>Ensuring all services are provided with due cognisance of equality and diversity and requirements of the Equality Act 2010</p> <p>Knowledge of range and needs of vulnerable and hard to reach groups</p>	<p>Appropriate and relevant work based learning for example carrying on from Master of Science in Occupational Health & Safety to Doctorate level</p> <p>Advance critical thinking</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB3 HWB4 HWB6 HWB7 IK2 G2 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		<p>4.2 Demonstrate highly advanced specialist understanding and competency in legal and ethical complexities of OH practice.</p>	<p>Has developed expert understanding and networks at a local and national level</p> <p>Lead and advise at departmental, operational, strategic and organisational levels on general and specific ethical and legal legislation for Health & Safety, Employment Law and Equality legislation</p> <p>Utilises evidence based practice to guide interpretation of statutory and advisory guidance to ensure the health protection of the working population</p> <p>Generation of effective management reports and other forms of verbal, written and visual communication relating to the ethical and legal considerations of managing the health, safety and wellbeing of the working population</p>	<p>Knowledge of emerging guidance and legislation that govern legal and ethical aspects of OH practice</p> <p>Able to utilise the principles of clinical governance, clinical supervision and clinical audit to lead, manage and develop the ethical and legal aspects of OH, safety and wellbeing</p>	<p>Employment law</p> <p>Health & Safety law</p> <p>Occupational Health law</p>	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB3 HWB4 HWB6 HWB7 IK3 G2 G7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		4.3 Promote and influence others to incorporate non-judgemental, value-based care into practice	Act as a champion and role model for values based care and ensure that professional development and quality improvement plans reflect the importance of this approach to care	<p>High level of awareness of own values and beliefs</p> <p>Works in a positive way with difference and diversity (Advanced Practice Toolkit)⁺</p>	Equality Law	<p>Core 1,2,3,4,5,6</p> <p>Specific HWB1 HWB4 HWB7</p>

Career Framework Level	Central Themes	Aspects of Practice	Examples of Sphere of responsibility/ role	Key Knowledge, Skills and Behaviours	Examples of Educational & Professional Development Needs	Suggested Links to KSF
		<p>4.4 Practice autonomously. Have freedom to exercise judgement about actions while accepting professional accountability and responsibility</p>	<p>Model and promote critical thinking to explore and analyse evidence, cases and situations in clinical practice enabling a high level of judgement and decision making (Adapted from Capability Framework for the Advanced Practitioner: Nursing in the Community (NES 2008)</p> <p>Manage professional and ethical service delivery within the context of the current legal framework for OH care while remaining accountable for own professional practice</p> <p>Has freedom to act guided by precedent and expert understanding of policies, guidelines, protocols and procedures</p> <p>Demonstrate ability to exercise advance levels of clinical decision making</p> <p>Leads and champions the information governance of the service</p>	<p>Knowledge of legislation, policies, procedures, protocols, professional regulation and codes of practice</p> <p>Ability to develop, lead & establish protocols & procedures at operational organisational and national strategic levels, to innovate, develop and lead on safe & competent practice</p> <p>Leadership skills in the management of conflict relating to confidentiality of data collection, recording, retrieval and dissemination</p>		<p>Core 1,2,3,4,5,6</p> <p>Specific HWB6 HWB7 IK3 G2 G6 G7</p>

Appendices



Appendix 1

Career Framework Model

Taken with Permission from the Scottish Government Workforce Directorate “Guidance to NHS Boards on the Career Framework for Health” 11 March 2009 (Annex 2).

The diagram outlines the Career Framework Levels, the appropriate Clinical level title (in brackets), a brief clinical level descriptor and, for illustration, some possible non-clinical role examples

Note: This diagram is a slight adaptation of the version on the Skills for Health website and from the one formally launched in 2006. These adaptations are simply to reflect generally recognised terms in Scotland, which may differ from those used elsewhere in the UK. They do not affect the substance of the Career Framework or represent a departure from the Career Framework launched in 2006.

9 Career Framework Level 9
People working at level 9 require knowledge at the most advanced frontier of the field of work and at the interface between fields. They will have responsibility for the development and delivery of a service to a population, at the highest level of the organisation. **Indicative or Reference title: Director**

8 Career Framework Level 8
People at level 8 of the career framework require highly specialised knowledge, some of which is at the forefront of knowledge in a field of work, which they use as the basis for original thinking and/or research. They are leaders with considerable responsibility, and the ability to research and analyse complex processes. They have responsibility for service improvement or development. They may have considerable clinical and/or management responsibilities, be accountable for service delivery or have a leading education or commissioning role. **Indicative or Reference title: Consultant**

7 Career Framework Level 7
People at level 7 of the career framework have a critical awareness of knowledge issues in the field and at the interface between different fields. They are innovative, and have a responsibility for developing and changing practice and/or services in a complex and unpredictable environment. **Indicative or Reference title: Advanced Practitioner**

6 Career Framework Level 6
People at level 6 require a critical understanding of detailed theoretical and practical knowledge, are specialist and /or have management and leadership responsibilities. They demonstrate initiative and are creative in finding solutions to problems. They have some responsibility for team performance and service development and they consistently undertake self development. **Indicative or Reference title: Specialist/Senior Practitioner**

5 Career Framework Level 5
People at level 5 will have a comprehensive, specialised, factual and theoretical knowledge within a field of work and an awareness of the boundaries of that knowledge. They are able to use knowledge to solve problems creatively, make judgements which require analysis and interpretation, and actively contribute to service and self development. They may have responsibility for supervision of staff or training. **Indicative or Reference title: Practitioner**

4 Career Framework Level 4
People at level 4 require factual and theoretical knowledge in broad contexts within a field of work. Work is guided by standard operating procedures, protocols or systems of work, but the worker makes judgements, plans activities, contributes to service development and demonstrates self development. They may have responsibility for supervision of some staff. **Indicative or Reference title: Assistant/Associate Practitioner**

3 Career Framework Level 3
People at level 3 require knowledge of facts, principles, processes and general concepts in a field of work. They may carry out a wider range of duties than the person working at level 2, and will have more responsibility, with guidance and supervision available when needed. They will contribute to service development, and are responsible for self development. **Indicative or Reference title: Senior Healthcare Assistants/Technicians**

2 Career Framework Level 2
People at level 2 require basic factual knowledge of a field of work. They may carry out clinical, technical, scientific or administrative duties according to established protocols or procedures, or systems of work. **Indicative or Reference title: Support Worker**

1 Career Framework Level 1
People at level 1 are at entry level, and require basic general knowledge. They undertake a limited number of straightforward tasks under direct supervision. They could be any new starter to work in the Health sector, and progress rapidly to level 2. **Indicative or Reference title: Cadet**

Appendix 2

Articulation of Career Framework with Scottish Credit and Qualification Framework

Taken from Scottish Government Health Workforce Directorate “Guidance to NHS Boards on the Career Framework for Health” 11 March 2009. Annex 2, a range of post-registration courses.

Note: The levels on the framework are indicative only. They can be broadly linked to qualifications and SCQF levels but this will only be a rough guide – there will be exceptions.

Learning required at each level will vary according to the occupational groups into which the role falls and the KSF outline for each particular role. However, in general, the following level(s) of qualification (in areas related to the work being undertaken) might be expected for roles which appear at the same level of the Career Framework

The learning required for each role should be considered in conjunction with the Career Framework level descriptors www.skillsforhealth.org.uk/page/career-framework

Career Framework Level	Indicative SCQF Levels	Example Qualifications
Level 9	Level 11/12	Masters Degree Doctorate SVQ5
Level 8	Level 11/12	Masters Degree Doctorate SVQ5
Level 7	Level 11	Post Graduate Certificate/ Diploma Masters Degree
Level 6	Level 9/10	Ordinary or Honours Degree Graduate Diploma SVQ4
Level 5	Level 8-10	Diploma HE Ordinary or Honours Degree SVQ4
Level 4	Level 7/8	HNC HND
Level 3	Level 6/7	SVQ3 HNC
Level 2	Level 5/6	SVQ2
Level 1		Induction Standards

Appendix 3

The development group for the career framework for Nursing in Occupational Health was facilitated by the Scottish Government and NHS Education for Scotland. Representation included the Lead Nurses for OH in Scotland, NHS Health Scotland and the Education Providers who deliver post registration OH Education.

Irene Bonnar	OH Service Manager	Borders
Dorothy Bell-Sneddon	OH Manager	Forth Valley
Deborah McMichael	Lead Nurse/ Senior OH Adviser	Lothian
Kay Japp	Principal OHN Adviser	Lanarkshire
Mairi Gaffney	Head of Healthy Working Lives	National Services Scotland
Joan McKie	OH Nurse	Western Isles
Rosemary Shaw	Course Leader : Occupational Health Courses	Robert Gordon University
Marisa Stevenson	Lecturer/Programme Leader	University of the West of Scotland
Denise Gray	Education Project Manager	NHS Education for Scotland

Information on a range of OH courses available from Higher Educational Institutions can be obtained by accessing the websites listed below:

University of the West of Scotland : <http://www.uws.ac.uk/courses/postgraduate.asp>

Robert Gordon University : <http://www4.rgu.ac.uk/nursing/>