

# Employment – evaluation by the primary care trust

- **Set out the outcomes you expect or aspire to:**
  - eg the general practices within the primary care trust (PCT) have all:
    - » issued job descriptions to their general practice nurses (GPNs) that cover their current role and individual responsibilities, and which are reviewed and revised as appropriate at annual appraisals as a matter of course
    - » provided their GPNs with contracts that match their job descriptions
    - » ensured that GPNs working across the PCT understand what is required of them in their role, which contributes to their job satisfaction.
- **Describe your objectives for this evaluation:**
  - eg to assess the extent to which general practices across the PCT provide GPNs with job descriptions that match best practice standards. There should be a process for revising their job descriptions to reflect the gain in knowledge and skills of GPNs as they take on new tasks.
- **Method(s):**
  - complete all or part of sections **A, B** and/or **C** of this Tool to evaluate your general practice's employment of GPNs in respect of their job descriptions and appraisal processes.

Compare your answers to the questions below with the responses to similar questions completed by GPNs working in general practices, or your general practice employers.

## A. What is covered in the job description and contract issued by general practice employers to GPNs?

Compare the range of GPN job descriptions with our model example in [Tool – Person specification for GPN role](#). Do they include the following:

- basic details: title, location, grade, hours, accountability, responsibility to and job purpose?
- an organisational chart?
- primary duties?
- areas of individual responsibilities – clinical nursing practice?
- areas of individual responsibilities – health promotion?
- areas of individual responsibilities – management or leadership of others?
- areas of individual responsibilities – management of resources, including information technology (IT)?
- working conditions?
- terms and conditions of service?
- training and personal development?
- person specification?
- a date at which job description agreed?

## A. What is covered in the job description and contract issued by practice employers to GPNs? (continued from previous page)

Compare your general practice's GPN job contracts with our model examples in

*Tool – Example of a contract of employment for GPNs*. Do they include sections on:

- job title?
- hours worked?
- continuity of employment?
- location?
- salaries?
- leave entitlement?
- absence from work?
- sick pay?
- medical evidence of fitness to work?
- compassionate leave?
- maternity leave and pay?
- superannuation?
- retirement age?
- termination of employment?
- health and safety at work?
- training?
- disciplinary and grievance procedures?

## B. How does the process of drawing up and issuing job descriptions and job contracts in your general practices work out?

Do they:

- match the contents of the job description and job contract for each individual GPN exactly?
- discuss the relevance and accuracy of the job description of the GPN at their review or appraisal, and update it according to the knowledge, skills and new responsibilities they have gained since the last review?
- undertake an annual personal review or appraisal of the GPN that considers the job description alongside their personal development plan, as a routine?
- meet the components of good employer practice (see *Tool – Employment – evaluation by a general practice employer*) for:
  - image and reputation
  - training and education opportunities
  - employment conditions
  - good human resources practices
  - individual performance review
  - promotion and development opportunities
  - communication?

## B. How does the process of drawing up and issuing job descriptions and job contracts in your general practices work out?

- Does an audit show that they are undertaking the tasks, roles and responsibilities that are part of good employment practice in a consistently competent manner?
- Seek help in determining best practice in employment of GPNs from the PCT – and receive satisfactory help (eg electronic examples of model templates such as job descriptions, person specifications, job contracts, appraisal templates, pre-employment checks, appointment forms)?

## C. What was the outcome of your general practice's employment of GPNs?

- Do GPNs generally remain working with their general practices for substantial periods of time?
- Do GPNs progress on a career pathway within a local education and career framework?
- Do GPNs working in the general practices of your PCT tend to have good job satisfaction (you could find that out through discussion with the GPNs themselves)?

## Conclusion

If things are going well, you will have answered 'yes' to nearly every question in each of sections **A**, **B** and **C**. Discuss any questions to which you answered 'no' with others in your PCT management team or with the general practice employers at, for example, a practice managers' forum and see if things can be improved for GPNs locally.