Agenda for Change – What’s it all about?
Agenda for Change is a new pay system for the NHS. It will harmonise Terms and Conditions of employment and provide a clearer path for your career development.
Agenda for Change has been negotiated in partnership between employee and employer representatives and supports NHS modernisation. Roll-out of the programme – based on retrospective application from is from 1 October - began on 1 December 2004. The initiative is divided into three main parts:
- Job Matching and / or Evaluation
- Terms & Conditions
- Knowledge and Skills Framework
Job matching and evaluation of NHSGG’s 33,000 staff is now underway.

Pay uplift is Whitley’s last gasp
With job matching and evaluation now fully underway, the conversion of NHSGG staff onto Agenda for Change (AFC) terms and conditions has begun in earnest.

However, the outdated system that AFC will replace – based on Whitley Council terms and conditions – remains in place during the period of transition. This means that the annual round of pay uplifts has had to be implemented based on Whitley Council pay-scales.

Planning for the process of assimilating staff onto the new terms and conditions, including pay-scales, is well underway, even though they have technically been in force since 1 October 2004. What this means is that when staff are finally assimilated, their new AFC pay-scale will be retrospectively applied and differences squared away, subject to protection arrangements.

In the meantime, to avoid different groups of staff waiting varying lengths of time before they receive any uplift due to them, it was agreed that Whitley pay-scales should be upped by 3.225%, effective from 1 April 2005.

All staff remaining on Whitley pay-scales have accessed the uplift in advance of assimilation onto Agenda for Change and should have noticed an increase on the bottom line of their end-April pay-slip.

Timetable slippage kept to a minimum
Job matching and evaluation is the first stage towards the assimilation of staff onto the new AFC terms and conditions. Since January, job descriptions for nursing and midwifery, admin and clerical and ancillary staff have been harvested and job matching panels have been underway involving around 170 staff and management representatives.

Around 760 jobs have been processed so far out of an expected 3400, covering NHSGG staff affected by Agenda for Change. Around 85% of jobs have matched to national profiles.

Jobs that do not match will be processed through Local Evaluation after job holders complete a Job Analysis Questionnaire (JAQ). This also involves staff taking part in an interview with two trained Analysts. Training for this part of the process is well underway and continues over the next couple of months.

Job Matching panels have been backed up by a raft of measures to ensure there is consistency in the way individual and groups of job descriptions are matched or evaluated. In the background at national level, a partnership-based Monitoring group has been established to review and monitor job evaluation outcomes across NHS Scotland.

Caroline Fee, staff-side partner on job matching and evaluation said, “The procedures we have in place are working to plan. We aren’t incurring any significant problems except around two issues - we aren’t getting the number of signed off job descriptions we’d anticipated and staff trained in the job matching process are experiencing difficulty being released from duties to sit on panels and therefore we’re not moving through enough jobs quickly enough.

“I would urge all staff to get their job description to us as quickly as possible. By all means if there is an issue to be resolved over its content, please speak to your staff representative, line manager, local HR contact or staff representative.” In the original timetable, the bulk of Admin & Clerical staff should have begun going through Job Matching and Evaluation from March. Although some A & C staff did this at the time, most should have started on the process by now.

There have also been some issues around staff time-off to sit on panels and a couple of panels have had to be cancelled. The team is now addressing this issue by looking for dedicated staff to commit back filled time to job matching panels. This means the timetable should be caught up with again through July, August and September and panellists would have their own individual job matching timetable taken into consideration.

The last word goes to Caroline Fee: “Staff and managers should do their best to avoid any delay in submitting job descriptions - all that will happen is that delay in entering the AFC process will mean a delay in the outcome of assimilation onto the new terms and conditions. I’m sure most people would want the certainty of knowing exactly where they sit on the pay bands at the earliest opportunity”.

Alternative Formats: Please call 0141 201 4445 if you would like the text of this newsletter in another format, such as audiotape.
Terms and conditions – what’s going on?

Agenda for Change Terms and Conditions Handbook

Agenda for Change Terms and Conditions handbooks have been distributed across Glasgow to HR, Payroll and staff partners. Unfortunately due to restricted numbers, there is a limit on copies allocated per division. However, you can obtain the electronic version of this handbook from www.nhsgg.org.uk/agendaforchange

The Scottish Pay Reference Implementation Group – (known as SPRIG), is a sub group of the Human Resource Forum (HRF). SPRIG was set up as the advisory group to the Minister for Health and Community Care on implementation of Agenda for Change.

SPRIG guidance letters

SPRIG has been producing guidance to clarify some of the sections within the new handbook that may be vague or require a national steer. These guidance notes should be read in conjunction with the handbook and can also be found at www.nhsgg.org.uk/agendaforchange

Plans are in hand to have the guidance letters electronically linked to the handbook in the near future for your convenience. Watch this space!

There are three documents so far:

• Implementation Guidance Letter SGL/2004/001 – This was produced in December 2004 and is extended guidance for Managers, HR staff and Trade Union Representatives
• Guidance on the interpretation of protection of current on call provisions under Agenda for Change.SGL/2005/002
  - Guidance on modification of local on call arrangements.
• Guidance on protection of hours and leave SGL/2005/003 – Clarification of impact on protection of hours when staff move from one NHS post to another. Also included are protection arrangements for annual leave and public holidays.

These can be downloaded from www.nhsgg.org.uk/agendaforchange

Terms and Conditions Detailed Awareness Training – To ensure a consistent approach in the application of Agenda for Change Terms and Conditions across NHSGG, detailed awareness training sessions are currently being organised. These will assist key personnel across NHSGG advising staff on the assimilation process and interpretation of the new terms and conditions.

KSF – guide to the other side

For most staff it may still seem a remote prospect, but as soon as they are assimilated onto AIC, they are going to get very closely acquainted with the Knowledge and Skills framework (KSF).

The KSF will be the basis on which each member of staff’s career and pay progression will be determined, so it would seem in all our best interests to find out more about it. And now help is at hand.

A new guidebook which will take you through the basis and worked examples of the KSF in practice is now available.

A Summary Guide to the Knowledge and Skills Framework is available to download from the Agenda for Change webpages (www.nhsgg.org.uk/agendaforchange) soon.

If you aren’t able to access the web or a printer, please speak to your local KSF contact from the list below to get hold of a copy of the new guide. Happy reading!

If you can’t wait that long, here’s a pit-stop tour of the KSF:

KSF is a formal, structured approach to describing the knowledge and skills required to carry out a particular job. It requires the creation of a KSF Outline for each post and then one-to-one discussion between the staff member and his or her line manager to agree any development and training needs which that person should fulfil in order to meet the outline.

The aim is to support effective learning and development of people and teams to better meet the needs of their jobs.

What is the KSF Outline?

A KSF Outline describes the knowledge and skills that need to be applied by each person in order to carry out their job effectively. Each outline will contain six core dimensions:

- Communication
- Personal and people development
- Service improvement
- Quality
- Equality and diversity

Also, depending on the nature of the job in question, there may also be a number of specific dimensions which may relate to technical or professional requirements – an example might be assessment and treatment planning or biomedical investigation and intervention or environments and buildings or knowledge and information resources and so on. Each of these dimensions is described at one of four levels (Level one = basic knowledge and Level four = advanced knowledge), depending on the demands of the job.
Options for KSF Outlines

When you know what your own KSF Outline is, you will want to know how to develop it further. There are a number of options - but before you start, you must (as ever) have a robust job description, which has been developed and agreed in partnership.

With job description in hand there are now three options to consider in developing your KSF Outline:

- The KSF Outline is developed by the line manager and discussed and agreed with the staff it covers, involving staffside representatives as appropriate
- The KSF Outline is developed by a representative group of staff covered by the outline together with staffside representatives and then agreed with line managers
- The KSF Outline is developed via a facilitated session involving staff and managers working with a KSF facilitator; the experience of organisations which piloted Agenda for Change (early implementer sites) suggests this approach has been most effective

Which option is most suitable for your service? Whichever is chosen, outlines must be developed and agreed on a partnership basis, involving people who have undertaken appropriate training. Your local KSF lead will contact managers and professional leads to support you in developing outlines.

Training and Support

A range of training and support options will be available and will be accessed through your local KSF lead. These sessions have been developed to support the implementation of the Knowledge and Skills Framework.

Initially the focus will be on training to support the development of KSF Outlines but watch out for new developments. Supported training is available for:

- KSF Awareness - more in-depth information for managers and all staff
- KSF Facilitators - a two-day training event which equips facilitators with an understanding of KSF, experience of developing outlines and facilitation skills

NHS Greater Glasgow KSF – Sub Group – Contact Details

The Subgroup, working in partnership, is responsible for overseeing the implementation of KSF throughout NHS Greater Glasgow and aims to achieve consistency across the system. The Group comprises the KSF Co-Leads from each of the Divisions and the NHS Board. Details of your local contacts are given below.

<table>
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Have you seen the 12 and 26 May, 9 and 23 June, 9 August, 5 November and 24 December 2004 editions of All Change?
– If not, contact your line manager or visit www.nhsgg.org.uk/agendaforchange

Further Information

North Glasgow – Email: afc@northglasgow.scot.nhs.uk write to: Divisional Human Resources, North Glasgow, 300 Balgrayhill Rd, Glasgow G21 3UR

South Glasgow – Email: carolann.mcnicol@sgh.scot.nhs.uk write to: Agenda for Change, c/o Human Resources Department, Management Annexe, Southern General Hospital

Yorkhill – Email: afc@yorkhill.scot.nhs.uk write to: Human Resources Office, 2nd Floor, Medical records Building

Primary Care – Email: AgendaforChangeQuestion@glacomen.scot.nhs.uk write to: your local HR advisor via your line manager

NHS Board – Email: agendaforchange@nhsgg.org.uk

Web revamp hits the road

Courtesy of NHSGG Communications’ graphic designer, Amanda Neil, the Agenda for Change webpages have had a make-over.
Since their original launch in the spring of 2004, the amount of information about Agenda for Change has piled up and made the pages cluttered and difficult to navigate around. The new pages use the concept of a road map, complete with signage, to guide the browser through both the AfC process and the morass of detailed material now available.
The new pages were up and running by 17 June, though, like any real motorway system, some segments are still under construction and repair. NHSGG’s AfC steering groups will be responsible for ensuring the new pages’ content is kept up to date.
Visit the new format pages at www.nhsgg.org.uk/agendaforchange