AGENDA FOR CHANGE

TERMS
AND
CONDITIONS

SELF ASSESSMENT TOOL KIT
FOR MANAGERS
The Following Toolkit Is Designed To Assist You In Understanding The New Terms And Conditions Of Service Within Agenda For Change

It is intended as a document that can be worked through at all management levels to identify the implications of the new Terms and Conditions on your service.

Four key areas of change are included in the toolkit:

These are:

- Hours in the working week
- Annual leave entitlement
- On-call provisions
- Unsociable hours payments

Please work through each of the sections for each of the service areas, for each staff group.

Once you have completed this document photocopy the completed self assessment sections and return them to:

Linda Gardner
Project Support Officer
Tenby House
Llanfrechfa Grange Hospital

by no later than 31st January 2004
SECTION 1
WORKING HOURS

Division and Directorate:

Staff Group:

Site Hospital (if applicable):

_____________________________________________________________________

a) Hours currently worked (per **standard working week**

b) Number of staff – WTE

(funded*)

c) Total hours available

d) New hours of working week under Agenda

for Change

e) Number of staff (b)

f) Total new hours available

Net change (+ / -)

Net change expressed as a WTE

---

a) Hours currently worked (per **standard working week**

b) Number of staff – WTE

(funded*)

c) Total hours available

d) New hours of working week under Agenda

for Change

e) Number of staff (b)

f) Total new hours available

Net change (+ / -)

Net change expressed as a WTE

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*Standard working week* is the contracted working hours per working week under existing Whitley Terms and Conditions of service.

*Number of staff-funded* – work this out not only on existing staff in pool but on funded established posts i.e. include current vacancies.
When Does This Change Come Into Effect?

For staff groups who will have a reduction in their working week this change will apply from 1st October 2004.

<table>
<thead>
<tr>
<th>Current hours</th>
<th>New hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>39 hours or less hours</td>
<td>37.5 from October 2004</td>
</tr>
<tr>
<td>39 – 41 hours</td>
<td>39 from October 2004</td>
</tr>
<tr>
<td></td>
<td>37.5 from October 2005</td>
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<tr>
<td>41+ hours</td>
<td>40.5 from October 2004</td>
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<td></td>
<td>39 from October 2005</td>
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<tr>
<td></td>
<td>37.5 from October 2006</td>
</tr>
</tbody>
</table>

For staff groups who will have an increase in the working week. Staff employed prior to 31st September 2004 will have the increase phased in over the following periods.

<table>
<thead>
<tr>
<th>Current hours</th>
<th>New hours</th>
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</thead>
<tbody>
<tr>
<td>37 hours</td>
<td>3 years on 37 hours</td>
</tr>
<tr>
<td>36.5 hours</td>
<td>3 years on 36.5 hours</td>
</tr>
<tr>
<td></td>
<td>1 year on 37 hours</td>
</tr>
<tr>
<td>36 hours</td>
<td>3 years on 36 hours</td>
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<tr>
<td></td>
<td>2 years on 37 hours</td>
</tr>
<tr>
<td>35 hours</td>
<td>4 years on 35 hours</td>
</tr>
<tr>
<td></td>
<td>2 years on 36 hours</td>
</tr>
<tr>
<td></td>
<td>1 year on 37 hours</td>
</tr>
<tr>
<td>33 hours</td>
<td>4 years on 33 hours</td>
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<tr>
<td></td>
<td>2 years on 35 hours</td>
</tr>
<tr>
<td></td>
<td>1 year on 37 hours</td>
</tr>
</tbody>
</table>

NB - This shows that we have to immediately implement reduction in the working week but will get not get the additional resource from the expanded working week for at least three years and for some staff groups the full impact will not be reached until 2010.
Other Issues You Need to Know!

- If you cannot reduce from say 39 hours to 37.5 hours at October 2004, the additional hours needed over and above 37.5 hours will have to be paid at overtime rates.
- A member of staff who works part time has the following rights – they can choose to re-assess their working week at a proportion of the “new” working week and has the “right” to move to these new hours.

For a member of staff who is in a staff group whose working hours is reducing, if they can work at present as 0.5 WTE then they can work in future hours equivalent to 0.5 WTE of the new hours. It can be expected that more staff would exercise this right.

\[ \text{e.g. } 0.5 \text{ WTE of 39 hours} = 19.5 \text{ hours moves to 0.5 WTE of 37.5 hours} = 18.75 \text{ hours}. \]

However, if a part-time member of staff is in a staff group whose working week is increasing they will have the option to continue to work the same proportion of hours to the new WTE or to continue to work the number of hours currently worked. In most circumstances it would be expected that staff would choose to retain the current hour arrangements.

- These arrangements apply to all existing staff. For newly appointed staff, they join immediately at the ‘new’ hours in service. For people who are promoted either within the Trust or between Trusts, they move onto the ‘new’ hours of service.

For staff who choose to change posts/transfer between posts (not necessarily a promotion), the move onto the ‘new’ hours of service.
So What Does This Mean For My Service?

- How can I manage any reduction in hours available?
- What does it mean to shift patterns and what will be the impact of this?
- How will it impact on the service I currently provide?
- What work may not be done/ covered?
- What can I do to manage this situation?
- Can work go undone?
- How can I re-organise services?
- Can I create different ways of working?
- Can different roles be developed?
- Can work be transferred to other healthcare staff?
- What are the costs likely to be?
- How may it effect Recruitment and Retention.
- How will I utilise the additional hours as they become available?
- What will the Trust get out of this?
- How will it effect working with other staff groups?
- What saving may this generate?
- Any other observations?

Please use addition sheets if required.

Your Name: ........................................

Title: ............................................... Date: ...........................................
SECTION 2
NEW ANNUAL LEAVE PROVISION

GUIDANCE NOTES

The purpose of this section is to:

1. Calculate the overall loss or gain of hours available to the service following the implementation of the new Annual Leave provisions on 1 October 2004.

2. Identify the potential impact of this on your service including any issues arising from this and any potential solutions that may be available.

Please complete a separate sheet for the whole staff group/service and a separate sheet for each main site or hospital (if applicable).

New Annual Leave provisions under Agenda for Change
From 1 October 2004 all staff will have the same annual leave entitlement as set out in the table below (row b). In almost every case this will be at least the same or greater than the current entitlement. Under this new arrangement the two former Extra Statutory days are absorbed into the new leave entitlement. To ensure that the current and new figures are comparable you are asked to add the 2 days to each of the categories of current annual leave in row a) of the table. The new annual leave entitlement is given in row b).

The new leave entitlement will be effective from 1 October 2004 and any change will be on a pro-rata basis for the remainder of that leave year - i.e. 6/12ths of a full year.

It has been estimated that for the Trust as a whole the following applies:-

- 30% of staff have less than 5 years service
- 25% of staff have between 5 & 10 years service
- 45% of staff have more than 10 years service.
These proportions are used in the table below and should be applied as indicated.

**Division and Directorate:**

**Staff Group:**

**Site Hospital (if applicable):**

Please provide the information requested in the table below. A separate sheet should be completed for the whole staff group/service and a separate sheet for each main site or hospital (if applicable).

<table>
<thead>
<tr>
<th>Total WTE .............</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>a) Current annual leave entitlement</td>
</tr>
<tr>
<td>b) New annual leave entitlement</td>
</tr>
<tr>
<td>c) Difference +/- i.e. b) - a) = ?</td>
</tr>
<tr>
<td>d) Number of WTE staff in each category</td>
</tr>
<tr>
<td>e) Increase/decrease for group c) x d) = ?</td>
</tr>
<tr>
<td>i) Total for whole staff group i.e. all three categories = ............ Days</td>
</tr>
<tr>
<td>ii) Number of days available per WTE pa 364 - weekends plus annual leave = 232</td>
</tr>
</tbody>
</table>

Please divide total hours lost / gained in i) by 232 to calculate the overall effective difference i.e. +/- WTE for staff group.

 ............... WTE
ISSUES

Impact of predicted changes:

- What impact would it have on your services if no action is taken e.g. increased overtime, use of bank agency etc?
- How would you manage the situation – plus any difficulties anticipated?
- Any other observations?

Your Name: ……………………………………………
Title: …………………………………………….. Date: …………………………………..
SECTION 3
ON-CALL PAYMENTS

The purpose of this section is to:

1. Calculate the overall loss or gain of payments to staff from October 2004.
2. Identify the potential impact of this on your service including any issues arising from this and any potential solutions that may be available.

INTRODUCTION

The Agenda for Change draft agreement provides for a standardised payment system for On-Call, which is described below:

Pay enhancements will be given to staff whose working pattern in standard hours, but excluding overtime and work arising from on-call duties, is carried out during the times identified below:

⇐ For staff in pay bands 1-7 any time worked before 7am or after 7pm Monday to Friday, and any time worked on Saturdays, Sundays or Bank Holidays.

⇐ For staff in pay band 8 any time worked before 7am or after 10pm Monday to Friday, any time worked before 9am or after 1pm on Saturdays and Sundays, and any time worked on Bank Holidays.

On-Call and Other Extended Service Cover

An employee who is required to be available to provide on-call cover, outside their normal working hours, will be entitled to receive a pay enhancement. This enhancement will be based on the proportion of on-call periods in the rota when on-call cover is required. The on call period in each week should be divided into 9 periods of at least 12 hours. The enhancement for an individual staff member will be based on the proportion of these periods in which they are required to be on call, as set out below.

Pay Enhancements for On-call cover

For these purposes, the average availability required will be measured over a full rota, or over a 13-week period if no standard pattern is applicable.

<table>
<thead>
<tr>
<th>Frequency of On-Call</th>
<th>Value of Enhancement as Percentage of Basic Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 in 3 or more frequent</td>
<td>9.5%</td>
</tr>
<tr>
<td>1 in 6 or more but less than 1 in 3</td>
<td>4.5%</td>
</tr>
<tr>
<td>1 in 9 or more but less than 1 in 6</td>
<td>3.0%</td>
</tr>
<tr>
<td>Between 1 in 12 or more but less than 1 in 9</td>
<td>2.0%</td>
</tr>
<tr>
<td>Less frequent than 1 in 12</td>
<td>By local agreement</td>
</tr>
</tbody>
</table>
For part time staff and other staff working other than 37.5 hours a week excluding meal breaks, the
percentage added to basic pay on account of on-call availability will be adjusted to ensure that they are
paid a fair percentage enhancement of salary for on-call working. This will be done by adjusting the
payment in proportion to their part time salary so that they receive the same payment for the same length
of availability on-call as full time staff.

For work (including travel time) as a result of being called out the employee will receive an overtime
payment at time and a half, with the exception of work on general public holidays which will be at double
time. Time off in lieu should be at plain time.

Note:

**Existing Staff With Higher On-Call Earnings**

Existing staff who receive less under these arrangements for on-call than under national on-call
agreements will have their earnings protected.

Existing staff who are subject to local on call arrangements may agree with their employer to retain those
arrangements for a transitional period not exceeding four years from the effective date of assimilation.

**Other Arrangements To Provide Extended Service Cover**

Some staff are required to be on the premises to provide emergency cover but are allowed to rest except
for the times when they are required to carry out emergency work. Where employers consider this an
essential arrangement to provide service cover, there should be an agreed local arrangement, at least
equivalent to on-call payments to recognise the type of cover provided.

**Worked Example**

Somebody working 37.5 hours per week, which includes 1 on-call session of 10 hours during the week,
between 7pm and 7am, would be paid an enhancement as follows:

3% Enhancement of Basic Pay plus 10 hours at time and a half.
Division and Directorate: 

Staff Group: 

Site Hospital (if applicable): 

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ISSUES

Have existing rotas been checked against Working Time regulations? Yes/NO

What impact would it have on your services if the existing rotas applied from 1st October 2004 in terms of:

- Additional costs?
- Recruitment and retention issues?
- Effect on part time staff?
- Effect on staff who may be in band 8?
- What plans have you made to manage situation – plus any difficulties anticipated?
- Any other observations?

Your Name: ........................................

Title: ............................................... Date: ........................................
SECTION 4
UNSOCIAL HOURS

INTRODUCTION

The provisions under the Agenda for Change draft agreement provide for a standardised payment system for unsocial hours, which will be reclassified as: -

For staff in pay bands 1-7

Any time worked before 7am or after 7pm Monday to Fridays
Any Time worked on Saturdays Sundays or Bank Holidays.

For staff in pay band 8.

Any time worked before 7am or after 10pm Monday to Fridays
Any Time worked before 9am or after 1pm on Saturdays and Sundays and any time worked on Bank Holidays.

Payments for on-call will be made as a supplement based on the average amount of work undertaken and paid as a fixed percentage supplement to basic salary.

<table>
<thead>
<tr>
<th>Average Hours worked in defined periods.</th>
<th>Value of Supplement as a percentage of Basic Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bands 1-7</td>
</tr>
<tr>
<td>Up to 5</td>
<td>By Local Agreement.</td>
</tr>
<tr>
<td>More than 5 but not more than 10</td>
<td>9%</td>
</tr>
<tr>
<td>More than 9 but not more than 13</td>
<td>13%</td>
</tr>
<tr>
<td>More than 13 but not more than 17</td>
<td>17%</td>
</tr>
<tr>
<td>More than 17 but not more than 21</td>
<td>21%</td>
</tr>
<tr>
<td>More than 21</td>
<td>25%</td>
</tr>
</tbody>
</table>

It is therefore important that you review existing rota patterns to calculate the overall loss or gain with regard to New Annual Leave and hours of work.

Identify the potential impact on your service highlighting any issues arising from this and any potential solutions, which may be available.
Please complete a separate sheet for the whole staff group/service and a separate sheet for each main site or hospital (if applicable)

Division and Directorate:

Staff Group:

Site Hospital (if applicable):

Please provide the information requested in section E below. A separate sheet should be completed for the whole staff group/service and a separate sheet for each main site or hospital (if applicable).

<table>
<thead>
<tr>
<th>Total WTE .............</th>
<th>Yes</th>
<th>No but will do so as part of service development.</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you currently provide a service before 7:00 am or after 7:00 pm Monday to Fridays or on Saturdays, Sundays or Bank Holidays.</td>
<td>... Refer to section ‘b’ below.</td>
<td>... refer to section ‘c’ below</td>
<td>Please refer to section ‘d’ below</td>
</tr>
<tr>
<td>b) Is this service provided by rostered staff?</td>
<td>Refer to Section 3</td>
<td>... Refer to section ‘c’ below</td>
<td>If service provided by On call provision please go to SECTION...C Of this guide.</td>
</tr>
<tr>
<td>c)</td>
<td>Any new Service developments must take account of Agenda for Change provisions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td>All hours worked in Department after 7am or before 7pm Monday to Fridays with no service provision on Saturdays, Sundays or Bank Holidays</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ISSUES

Have existing rotas been checked against Working Time regulations? Yes/NO

- What impact would it have on your services if the existing rotas applied from 1st October 2004 in terms of:-
  - Additional costs?
  - Equitable distribution of unsocial hours throughout the available workforce?
  - Effect on part time staff who work fixed shifts i.e. weekends or night shifts?
  - Any possible implications with changes to "Standard Working week" (please refer to Section 1)
  - What plans have you made to manage situation – plus any difficulties anticipated?
  - Any other observations?
Table 1

<table>
<thead>
<tr>
<th>Point</th>
<th>Band 1</th>
<th>Band 2</th>
<th>Band 3</th>
<th>Band 4</th>
<th>Band 5</th>
<th>Band 6</th>
<th>Band 7</th>
<th>Band 8</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Range A</td>
<td>Range B</td>
<td>Range C</td>
<td>Range D</td>
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GWENT HEALTHCARE NHS TRUST

AGENDA FOR CHANGE

GOOD PRACTICE GUIDE TO
JOB DESCRIPTIONS AND
JOB MATCHING PANELS
**Introduction**

To achieve the successful implementation of the Pay Modernisation proposals under Agenda for Change Managers and staff must ensure their Job Descriptions and Person specifications are accurate, up to date and agreed.

The process of job matching will rely upon the use of accurate job descriptions/frameworks and will need to be available to the matching panels by 31st January 2004.

The process of matching is set out in the good practice guide (Appendix 1).

Writing Job Descriptions/Person Specifications

Guidance on writing Job Descriptions can be obtained from the Trusts Policy for Recruitment and Selection which is available on the Intranet. Further general advice on writing job descriptions/frameworks is given in Appendix 2.

Job Descriptions and Job Profiles

On no account should job descriptions/frameworks be re-written to attempt to fit Agenda for Change job profiles because currently the list of profiles available is incomplete and the use of job profile titles may be very misleading.

Line managers will shortly be asked to begin to collate ‘like’ job descriptions/frameworks into post specific groups and identify typical post holders, clearly this can only be accomplished with up to date, accurate and agreed job descriptions/frameworks and person specifications.

**Appendix 1**
The matching process for Agenda for Change is a technique for comparing local jobs with national profiles to avoid full evaluation of every post. It is a framework for moving from Whitley structures to the new NHS pay structures.

This good practice guide sets out the principles and expectations by which Gwent Healthcare NHS Trust will undertake the matching process.

**Good Practice Advice/Expectation**

- All work to be carried out in partnership
- Job descriptions/person specifications to be up to date, accurate and agreed and available to the panel
- Panel members to be trained
- The programme of posts to be matched and matching panels to be scheduled in advance
- Set matching panels must not be cancelled
- Panel members attendance is compulsory
- Managers will be expected to release all members and co-opted attendees of matching panels and ensure protected time
- Matching panels to have cognition of the 24/7 nature of the service

1. **Job Descriptions (JD)/Framework**

   1.1 This is the start of the process, every employee must have a Job Description/Framework. Job Description/Framework’s must be accurate and up to date and therefore reflect the employee’s current actual responsibilities and should be agreed with the line manager.

   1.2 Other documents e.g. personal specification must also be available.

   1.3 Both the employee and the Manager must agree all Job Description/Framework’s before they can be submitted to the matching panel.

   1.4 Line managers will be requested to collate ‘like’ job descriptions into post specific groups and provide a summary sheet for each group indicating those staff perceived to be within the staff grouping and clearly indicating a typical post holder from that list.

   1.5 In view of the time-scales for Agenda for Change implementation, all agreed job descriptions will be required to be with the Agenda for Change team by 31st January 2004.

2. **The Matching Panel First Stage**

   2.1 Each panel is made up of four people. Two from the Trade Union side and two managers.

   2.2 Job Description/Framework relevant to the post is submitted to the panel.

   2.3 The panel’s function is to attempt to allocate each post holder an appropriate job profile.

   2.4 The panel can call upon additional professional advice by co-opting a manager, Trade Union representative and post-holder as required. Where staff groupings are received the post-holder will be deemed to be the typical post-holder identified on the pro-forma.

   2.5 The matching panel can have one of two outcomes:

   (i) To allocate a profile

   (ii) Decide there is no appropriate match.

   2.6 If no appropriate match is made the post is sent for full Job Evaluation at local level.

3. **Allocation of a Profile**

   3.1 The profile has to be agreed by all the matching panel members.

   3.2 The profile, the Job Description and the signed matching sheet are returned to the post-holder.
3.3 If the post-holder is satisfied with the profile then the corresponding pay band is allocated and that is the end of the procedure.
3.4 If the post-holder believes that the profile does not reflect the post-holders’ roles and responsibilities fully they can reject the profile and request a review.
3.5 A review is also possible where it can be clearly demonstrated that DoH matching panels procedures have not been adhered to.
3.6 Before requesting a review the post-holder must discuss their concerns with a manager, Trade Union representative/advocate.
3.7 If necessary a Personnel Manager may also be requested to attend this review meeting.
3.8 The meeting will be to advise the post-holder on whether their case, if successful, would result in enough additional points to move the post holder into the next pay band.

4. Review

4.1 This is made to a matching panel that did not allocate the disputed profile.
4.2 The post-holder will draft supporting evidence for the review.
4.3 This is submitted to the panel.
4.4 The matching panel can have one of three outcomes:
   (i) Confirm the original profile
   (ii) Confirm a match to a different profile
   (iii) Decide there is no appropriate match
4.5 If the panel agree the original profile was an inappropriate match the post is sent for re-matching and/or full Job Evaluation and profiling.
4.6 If the profile is reallocated this is final and binding, there is no further right of review.

Notes

A The panel’s decisions will be based on the information provided and are reached in partnership. All four panel members must agree before a profile is allocated.
B The panel must agree, there is no ‘failure to agree’ option.
Appendix 2

A Guide to Updating and Writing Job Descriptions/Frameworks

Under the Pay Modernisation proposals for Agenda for Change job descriptions/framework and person specifications will play a vital role in the job matching and job evaluation process. Job descriptions/framework that are agreed, accurate and up to date will assist the job matching process and help minimise delays when staff are moved onto the new pay bands and minimise the need for unnecessary reviews.

These notes are intended to provide guidance on how to review and if necessary write job descriptions/framework and person specifications as comprehensively and accurately as possible.

The manager should identify if they have a current job description and person specification for each post/employee within their department.

If the manager does not hold a current job descriptions/frameworks and or person specification for a specific post within their department they should check with the Recruitment Office to establish if they hold an up to date version on their electronic Job Description/framework, Person Specification data base.

What are job descriptions/framework?

Job descriptions describe an employee's role, what is required to undertake the post and not how they do it or their personal contribution.

Accurate job descriptions/framework provide the basis for both recruitment and the trusts annual personal review process and therefore should already be accurate and agreed.
**Updating job descriptions/frameworks**

*When updating job descriptions it is useful to consider:*

a) The main roles and responsibilities involved in the post
b) Look at how, when, and why roles are performance
c) Consider the physical, social and environmental conditions of the post
d) Job descriptions should be clear, concise, and accurate.

Consider what is essential and desirable for the job role. The following categories may be useful when identifying tasks, duties and responsibilities:

- Communication - who/how/what?
- Qualifications - required for the role, not what you may have?
- Cognitive skills/ Relevant experience
- Clinical/counselling skills - who/what?
- Leadership skills - what?
- Management skills - what? - Organising? Planning etc?
- Negotiating skills - to do what?
- Autonomous working - what level?
- Computer literacy - what level?
- Teaching/Training - what and who?

If no job description or person specification can be found for a post or an employee, the manager should draft this documentation, which will be used to discuss and agree the final documentation.

The manager should arrange a one to one review meeting with the employee. During this meeting the manager and the employee should go through each section of the documentation to ensure that it accurately reflects the duties, task, activities and responsibilities of the post holder.

During this process the manager and the employee should use the documentation format and level of detail that they are used to. The documents should be written using unambiguous language and avoiding the use of jargon to ensure that all parties understand the job content and the qualification, knowledge, skills etc. that the post holder must possess to perform satisfactorily in the role.

**Job Description Formats**

To ensure that Trust Job Descriptions comply with the requirements of the Welsh Risk Pool Standards and other legislative requirements, they should be checked with the recruitment office. This is to ensure compliance and that relevant information is contained within the documentation i.e. where employees have specific professional record management or child protection responsibilities.
Writing a job description/framework

Job descriptions should be based on an analysis of the post and should be as brief and factual as possible. The typical headings to consider are:

a. **Post title** - this should indicate as clearly as possible the function in which the post is carried out and the level of the post within that function

b. **Grade/rate of pay**

c. **Main location** - where the post will be based

d. **Reporting to** - the post title of the manager or supervisor to whom the post-holder is directly responsible

e. **Reporting to post-holder** - the post titles of the posts directly reporting to the jobholder

f. **Summarise overall purpose** - describe as concisely as possible the overall purpose of the post.

   The aim should be to convey a broad picture of the post, which will clearly distinguish it from other post and establish the role of the post-holders and the contribution they should make towards achieving the objectives of the organisation. When preparing the job description, it is often best to defer writing down definition of overall responsibilities until the activities have been analysed and described.

g. **Principal job duties or main tasks** - these should cover the following areas:

   i) Identify and produce an initial list of main activities or tasks carried out by the post-holder

   ii) Analyse the initial list of tasks and group them together, so that no more than about ten main activity areas remain. Most post can be analysed into seven or eight areas and if the number is extended much beyond that, the job description will become over complex and it will be difficult to be specific about accountabilities or tasks.

   iii) Define each activity as a statement of accountability, i.e. what the post-holder is expected to achieve (outputs). The emphasis should be on 'what gets done' rather than 'what worker 'do' as this provides a far more effective description and gives less room for ambiguity. Give a more precise meaning to the activity being described by using terms such 'communicates with', 'explains', 'clarifies', 'discusses' or 'inform'.

   iv) Define who the post-holder is accountable to in one sentence:

   - Start with a positive indication of what has to be; for example: plans, prepares, produces,

   - Describe what is done as succinctly as possible

   - State briefly the purpose of the activity in terms of outputs or standards to be achieved.
h. **Review date** – *Where the job description is explicitly incorporated into the contract of employment, it is also wise to state that the content and reporting arrangements may be reviewed and subsequently changed.*

Each item in the job description should relate to ‘outputs’ that the jobholder will be expected to achieve or produce, and that each should therefore state what the jobholder can be held responsible for. Where a job task is performed under supervision, this should be clearly stated. Any deadlines to work to should be included, or at least acknowledged in the job description.
**PERSON SPECIFICATION - GUIDANCE**

The person specification should set out the qualifications, experience, skills, knowledge, personal attributes, interests, other requirements which as post holder requires to perform the job to a satisfactory level.

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<th>Grade: Current Post Grade</th>
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<td><strong>DESIRABLE</strong></td>
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<td>The qualities without which a post holder could not be appointed</td>
<td>Extra qualities which can be used to choose between candidates who meet all the essential criteria</td>
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<td>'Desirable' professional, technical or academic qualification required by Post holder or training they should have undertaken</td>
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<td>'Essential' categories of work or organisations, types of achievements and activities that would be likely to predict success in the role.</td>
<td>'Desirable' categories of work or organisations, types of achievements and activities that would be likely to predict success in the role.</td>
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