

THE ROYAL COLLEGE OF MIDWIVES

UNDERSTANDING AGENDA FOR CHANGE

Introduction

This learning package has been specially designed for RCM stewards and safety representatives to appraise them of the content and implications of the proposed Agenda for Change deal, aimed at creating a new pay structure for NHS staff.

JOB EVALUATION

Job evaluation

- Is a system for comparing different jobs to provide a rational, fair and defensible basis for a pay structure.
- Looks at jobs, not people.
- Compares Jobs fairly
- Is developed from a need to have a rational basis for pay structures.
- Provides a rational mechanism for determining which jobs should be banded together in any pay grade.
- Applies agreed rules to a range of jobs
- Takes account of *what* is being done, not *how well* it is done
- Provides an internal rank order of jobs.

DIVERSITY

The NHS comprises a:

- Vast range of jobs and job demands;
- A wide geographic spread.

The NHS employs:

- Staff from a wide range of different cultures, religions and ethnic groups;
- Predominantly female staff;
- Staff working in a variety of flexible work patterns.

JOB SEGREGATION AND PAY INEQUALITY

Traditionally men, women and ethnic groups and people with disabilities were disproportionately represented in:

- Managerial and skilled manual jobs;
- Caring, teaching, cleaning and serving jobs;
- Unskilled and semi-skilled jobs.

Pay inequalities have resulted from this.

PARTNERSHIP WORKING

Partnership working between staff and management has been integral to every aspect of the NHS Job Evaluation Scheme (JES), including:

- Scheme design and development;
- Information collection and analysis;
- Evaluation and scoring of jobs;
- Training and implementation.

THE CHALLENGE IN THE NHS

The situation:

- Over 1 million employees;
- Hundreds of different jobs;
- 650 'old' grades;
- An aim to allocate jobs to the new grades fairly and objectively.

The solution:

- A representative range of jobs were evaluated;
- Approximately 200 job profiles were developed;
- 8 new grades were created;
- All jobs can be matched to the job profiles and slotted into the 8 grades.

THE PROCESS (1)

Jobs selected for evaluation by national Job Evaluation Working Party (JEWP).

16 factors agreed to measure levels to measure all jobs against:

- Communication and relationship skills
- Knowledge, training and experience
- Analytical and judgemental skills
- Planning and organisational skills
- Physical skills
- Responsibilities for patient/client care
- Responsibilities for policy and service development implementation
- Responsibilities for financial and physical resources
- Responsibilities for human resources
- Responsibilities for information resources
- Responsibilities for research and development

- Freedom to act
- Physical effort
- Mental effort
- Emotional effort
- Working conditions.

Job holders complete questionnaires (JAQs).

Job analysts (1 staff and 1 management) interview job holders and ensure that the JAQ is:

- Clear,
- Concise,
- Complete,
- Correct and
- Free from bias;

Revised JAQ's agreed by job holders and managers and sent for evaluation.

THE PROCESS (2)

The Evaluation Panel (2 staff and 2 management) evaluate jobs.

Evaluations 'sore thumbed' for anomalies.

Profiles written by JEWPs Profile Group.

Profiles sent out for consultation, comments received and considered by the Profile Group.

'Final' profiles approved by JSG and published.

THE PROCESS (3)

'Local job descriptions matched to national profiles by matching panel.

Majority of jobs matched but some jobs do not match a national profile.

Unmatched jobs evaluated locally.

Job holder completes JAQ process repeated as for *The Process (1)* up to the evaluation stage.

THE MATCHING PROCEDURE

Local joint matching panels match groups of jobs to national job profiles.

Panels co-opt relevant managers and TU reps to provide information and advice.

Jobholders who consider their jobs significantly different from allocated profile provide written evidence to matching panel.

Job graded on new structure.

THE MATCHING PANEL

Compares the information on job description with that of selected national profile.

Determines whether it is equivalent (whether it matches).

Looks at JES factor levels where necessary.

Records the level of selected profile on form.

Records the proposed level for the job.

Panel indicate whether there is a match (M); variation (V) or there is no match (NM).

THE PROCEDURE (1)

It is important to ensure that all documents are available for the matching panel:

- Identify possible job matches;
- Read the job description;
- Compare the profile job statements;
- Complete the 'Relevant Job Information' box for every factor.

THE PROCEDURE (2)

Compare the information on form with that of selected profile.

Determine whether it is equivalent (ie matches).

Look at JES factor levels where necessary.

Record the level of selected profile on form.

Record the proposed level for the job and indicate M, V or NM.

DETERMINING MATCHING OUTCOME

Profile match = **all** factor levels are equivalent.

Grade match = **all** the following apply:

- variations not more than 1 level above or below; and
- do not relate to knowledge or freedom to act; and
- do not apply to more than 4 factors; and
- score variations do not cross grade boundary.

THE MATCHING OUTCOME

If there are **any** NM indicators in the match column there is no match.

Record this and repeat the process with another profile.

When a profile or grade match has been achieved, complete the score column.

LOCAL EVALUATIONS

Job holder completes JAQ.

Job analyst(s) interview.

Evaluators assess against JES rules.

Evaluation checked against national profile and other local evaluations.

Computer assisted system being developed.

THE ROLE OF THE JOB ANALYST

To:

- ensure that the JAQ is produced to agreed standards, equality requirements and time scale;
- ensure all parties satisfied with the JA process;
- to check and test the information provided by the jobholder to ensure accuracy and clarity.

***Remember: if the JAQ is inaccurate, or incomplete,
the evaluation will be too!***

THE ROLE OF THE JOB EVALUATOR

To assess the information on the JAQ against the factor level definitions.

To disregard any preconceptions about the job and base decisions on information provided in the JAQ only.

To reach agreement with panel members concerning appropriate factor level.

<p style="text-align: center;">THE NHS JOB EVALUATION WORKING PARTY DETAILED MATCHING PROCEDURE AND FORM</p>

1. **Matching Panel.** For details of composition and procedure for arranging matching panel sessions, see the Job Matching Procedure (Job Evaluation Handbook *p.40-41*). Note that records should be kept of matching panel members and representatives attending each session, together with a list of jobs matched. This is for future reference, in case of the need to convene a differently constituted review panel (see Job Matching Procedure), and to establish a matching audit trail.
2. **Documentation.** Ensure that all relevant documentation is before the Matching Panel. This includes job descriptions for jobs to be matched; and, where available, job specifications, organisation charts, other reference documents.
3. **Step by Step Procedure.** For each job:
 - (a) **identify possible profile matches**, using the (computerised or paper-based) profile index and job titles (there are unlikely to be more than 3 possible matches);
 - (b) **read the job description**, job specification and any other job information and the selected national profiles. Identify what appears to be the nearest profile to match first;
 - (c) **compare the profile job statements** with the job description, job specification and any other available information, including that provided orally by job group advisers/representatives, for the job to be matched. Complete the job statement box on the (computerised or paper-based) matching form;
 - (d) **on a factor-by-factor basis**, complete the matching form boxes with information about the job to be matched from the job description or other sources, which may include verbal information from the group advisers/representatives. Refer to the profiles for the types of information required;
 - (e) **for each factor, compare the information** on the form with that in the selected profile and determine whether they match. The information does not have to be exactly the same as that from the profile, but should be equivalent to it (e.g. “supervises trainees” is equivalent to “supervises students”);
 - (f) **record** the profile level in the Profile Level column and the proposed level for the job in the Job Level column, referring to the HES factor levels, as necessary. Where the job level is the same as the profile level or within the profile range, mark M in the Match column. Where it is 1 level higher or lower than the profile level or range, Mark V (for Variation) in the Match column. Where the job level is more than 1 level higher or lower than the profile level or range, Mark NM (No Match).

- 4. Determine the matching outcome.** Possible outcomes are:
- (a) if all factor levels are within the range specified on the profile, this is a (perfect) Profile Match;
 - (b) if most factor levels match, but there are a small number of variations, marked V in the Match column, there may still be a Band Match, if ALL the following conditions apply:
 - (c) the variations are NOT MORE than 1 level above or below the profile level or range; AND
 - (d) the variations do NOT relate to the Knowledge or Freedom to Act factors; Variations in these factors are indicative of a different profile and/or band; AND
 - (e) the variations do NOT apply to more than 4 factors. Multiple variations are indicative of a different profile or the need for a local evaluation; AND
 - (f) the score variations do not take the job over a grade boundary;
 - (g) if there are any NM indicators in the Match column, there is No Match. Record this, and repeat the process with another originally identified profile. If there is no other possible profile, refer the job for local evaluation – see Local Evaluation Procedure (*Job Evaluation Handbook* p. 42.43)
- 5. When a profile or band match has been achieved,** complete the score column and remaining section of the matching form. Whether or not a match has been achieved, all documentation should be sent to the core panel for consistency review. For approved matches, send copies, together with the relevant profile and a blank matching review form (for those wishing the match to be reviewed to provide additional or alternative information), to all those covered by the match.

SOURCES OF INFORMATION

- ❑ **The Royal College of Midwives**
15 Mansfield St
London W1G 9NH
Tel 020 7312 3535

www.rcm.org.uk

- ❑ **The Labour Research Department (LRD)**
78 Blackfriars Road
London SE1 8HF
Tel: 020-7928 3649
www.lrd.org.uk

- ❑ **The Trades Union Congress (TUC)**
Congress House
23-28 Great Russell Street
London WC1B 3LS
Tel: 020-7636 4030
www.tuc.org.uk

- ❑ **The Advisory, Conciliation and Arbitration Service (ACAS)**
ACAS Publications
P O Box 16
Earl Shilton
Leicester LE9 8ZZ
Tel: 0870-242 9090
www.acas.org.uk

- ❑ **The Department of Trade and Industry (DTI)**
Publications line: 0870-1502500
www.dti.gov.uk

- ❑ **The Department of Health (DOH)**
(Agenda for Change documents are free – quote 30787)
Department of Health Publications
P O Box 777
London SE1 6XH
Tel: 08701-555 455
Fax: 01623-724524
e-mail: doh@prolog.uk.com
www.dh.gov.co.uk