



MPA Consulting

Business, HR Management & Training Specialists



NHS

**Agenda for Change
& KSF**

Portfolio of Services



About MPA Consulting

MPA Consulting is a Management Consultancy specialising in Business, HR Management and Training. MPA was established in 1994 by Michael Potter and has evolved and developed to deal with HR management and business issues in both the public and private sectors. MPA predominantly work in an extensive capacity offering HR, Agenda for Change and KSF services to the NHS nationwide.

We specialise in change management, project management and organisational development, and assist organisations to develop effective people strategies.

Our Mission

“To work with Clients in order to help achieve their overall business objectives”



Our Values

MPA offers a quality service to organisations helping them to achieve a lasting cost effective service which is value for money. By aiming to exceed client's expectations and striving to provide up to date innovative solutions to improve competency and efficiency within business.

Our Approach

We recognise real training needs and tailor them to the specific organisation to assist our clients meet their business objectives, which we believe has led to our continued success in this industry.

Our Vision towards 2013

‘MPA Consulting will strive to help meet an organisation's business objectives by developing its best asset: their people’

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Implementing Agenda for Change

The Agenda for Change (AFC) is the single pay system, brought to the NHS in 2004. The introduction of the programme has provided an equal pay system and standardised the process for designing and extending NHS jobs.

The implementation of AFC is an organisational development target that many Trusts engaged upon in the mid 2000's. The implementation and maintenance of the programme is crucial for HR processes and procedures to run smoothly, and as a result AFC is still a high priority issue for many Trusts today. With all NHS organisations dealing with numerous competing demands, MPA can provide tailor made services to enable NHS organisations to establish and run effective Agenda for Change systems.

How We Can Help

MPA Consulting is one of the UK's leading providers of Agenda for Change Services. Involved since the very beginning MPA has worked with over 100 NHS Trusts to deliver high quality Agenda for Change Training, Panel Support, Consistency Checking and Managed Services. We have a pool of accredited and experienced staff and management side consultants based across the UK here to ensure your Trust meets its Agenda for Change obligations.

Our current and previous clients include: Leeds Teaching Hospitals, Christie Hospital, Southend NHS Trust, Tower Hamlets PCT, South Staffordshire PCT, Connecting for Health, NHS Professionals, Warrington PCT, Bedfordshire PCT, East Lancashire PCT, Barnsley Hospital and Royal Berkshire NHS Trust.

“We were very happy with the turnaround and the quality of the matching reports. We would be certainly interested in using MPA for more panel work in the future” – Bury PCT



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Implementing KSF

The NHS Knowledge and Skills Framework (KSF) defines and describes the knowledge and skills, which NHS staff need to apply in their work in order to deliver quality services. It provides a single, consistent, comprehensive and explicit framework on which to base the review and development of all staff.

The implementation of KSF is an organisational development target that many Trusts are currently facing. For an effective implementation process, it requires an organisational and cultural change process. With all NHS organisations dealing with numerous competing demands, MPA can provide tailor made services to enable NHS organisations to establish and run effective KSF systems.

How We Can Help

MPA Consulting are experienced KSF practitioners, having worked in a training and advisory capacity for Trusts such as Barnsley Hospital, Bedfordshire PCT, St. Annes Hospice, as well as private sector clients with TUPEd NHS staff such as B.Braun Medical Ltd, and BASF.

MPA Consulting has the knowledge and experience of KSF to assist in meeting your specific requirements for implementing KSF. We are able to offer:

- KSF Training and Development for staff and managers
- E-KSF
- Assistance with KSF outlines and dimensions
- Diagnostic reviews and audits of systems and processes
- Outsourcing
- Advice and support



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Portfolio of Services

Agenda For Change

Training Courses

Detailed Awareness
Job Matching
Job Analysis/Evaluation
Train the Trainer
Job Descriptions
CAJE Administrator

Consultancy Services

Panel Work (In-House)
Panel Work (Out-Sourced)
Job Descriptions
Job Clustering
Diagnostic Review
Managed Services
Recruitment and Selection Package

KSF

Training Courses

Introduction to KSF
KSF for Managers (Appraisers)
KSF for Staff (Appraisees)
Train the Trainer
E-KSF
KSF Outline Development
KSF Dimension/Competency Training

Consultancy Services

KSF Diagnostic Review
Embedding KSF
Review and Development of KSF Out-
lines
KSF & Professional standards
KSF Project Management

All training courses and consultancy services undergo a post delivery evaluation process in order to continually improve upon and tailor our services to meet your specific requirements.



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Agenda For Change

Detailed Awareness

Introduction

The Nationally Accredited workshop aims to raise awareness of Job Evaluation, Job Analysis and Job Matching. Suitable as preparation for the Job Matching and Job Evaluation courses, and also for managers who require an overview of the Agenda for Change programme.

Course Duration

Half Day

Core Objectives

Delegates will develop an understanding of the background to Agenda for Change, its purpose, and how it is being implemented within the NHS.

Please note, this course must be completed with Job Matching and/or Job Analysis/Evaluation in order to become an accredited Agenda for Change panelist.

Course Outcomes

On completion of the course, delegates will have a thorough grounding of Agenda for Change, and will receive a certificate accrediting their attendance on the course.



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Agenda For Change

Job Matching

Introduction

The Nationally Accredited workshop aims to develop the skills required to perform “Job Matching” in line with the Agenda for Change programme.

Course Duration

2 days

Core Objectives

Delegates will develop and practice skills required to match job descriptions against national profiles, as part of a job matching panel.

Course Outcomes

On completion of the course, delegates will be able to work as part of a panel to assign the appropriate banding to jobs, through the Job Matching process. They will receive a certificate accrediting their attendance on the course.



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Agenda For Change

Job Analysis/Evaluation

Introduction

The Nationally Accredited workshop aims to develop the skills required to perform “Job Analysis” and “Job Evaluation” in line with the Agenda for Change programme.

Course Duration

2 days

Core Objectives

Delegates will develop and practice skills required to analyse Job Evaluation Questionnaires (JAQ's) and evaluate JAQ's as part of a job evaluation panel.

Course Outcomes

On completion of the course, delegates will be able to work as part of a panel to effectively interview post holders and managers and analyse their JAQ as part of the job analysis phase. They will also be able to assign the appropriate banding to jobs, through the Job Evaluation process. They will also receive a certificate accrediting their attendance on the course.



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Agenda For Change

Train the Trainer

Introduction

The workshop is a full Agenda for Change training package for individuals who wish to be Agenda for Change trainers.

Course Duration

4 days

Core Objectives

Delegates will develop the knowledge and skills required to train others in the Agenda for Change programme.

Course Outcomes

On completion of the course, delegates will be able to deliver Detailed Awareness, Job Matching and Job Analysis/Evaluation courses. They will also receive a certificate accrediting their attendance on the course.



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Agenda For Change

Job Descriptions

Introduction

How to write effective job descriptions within the NHS.

Course Duration

1 day

Core Objectives

Delegates will develop and practice skills required to write effective job descriptions and person specifications, whilst developing further knowledge about specific HR practices, Agenda for Change and KSF requirements, and how these can impact upon NHS job descriptions and person specifications.

Course Outcomes

On completion of the course, delegates will be able to utilise their newly acquired knowledge and skills in order to write more effective job descriptions and person specifications. They will also receive a certificate accrediting their attendance on the course.



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Agenda For Change

CAJE Administrator

Introduction

How to run and administer CAJE as a lead CAJE administrator.

Course Duration

1 day

Core Objectives

Delegates will develop the skills to administer the basics of CAJE, but will develop more specific skills that are required to act as the Trust's lead CAJE user and manage the system in order to facilitate Agenda for Change panels.

Course Outcomes

On completion of the course, delegates will be able to manage CAJE as a "Super User". They will also receive a certificate accrediting their attendance on the course.



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Agenda For Change

Panel Work - In House

Introduction

MPA offer a fully comprehensive panel support service to assist with Job Matching, Job Evaluation, Job Analysis, Review and Consistency. Panels can either be outsourced to us at our premises or run at your organisation.

How we can help

MPA are able to provide staff or management side panelists to attend panels at your NHS Trust, with as little as 24 hours notice.

All panelists are experienced Agenda for Change practitioners. Many have worked in the NHS or currently do so part time. Our staff side panelists are all registered with their respective unions.

We can provide how ever many panelists you require.

Before commencement of work, we must ensure that a Trust has agreement from their Staff Side Lead and must notify us of the number panellists they require.



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Agenda For Change

Panel Work—Outsourced

Introduction

MPA offer a fully comprehensive panel support service to assist with Job Matching, Job Evaluation, Job Analysis, Review and Consistency. Panels can either be outsourced to us at our premises or run at your organisation.

How we can help

Outsourced panels are run at our premises via our AFC admin team, using our experienced staff and management reps.

We normally expect to complete 4-6 jobs per day (9am-5pm), depending on the quality of the job descriptions. We are able to run panels as soon as we are given notice. We can even book block days, to relieve any backlog you may have. We feedback results via the CAJE system, or email/post factor rationale sheets on the same working day.

The benefit of this service is that Trusts do not need to worry about sourcing panellists and finding a suitable venue. We are able to manage all of this, as well as the CAJE admin, printing of JD's, liaison with panellists and managers, etc. We always keep the Trust up to date with the work carried out each day. We can also set up panels at short notice (up to 24 hours).

We also offer an odd job service. If a Trust has an urgent job that needs to be matched, but do not have enough jobs to fill a days worth of work, we can match individual jobs at an individual rate. Once we have received notice from a Trust, we would aim to get the individual job looked at as soon as possible.

Before commencement of work, we must ensure that a Trust has agreement from their Staff Side Lead and must notify us of the number panellists they require. We are already delivering this service to a number of Trusts, such as Southend NHS Trust, Bury PCT, Princess Alexandra Hospital NHS Trust, Warrington PCT., West Midlands SHA.

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Agenda For Change

Job Descriptions

Introduction

MPA offer a job descriptions writing service, to assist Trusts with writing effective and practical job descriptions for a variety of NHS disciplines.

How we can help

Managers are able to consult MPA for advice on writing their job descriptions. We are also able to amend and review job descriptions, make recommendations, or compile job descriptions from scratch.



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Agenda For Change

Job Clustering

Introduction

MPA offer a job clustering service, to assist Trusts with organising their job descriptions to reduce the volume of job descriptions that are processed through Agenda for Change

How we can help

MPA review the job descriptions of similar posts, that may exist in different departments or directorates. Instead of creating separate job descriptions for each post, MPA are able to cluster these jobs, so that a generic job description is created, that can be approved through Agenda for Change. This job description can then be used by any department within the Trust, all it will require is the odd adjustment to tailor it to their department. This service can save Trusts the time and effort of clustering their job descriptions or submitting separate job descriptions through Agenda for Change, for very similar roles.



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Agenda For Change

Diagnostic Review

Introduction

Meeting Agenda for Change targets and ensuring that banding consistency is achieved can be difficult. MPA offer a service where your Agenda for Change processes and procedures can be audited to identify whether your Trust is meeting Agenda for Change best practice, and identify how processes can be improved to help achieve targets.

How we can help

MPA carry out a through investigation into how a Trust administers its Agenda for Change panels and whether they are running effectively. We also carry out benchmarking and consistency checks to review whether the Trust is banding jobs consistently with other internal jobs and external jobs outside the Trust in other NHS and non NHS organisations. MPA are able to compile a detailed report of their findings and also make recommendations that can improve the effectiveness of their Agenda for Change processes and procedures.



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Agenda For Change

Managed Services

Introduction

Sometimes Trusts can lack the resources required to get Agenda for Change running at the standard that they require. This can result in difficulties with co-ordination of panels, a backlog of jobs to be matched or evaluated, sufficient consistency checks not being carried out, and difficulties with managing the CAJE system. All of this can result in the recruitment processes of the Trust slowing down and managers not getting the staff when they need them.

How we can help

MPA offer highly experienced management or staff side AFC leads that can project manage the implementation of AFC and develop AFC procedures and processes to ensure AFC is able to run smoothly. We can manage the programme entirely, or get things up and running with the aim of handing over responsibility back to the Trust.



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Agenda For Change

Recruitment and Selection Package

Introduction

Agenda for Change and KSF are programmes that work alongside NHS recruitment procedures. Recruitment within the NHS, therefore needs to account for the requirements of Agenda for Change and KSF. This is something that Trusts may require assistance with.

How we can help

MPA are able to offer a full recruitment and selection package, involving assistance with job descriptions, person specifications, shortlisting, competency based interviewing, psychometric testing and assessment centres. We are able to supply these recruitment tools, and tailor them to your specific Agenda for Change and KSF requirements.



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Knowledge & Skills Framework

Introduction to KSF

Introduction

The national Knowledge and Skills Framework was introduced across the NHS as part of the Agenda for Change.

The workshop aims to help create an understanding of how it is being implemented and how it will be used as part of the Personal Development Review process.

Course Duration

2 days

Core Objectives

Delegates will develop an understanding of:

- How KSF is contributing to service modernisation
- The core and specific dimensions
- The gateway points
- How KSF outlines are developed
- How to identify issues with reviews of specific staff groups and how to address them
- How to project manage and action plan for KSF implementation
- Policies and procedures to consider

Course Outcomes

On completion of the course, delegates will have the necessary knowledge and skills to fully understand KSF and how it needs to be project managed for implementation across their trust.

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Knowledge & Skills Framework

KSF for Managers (Appraisers)

Introduction

The workshop aims to assist managers in their understanding of the KSF processes and develop the skills needed to effectively manage performance and conduct the KSF appraisal.

Course Duration

1 day

Core Objectives

Delegates will be able to:

- Consider the different types of evidence that can be used at KSF appraisal
- Explain the difference between objectives and standards and demonstrate how they can be agreed to manage performance.
- Identify techniques for providing feedback
- Discuss various development methods and the role of the manager in evaluating learning and development.
- Use the KSF paperwork
- Conduct a KSF appraisal

Course Outcomes

On completion of the course, delegates will have the necessary knowledge and skills to conduct effective performance appraisals with their staff in line with the Knowledge and Skills Framework.

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Knowledge & Skills Framework

KSF for Staff (Appraisees)

Introduction

The workshop aims to educate staff on the KSF appraisal process and its background. It will also explain its purpose, how the appraisal meeting will be conducted, and how it is linked to their pay progression

Course Duration

Half day

Core Objectives

Delegates will learn about:

- The background of KSF
- The appraisal process
- The documents that they need to complete
- The part that they and their managers play
- How they can get the most out of their appraisal
- How they should plan their development
- Where they can go for support

Course Outcomes

On completion of the course, delegates will have an improved understanding of the KSF process, how it relates to their performance reviews and what they need to do.

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Knowledge & Skills Framework

KSF Train the Trainer

Introduction

The workshop aims to educate delegates on the KSF process so that they will be able to help others understand and consistently implement the NHS KSF.

Course Duration

2 days

Core Objectives

Delegates will learn about:

- The NHS KSF and its use in development review
- The NHS KSF and its use in organisations
- Applying the NHS KSF in organisations —establishing systems and procedures
- Using the computerised tool to support the delivery of the NHS KSF.
- Compiling job outlines
- Setting up consistency processes

Course Outcomes

On completion of the course, delegates will be able to act as a KSF trainer, assisting with KSF implementation throughout their Trust.



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Knowledge & Skills Framework

e-KSF

Introduction

The workshop aims to give delegates an understanding of the administration processes and functions required to administer and manage e-KSF.

Course Duration

Half day

Core Objectives

Delegates will learn about:

- How e-KSF is structured
- How e-KSF data is populated and managed
- How to manage objectives and budget codes
- How to access and administer the learning and development database
- How to create, manage and approve post outlines in e-KSF
- How to run reports
- How to update development review, PDP information

Course Outcomes

On completion of the course, delegates will be able to act as an e-KSF administrator, assisting with KSF implementation throughout their Trust.



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Knowledge & Skills Framework

KSF Outline Development

Introduction

The workshop aims to give delegates the knowledge and skills and write and develop effective KSF outlines in line with the requirements of specific job posts.

Course Duration

1 day

Core Objectives

Delegates will be able to:

- Identify the core and specific dimensions required for a post
- Identify the dimension levels required for a post
- Put together outlines that are appropriate for specific jobs

Course Outcomes

On completion of the course, delegates will be able to write effective KSF outline for specific posts.



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Knowledge & Skills Framework

KSF Dimensions/Competencies

Introduction

The workshop aims to give delegates an overview of the KSF dimensions, and how these competencies can be implemented into other HR processes such as recruitment and selection.

Course Duration

1 day

Core Objectives

Delegates will develop an understanding of:

- The core and specific dimensions
- The dimension levels
- How KSF dimensions can be implemented into recruitment and selection procedures, person specifications and other HR practices.

Course Outcomes

On completion of the course, delegates will have a good knowledge of the KSF dimensions and how they can be implemented within other HR practices.



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Knowledge & Skills Framework

KSF Diagnostic Review

Introduction

Many Trusts have already begun to implement KSF, with KSF outlines having been developed and performance appraisals being delivered. Some Trusts may be unsure as to whether they are meeting their targets, and whether KSF outlines are being developed consistently across the Trust.

How we can help

MPA are able to perform a diagnostic audit review of your current KSF processes and procedures to assess:

- Whether all the necessary staff have been trained
- Whether KSF training needs are being met
- Whether KSF outlines are being written and developed consistently across the organisation and compared to other Trusts/organisations
- The efficiency and effectiveness of KSF administration processes

Our Diagnostic audits consist of a review process carried out by an experienced KSF practitioner and consultant, who will spend time in your organisation to make the required assessments. They will then produce a diagnostic report which will highlight the strengths and weaknesses of your processes, and offer recommendations on how to address them.



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Knowledge & Skills Framework

Embedding KSF

Introduction

When implementing KSF, it is important to ensure that all existing policies and procedures take into account KSF, in order for KSF processes and procedures to become embedded within the organisational culture.

How we can help

MPA are able to review existing policies and procedures to fall in line with KSF requirements. We are also able to advise how KSF can become incorporated into other HR practices such as compiling job descriptions and person specifications, and conducting recruitment and selection.

This service is carried out by an experienced KSF practitioner and consultant, who will spend time reviewing your HR policies and procedures. They will then recommend or conduct amendments of policies and procedures, that will help to embed the KSF process.



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Knowledge & Skills Framework

Review and Development of KSF Outlines

Introduction

Developing and reviewing KSF outlines can be a time consuming process, particularly when there are other organisational demands to meet and a shortage of staff to undertake the process.

How we can help

MPA are able to review and develop KSF outlines to meet the requirements for specific posts. This can be completed for any clinical or non clinical post.

This service is carried out by an experienced KSF practitioner and consultant, who will spend time reviewing your existing KSF outlines and job description/ person specifications. They will then generate a new KSF outline appropriate for the specific post.



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Knowledge & Skills Framework

KSF and Professional Standards

Introduction

In certain departments such as paediatrics, mental health, there are often national guidelines and professional standards which outline certain competencies that staff must have in order to work effectively in that specific field. These competencies may not have been considered when developing the original KSF outlines for the posts.

How we can help

MPA are able to align national guidelines and professional standards and incorporate these into KSF profiles.

This service is carried out by an experienced KSF practitioner and consultant, who will identify how the national guidelines and professional standards translate across to the KSF dimensions. They will identify which KSF dimensions reflect these standards, and where these KSF dimensions may be missing from the existing outlines. They will then incorporate these dimensions appropriately within the existing KSF outlines.



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Knowledge & Skills Framework

KSF Project Management

Introduction

Some Trusts/organisations are already underway with KSF and have successfully managed to implement it. However, some Trusts/organisations are still to get underway with its implementation and are struggling to meet new national targets.

How we can help

MPA are able to project manage the implementation of KSF across the Trust/organisation. One of our experienced KSF consultants will identify what needs to be done and initiate the implementation process. They will be able to act as an independent facilitator and engage the right people on board. They will then be able to advise key staff of how to manage the process into the future.



KSF project management can be organised directly through MPA, where one of our representatives will be able to visit you for a more in depth meeting to discuss your requirements. We are also able to develop a formal proposal and costings outline based on the specified requirements, in order to tailor our services to your needs.

**For further information and to book
contact us on: 0161 776 4383.**

Knowledge & Skills Framework

Client Testimonials

Mid Essex Hospitals NHS Trust

“We’d be more than happy to outsource more panels to MPA. Managers are more than happy to go external if it speeds up the process.”

The Walton Centre NHS Trust

“Using MPA has really helped to keep our timescales down. We have used MPA in the capacity of providing an additional panel member for our panels, this has enabled us to keep our own staff involvement in panels. Making arrangements for panels is really straight forward and MPA have been completely flexible and reliable. We also use MPA to train our staff as panel members and have always had positive feedback.”

Peterborough and Stamford Hospitals NHS Trust

“Excellent trainers—comprehensive course.”

Contact us

If you would like any more information on the services offered please do not hesitate to get in touch. One of our AFC or KSF consultants will be able to discuss further with you your requirements.

We are also able to offer bespoke AFC and KSF services to meet your needs.

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