



Agenda for change

Early Implementers newsletter

HC/25/04

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This is the sixth issue of the Newsletter, providing feedback to UNISON members on the latest developments in the twelve Early Implementer (EI) sites.

UNISON has held its seventh meeting of EI Lead Activists and Officers. This newsletter gives a round-up of all the information UNISON has received from the EI sites. If you have any information you would like to share please email r.baughan@unison.co.uk

SPECIAL CONFERENCE

UNISON's Health Group has decided to aim to hold UNISON's special conference on Monday 4th October to be followed by a ballot in which health members will vote on whether Agenda for Change should be rolled out across the rest of the NHS. The recommendation of the Health Group Executive to the Special Conference will come out at the end of July/early August. Branches will have an opportunity to submit amendments to the motion to be debated.

Before members are asked to vote, it will be essential to get sufficient information out of each of the Early Implementer sites in order to assess the impact of the system, and to renegotiate on any aspects of the system which are found

not to be working. At the most recent EI meeting everyone agreed on the need to ensure that the maximum amount of information, both positive and negative, was available to assist members to make their decision in the ballot later this year. It was also considered essential that there is movement on key issues such as unsocial hours.

JOB EVALUATION

STOP PRESS: For some time UNISON has been raising concerns about the potential impact of Agenda for Change on Administrative and Clerical staff. Evidence from the EI sites has begun to back up our concerns. We are in discussions with the Department of Health and the Job Evaluation Working Party about a programme of work to tackle these problems. More details will follow.

The following profiles were published at the start of February:

Medical engineering technician (Entry level)	Band 4
OT Technician (Higher level)	Band 4
Team Leader, finance	Band 4
Medical engineering technician	Band 5
Medical physics technician	Band 5
Financial accountant	Band 6
HR/Personnel services officer	Band 6
Specialist medical engineering technician	Band 6

Specialist Medical physics technician	Band 6
Specialist OT	Band 6
Medical engineering section manager	Band 7
Med physics technician section manager	Band 7
Consultant Podiatric surgeon	Band 8d+

New Profiles

The following posts will be cleared in the next few days:

- HR/personnel manager
- Porter supervisor
- Highly specialist OT

UNISON believes the key JE priority is to produce new profiles to fill identified gaps between now and 30th April, which is the deadline for pre-review profile production.

As a result of UNISON's lobbying, there is now a general recognition on both sides that urgent work is needed to provide a significant number and range of additional profiles for administrative, clerical and managerial staff in Finance, Payroll, HR, IT and other key non-clinical areas. Our concerns about this have been borne out by the experience of the Early Implementers where an insufficient range and number of Administrative & Clerical profiles are frustrating the assimilation process.

Work is continuing via national sector committees to gather evidence to:

- Identify professional bodies to work with on profile families
- Identify and interview postholders to complete Job Analysis Questionnaires (JAQs) for missing profiles
- Provide detailed comments on draft profiles
- Submit suggested changes to scheme notes and definitions

The following profiles are out for consultation with the National Sectors

Administrative Clerical Sector

- Clinical Coders
- Switchboard Operator
- Practice Manager (Group Practice)

Ambulance

- Patient Carer
- Technician: A profile has been released to the Early Implementer Sites for test matching (but not for general release as it has not been finally agreed). UNISON is compiling Job Analysis Questionnaires (JAQs) from three other non EI trusts to demonstrate the need for a higher profile. Further details can be found at: <http://www.unison.org.uk>
- UNISON is looking at the potential for additional profiles for Control posts.

Allied Health Professions

- A JAQ for Community Occupational Therapist has been submitted and is awaiting a profile.
- Other profiles are being discussed

Ancillary Sector

- UNISON is working to build higher level catering, porters and domestic profiles.

PTB

- Anatomical Pathology Technicians
- Estates
- Pharmacy Technicians: These profiles have already been subject to a number of revisions. The consultation process is continuing.
- Operating Departmental Practitioners (ODPs): UNISON and the Association of Operating Departmental Practitioners (AODP) objected to the initial banding. Arguments for parity with Theatre Nurses now accepted. UNISON and AODP are awaiting Higher Level Theatre Practitioner Profiles before agreeing profiles for ODPs.
- Other MTO and lab profiles under discussion

Professions complementary to Dentistry

- UNISON is co-ordinating work with the other unions. JAQs are being submitted for higher level dental nurses and managers.
- Dental Therapists profiles are in the last stages of consultation.
- Profiles for Hygienists are subject to further consultation, as staff side is unhappy with the proposed banding.

Senior Managers

- UNISON is in discussions with employers and professional bodies to identify additional senior manager profiles.

Nursing

- We are seeking to produce a band 4 Health Care Assistant Profile. We are also working with other nursing unions to identify additional nursing profiles.

Short & Long List

UNISON is trying to reach agreement, both with the other staff side unions and the Department of Health on a short list and a long list of jobs to be profiled. The short list would consist of those jobs to be profiled before the 30 April deadline; the long list would consist of those jobs to be profiled following the review of the Early Implementation phase.

Matching Process

EI site matching and evaluation panels: Reports given via JE leads and external monitoring suggest that the matching process has worked efficiently in most sites. Reports on evaluation however, suggest that the process is extremely slow. Possible causes put forward include:

- Shortage of trained job analysts/evaluators
- Time taken to complete JAQs, and staff not being provided with time during working hours to complete them
- Lack of guidance given to postholders completing JAQs
- Difficulty assembling/scheduling panels

We would welcome any feedback ASAP on how the process is operating in your area. (s.gorton@unison.co.uk or 020 7551 1258)

Monitoring is now under way and reports will be produced for the Profiling Group on non-matches, unsuccessful matches and apparent inconsistencies.

New DoH Website Address

Revised timetable & useful resources

<http://www.dh.gov.uk/PolicyAndGuidance/HumanResourcesAndTraining/ModernisingPay/AgendaForChange/fs/en>

The Agenda for Change website can now be located at the above address. Materials relating to the Job Evaluation project have recently been written to take into account the second ballot – these have been put out to consultation with the staff side unions and will be published on the web very shortly. Papers to be published include:

- Job evaluation project plan
- Detail on roles within JE
- Description of training modules
- Paper on cascading training via the Training the Trainers model
- Scoping paper for organisations – how many jobs, JE practitioners, panels etc
- Practical tips for smooth running of panels
- Compendium of JE resources

Feedback on matching results from the EI Sites

EI Sites highlighted the difficulties that capacity problems were causing and the length of time it was taking to complete Job Analysis Questionnaires (JAQs) for those jobs requiring local evaluation.

Central Cheshire highlighted the difficulties surrounding the review process after matching, in particular that the JAQs could be reviewed but not by a panel. It was requested that training on this issue be included in the advocacy course.

UNISON EI Reps confirmed that they are fully committed to a robust matching process.

A higher proportion of posts have required the completion of JAQs than

anticipated. At James Paget 379 posts have been matched with 210 posts identified as requiring JAQs. Of these, 150 JAQs have completed and returned. 150 matching appeals have been lodged. There is concern at James Paget at the lack of Administrative & Clerical Band 4 profiles.

At Central Cheshire 100 posts have been identified as requiring JAQs. Of these approximately 30 have been completed and returned. Job Evaluation is not expected to be completed until April/May 2004.

At Hereford PCT 800 staff have been matched. There is concern regarding the bandings of Mental Health Nurses. As a consequence it has been agreed that a skill mix review of mental health nurses will be carried out in full consultation with staff side, and that re-matching will take place in light of this review.

At West Kent 1206 posts have been matched. 103 JAQs have been circulated, 25 returned and 11 evaluated. There is concern at the potential banding for Medical Secretaries. Three new Job Descriptions (JDs) are being developed, and affected members are being consulted before these JDs go to matching panels.

At South West London Mental Health Trust 1800 posts have been matched, and 130 identified as requiring JAQs.

Guys & St Thomas expect job evaluation to be completed by July 2004. 1367 jobs have been matched with 689 jobs going forward for local evaluation.

East Anglia Ambulance reported that 98% of posts have been matched.

TERMS & CONDITIONS

The unsocial hours aspect of the scheme remains a major area of concern. At James Paget staff are refusing to work additional unsocial hours on Sundays and bank holidays that will not add to the percentage supplement they receive. At Aintree there are similar problems in getting staff to cover one-off shifts out of normal working hours. City Hospitals Sunderland also reported that unsocial hours is a major concern.

At Avon & Wiltshire there has been no solution to the dispute where some staff (due to the lack of any agreement for those working under 5 unsocial hours per week) are still being asked to work public holidays such as Christmas & Easter, for no extra money. If a resolution is not found shortly, the branch will be reviewing its course of action which may include a ballot for industrial action. At East Anglian Ambulance and Central Cheshire local agreements have been reached regarding additional payments for working bank holidays.

At South West London and James Paget on-call is causing difficulties due to the variety of arrangements. At James Paget management side has offered 1.5% for staff who are on-call for one-in-twelve out of normal hours shifts. Staff side has rejected this offer.

There are unresolved issues at West Kent and Aintree regarding staff on NHS Professionals and Bank contracts. In particular, there are issues about the rate of pay for bank staff who have substantive contracts with their trust, and have already worked 37.5 hours per week.

East Anglian Ambulance Trust has reached agreement regarding

compensation for interrupted meal breaks. Under this agreement, staff must not be interrupted during their 30 minute meal break, unless there is no available alternative resource at the time of the call and staff have given their prior permission. If staff do give permission they will receive a payment of £20.00 for each interruption. At North East Ambulance the issue around meal breaks remains unresolved and they are seeking involvement from a national level.

ASSIMILATION ONTO NEW PAY & CONDITIONS

Progress on assimilation continues to be patchy. At Aintree, 950 nurses, 600 HCA posts, 230 Administrative & Clerical, 74 Ancillary and 31 Maintenance staff, plus 61 radiographers and 16 dieticians have been assimilated.

At West Kent 1363 employees (60% of staff) are now on Agenda for Change rates. This consists of 22% of Administrative and Clerical staff, 28% Allied Health Professions, 94% Nursing & Midwifery and 57% of Support Services.

At South West London Mental Health Trust, it was anticipated that 350 staff (14%) would be on Agenda for Change rates by the end of February. At James Paget 1500 employees are now on Agenda for Change rates.

City Hospitals Sunderland aim to assimilate 90% of staff by May this year.

West Kent has reached a local agreement for staff on Band 1 whose incremental date falls on 1 June (i.e. those who have long service and are at the maximum of their current grade). Under this agreement they assimilate to

a point no lower than the second point of Band 1. This agreement is to ensure parity with those staff with shorter service (and therefore not yet at the top of their current pay band) whose incremental date is other than 1 June.

Aintree has reached a local agreement whereby Staff who assimilate onto a transitional point and require protection will move to a transitional point which does not require protection, or to the minimum of the scale.

At Hereford PCT 600 staff have been assimilated.

PROTECTION

There is limited information regarding the numbers of staff requiring protection. However at Central Cheshire out of 600 staff, 20-30 employees have so far been identified as possibly requiring protection, based on the bands they have been matched to. However this number may grow when enhancements, such as unsocial hours payments, are taken into account.

At West Kent of the first 1230 who were assimilated to Agenda for Change Terms & Conditions 67 (5%) are on protection. For 63 of those on protection the cause was payment for work outside normal hours.

At East Anglian Ambulance the matching results of 10 posts have been identified as potential causes of protection, with three posts causing particular concern. A dedicated help line has been set up locally to deal with queries and concerns regarding salaries.

Overall delays in matching and assimilation has meant there is currently insufficient data available to reach firm

conclusions about the number of staff requiring protection.

COMMUNICATIONS

The Agenda for Change Summary booklet is currently being revised, and EI sites have been asked to give feedback on what they feel should be included in the revision (comments to j.chandler@unison.co.uk). An A3 poster designed to encourage recruitment of activists is now available for branches to order (stock no.2286.)

RECRUITMENT & ORGANISATION

UNISON sites that participated in a recent Recruitment Pilot exercise reported significant increases in UNISON membership. West Kent recruited 75 new members between June 2003 and January 2004, an increase of 5%. Both Aintree and Hereford have recruited over 20 additional activists since they became EI Sites. Capacity however remains an

issue in all the Early Implementers. The implementation process is resource-intensive and there is an urgent need for more people to get involved in the necessary work.

BRANCHES MUST BE PREPARED

Our activists in the Early Implementer sites have said they wished they'd had more time to prepare for implementation of the scheme. The time between now and possible roll-out in the Autumn gives our non-EI branches a golden opportunity to prepare the ground, recruit and train activists, and get their project plans jointly agreed and set in place.

Better preparation could have helped prevent some of the delays experienced in the EI sites. UNISON advice and information on what branches can do to prepare is set out in circulars HC/113/03 and HC/122/03 – available on the UNISON website at www.unison.org.uk/healthcare/a4c

PAY BANDS FOR STAFF IN EARLY IMPLEMENTOR SITES COVERED BY AGENDA FOR CHANGE EFFECTIVE FROM 1 APRIL 2004

Point	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Range A	Range B	Range C	Range D
1	10,762	<i>10,975*</i>										
2	11,135											
3	11,508	11,508	<i>11,668*</i>									
4	11,827	11,827										
5		12,147	<i>12,147*</i>									
6		12,520										
7		12,893	<i>12,733*</i>									
8		13,266	13,266	<i>13,479*</i>								
9		13,745	13,745									
10		14,278	14,278	<i>14,278*</i>								
11			14,598									
12			15,024	<i>14,811*</i>								
13			15,504	15,504								
14			15,877	15,877	<i>15,877*</i>							
15				16,463	<i>16,516*</i>							
16				17,049	<i>17,049*</i>							
17				17,581								
18				18,114	18,114							
19				18,647	18,647	<i>18,913*</i>						
20					19,180							
21					19,819	<i>19,819*</i>						
22					20,458							
23					21,044	<i>20,778*</i>						
24					21,630	21,630						
25					22,483	22,483	<i>22,057*</i>					
26					23,442	23,442	<i>23,442*</i>					
27						24,401						
28						25,253	<i>24,827*</i>					
29						26,106	26,106					
30						26,958	26,958					
31						27,917	27,917					
32						29,302	29,302					
33							30,155	<i>30,155*</i>				
34							31,114	<i>31,114*</i>				
35							32,179	<i>32,179*</i>				
36							33,298	33,298				
37							34,417	34,417	<i>34,417*</i>			
38								35,802	<i>35,802*</i>			
39								37,187	<i>37,187*</i>			
40								38,786	38,786			
41								39,958	39,958	<i>39,958*</i>		
42								41,982	<i>41,982*</i>			
43								44,326	<i>44,326*</i>			
44								46,671	46,671			
45								47,949	47,949	<i>47,949*</i>		
46									50,080	<i>50,080*</i>		
47									52,425	<i>52,425*</i>		
48									55,941	55,941		
49									57,539	57,539		
50										59,937		
51										62,867		
52										66,063		
53										69,260		

*Pay rates in italic are special transitional points which apply only during assimilation to the new system in accordance with the proposed agreement on Agenda for Change.

Application of gateways: Gateway points occur on two places on each pay band, one after twelve months and one near the top of the band (**marked in bold**). Each member of staff is to have a personal development plan, to identify support for their development. The Knowledge and Skills Framework (KSF) is used to support this process of annual development reviews. Only after each staff member has had a personal development plan and KSF is operational will the pay gateways become operational.

HIGH COST AREA SUPPLEMENTS FROM 1 APRIL 2004

	% of basic pay	Minimum	Maximum
Inner London	20%	£3,197	£5,328
Outer London	15%	£2,664	£3,729
Fringe	5%	£799	£1,385

A REMINDER OF WHERE THE EARLY IMPLEMENTER SITES ARE:

James Paget Healthcare NHS Trust
Guy's & St Thomas' Hospital NHS Trust
City Hospitals Sunderland NHS Trust
Papworth Hospital NHS Trust
Aintree Hospitals NHS Trust
Avon & Wiltshire Mental Health Partnership NHS Trust
S West London & St George's Mental Health NHS Trust
West Kent NHS & Social Care Trust
Herefordshire NHS Primary Care Trust
Central Cheshire Primary Care Trust
North East Ambulance Service NHS Trust
East Anglian Ambulance NHS Trust

USEFUL WEBSITES:

See the UNISON Agenda for Change web pages for regular updates, advice, guidance and information <http://www.unison.org.uk/healthcare/a4c>

It's also worth checking out the following sites which provide information and guidance for employers on the importance of adopting a Partnership approach to Agenda for Change:

http://www.modern.nhs.uk/scripts/default.asp?site_id=48&id=20661

http://www.dh.gov.uk/PublicationsAndStatistics/LettersAndCirculars/DearColleagueLetters/DearColleagueLettersArticle/fs/en?CONTENT_ID=4007126&chk=IBBA5k