

NHS WALES JOB EVALUATION - GOOD PRACTICE GUIDE

Health, Wellbeing and Retention Things To Consider When Designing a Job

How a job is designed can have a significant impact on the health, wellbeing and retention of the job holder and the wider team. Thinking about these at the development stage will help reduce the key factors that may impact negatively on individual performance, organisational effectiveness and ultimately patient outcomes and quality of care.

<p>When designing the job, it's also important to consider the whole employment cycle:</p> <ul style="list-style-type: none"> • Job Adverts • Interview process • Language skills support • Induction programmes • Career conversations – development opportunities, secondments, flexible retirement, retraining.
<p>Considering workload, job demand and pace, is it achievable? Does the job holder have the correct amount of control over the pace of their work?</p>
<p>Is the job holder encouraged to use their skills and initiative to do their work? Are the job demands adequate and achievable and matched to the skills and abilities? Are the different requirements it places upon the job holder compatible?</p>
<p>Does the job description adequacy provide enough information for the job holder to understand their role and responsibilities?</p>
<p>Are there clear competence/capabilities for the job, including digital literacy (consideration needed in relation to the socio-economic constraints and the physical/learning requirements of all learners)?</p>
<p>Consider the career pathway, will the job holder be able to see clearly the next promotional steps and any opportunities for development?</p>
<p>Consider the work patterns, breaks, working conditions, and environment to help avoid burnout.</p>
<p>Are there systems in place to enable the job holder to raise concerns about any uncertainties or conflicts they have in their role and responsibilities?</p>
<p>Are the expected positive behaviours at work clear of both the job holder and employer, with clear policies and procedures to raise and resolve any unacceptable behaviour?</p>

Do the structures surrounding the role enable teamwork and encourage an ethos that places greater value on contribution than on hierarchy?
<p>Will the job holder belong to a stable 'home team' (where possible, multidisciplinary) that enables:</p> <ul style="list-style-type: none"> • involvement in quality improvement initiatives • a sense of belonging and social support • a space to discuss challenges, difficulties, and frustrations • opportunity for appreciation and recognition • clarification of roles and responsibilities • peer coaching and mentoring • professional development • leadership development and teamwork training.
Does the team have an openly stated shared purpose and clear objectives, one of which is team member wellbeing – is there clarity of roles and is quality improvement a core function?
Does the team meet at least monthly to review and reflect on their performance, including inter-team/cross-boundary working, and to develop ideas for improved ways of working to ensure high-quality care and staff wellbeing?
Does the job holder report into an appropriately trained line manager supporting them to work and develop effectively, providing regular one-to-one review meetings and ensuring that their work needs are met?
Does the job role make clear the need for them to model compassionate and inclusive leadership? This is not just for staff who line manager, but for all staff at all levels in every role.
Consider the needs of the job holder in terms of peer support, mentoring, buddying, and coaching

For further advice



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HEIW Website - [Colleague health and wellbeing - HEIW \(nhs.wales\)](http://Colleague health and wellbeing - HEIW (nhs.wales))

Gwella Platform - <https://leadershipportal.heiw.wales/health-and-wellbeing>