

The implementation of 'pay and modernisation'

by
Laurence Benson
Institute Secretary

'Pay and modernisation' is turning out to be one of the most controversial issues at the IoP for some time. The implementation of King's College London's new grade and pay structure and the issuing of new contracts is good news for the majority of staff here whose jobs are covered by the new scale: as a result of the pay and modernisation exercise, most will begin this month to take home more money.

About 70 of around 800 staff whose posts are included in the new structure will be disappointed because their jobs have been matched to a new grade that would bring a lower salary than that of their existing pay spine. These people will not lose money: if they accept the new contract, their pay will be frozen or 'red circled' for four years, or until the increases as a result of the new pay spine means their salary overtakes the amount they are currently paid.

With two pay awards due this year – in May and October – the number of staff who are red circled should fall almost immediately. They can also decide not to accept the new contract, but stay as they are on their existing scale. This means they will continue to receive any annual pay awards, but will not get any further increments. Staff have 30 days – starting from the date the letter offering them a new contract was distributed – to decide whether they want to accept it or stay as they are.

So why the controversy? The IoP has played its part in helping to design the new College-wide system, working alongside trade unions and consulting staff. Most people do gain, and the structure reflects the extremely valuable role researchers and academics have in the organisation, offering them improved salary prospects. Part of the problem has been the length of the pay and modernisation process, necessary to get the new job grading system right. The search for a new and appropriate across-the-board job evaluation scheme, to make sure jobs of equal value are rewarded with equal pay, and help managers decide where individual

posts should sit on the new grading structure, began in 2004. The process has gone on a long time. Even though we knew it was coming, we had all switched off slightly, so its final implementation has come as a bit of a shock.

The new grading structure replaces all old pay scales for different groups of staff: now all jobs across King's College London – bar medics (psychiatrists and neurologists at the IoP), very senior managers and professors – are part of the unified new system, which includes grades 1-8. This in itself has caused confusion: someone who was at level 4 on an old scale might now be at level 3 on the new scale and think their job has been downgraded when this is not the case.

There have also been some administrative delays in the distribution of the new contracts (some staff have still not received theirs), and some unfortunate data errors that have meant job details have occasionally been wrong. Information about the final timing of the issuing of the new contracts has not been shared as well as it could have been. All of this has fuelled rumours and uncertainty.

I sympathise with people who have been made uncertain by the gossip, the delays and inaccuracies, and with those who have been disappointed by the results of the process. In previous jobs – in the NHS, the BBC, and at the Department of Health – I have been through three separate re-grading processes and understand only too well the apprehension involved and the disappointment felt. If there is anything you don't understand about the new contract, speak to your manager. If he or she can't help, speak to me, or to the pay and modernisation team at the College (pay-modernisation@kcl.ac.uk). And if you don't agree with the new grade your job has been given, you can appeal: letters telling you how to do this are being sent out with the offer of a new contract. You do not need your manager's support to appeal, but obviously it would be helpful to have it.

Many people at the IoP and other Schools have worked patiently and diligently on the pay and modernisation project, and are continuing to work hard on ironing out the teething troubles of implementation.

The introduction of a single job evaluation scheme informed

the development of the new grading structure, and was a key element of the National Framework Agreement, developed in partnership with employers' and trade unions' representatives under the remit of the Joint Negotiating Committee for Higher Education Staff. The Agreement recognises 'the need to modernise pay arrangements in the sector to improve recruitment and retention, to ensure equal pay for work of equal value, to tackle problems of low pay, to recognise and reward the contribution which individuals make and to underpin opportunities for career and organisational development.' 'Contribution' pay, following appraisal, will be introduced next year.

Academic and research posts have been graded against nationally agreed role profiles and the job evaluation scheme for professional services posts (previously clerical, technical, academic-related or manual grades) was chosen after testing three alternative schemes to find out which worked best for the College. Two hundred and fifty volunteers, including IoP people, helped with this process by having their jobs graded under the different rating systems. The one chosen has a final eight categories, each given different scores to reflect how important they are at a university. Professional services staff were all invited last summer to describe what their jobs involved under each of the category headings to inform the grading exercise.

Meanwhile, a separate project developed new policies for holidays, sick pay, maternity and paternity leave, and handling misconduct. These policies are all effective with the new contracts.

The process has been complicated and drawn-out. It's been a bit like introducing the Euro to replace different currencies in different countries with a unified system. Understanding what the new currency means takes a while, and for a bit, it's tempting to convert back. Then one day, it all makes sense and is easier to follow than the old system was. Ultimately, the new pay and grading structure is a fair and good one, one that means immediate increases for the majority and one that in future will reward the research and academic roles crucial to the IoP's purpose.

How times have changed at The Maudsley Hospital

Find out about the sort of patients and types of illness seen at The Maudsley Hospital during its early years, the treatments used and the doctors in charge. Professor Edgar Jones will be talking about the history of The Maudsley from 1923 to 1948 at 5pm on Tuesday 25 March in the Wolfson Lecture Theatre.

Edgar has completed a study of the history of the hospital, funded by the Wellcome Trust, which is being published as a series of four papers. *The Maudsley Hospital: design and strategic direction* (E Jones, S Rahman and R Woolven) has already appeared in *Medical History* (2007 51: 357-78) and the second, *Framing Mental Illness (1923-1939): The Maudsley Hospital*

and its patients is just about to appear in *Social History of Medicine*.

● An invited audience attended 'an evening of reflection and looking to the future' at the IoP in March to celebrate the 100th anniversary of Henry Maudsley's vision of a 'fitly equipped hospital for mental diseases.' The event was jointly organised by the IoP and South London and Maudsley NHS Foundation Trust and included presentations and a specially-made film showing how services have developed from the early days to the creation of the new Biomedical Research Centre, run as a partnership between the two organisations to create more effective treatments.

Can mentoring help promote women to senior posts?

A new project based at the IoP seeks to find the best way to encourage and promote the careers of junior female academics, not just here, but across the whole of King's College London. The Women's Advancement Initiative (WAI) is funded by the IoP and the Equality and Diversity team at King's and, at the end of an information-gathering exercise, will pilot a mentoring scheme.

Initially funded for a year, the project will start by researching different kinds of mentoring schemes already proving successful in the UK – at Imperial College, for example – and in the USA. Newly-appointed WAI co-ordinator Sarah Hawkes will be talking to junior women academics to find out what sort of scheme they think would benefit them, and ask their senior colleagues – mostly men – if they would be willing to act as mentors. The idea is that a proposal for a future scheme will be ready by the year end, and that it could be tested in a randomised controlled trial at one of the other College Schools to find out if mentoring does have long-term benefits for women.

The project is the brainchild of Clinical Lecturer Amy Iversen, who is based in Psychological Medicine and Psychiatry and set up up a successful mentoring scheme in 2004 for all juniors doctors at The Maudsley.

'Women are under-represented at a senior level throughout King's,' she said. 'In fact, the pattern is ubiquitous throughout science, technology and engineering in universities throughout the UK. There are many women from research assistant to lecturer level, and then the numbers drop off from senior lecturer upwards.' Fewer than 10 per cent of professors in science in UK universities are

women, and women are five times more likely to leave the academic workforce at an earlier point in their careers than men.

'This first year will be a feasibility study to get the mechanisms of a proposed mentoring scheme right – how it will work, who the mentors would be, how they should be trained,' said Amy. 'We will also be putting a lot of thought into how to market the scheme, as many women may not identify with a 'women's initiative' and we want it to have as broad an appeal as possible.'

The year's work will also investigate what other schemes might be helpful for women's careers, like an award scheme based on a US model that offers financial benefit to women for two years after they return from maternity leave. The awards are not for childcare, but can be spent on any kind of research activity to support them during working hours. Focus groups will be organised to identify issues that stop women from applying for promotion and to find out about their experience of returning to work after a career break.

A website for the Initiative is to be developed: in the meantime, contact Amy, Amy.Iversen@iop.kcl.ac.uk, to find out more.

WHAT'S ON...

The Student Forum meets on Wednesday 23 April at 1pm in Seminar Room 5 in the main building. All students are welcome – and there is a free lunch from 12.30pm. For more information about the Student Forum, contact its chairs: sarah.savage@iop.kcl.ac.uk, lorna.taylor@iop.kcl.ac.uk and sarah.smith@iop.kcl.ac.uk.

If you want coffee, make sure you book it in advance!

Are you planning a conference or event at the IoP? Make sure you give the Facilities and Services team enough notice to organise your requirements. 'Recently we just got the room set up, the coffee served and the coats hung in time because we weren't told until the day before about a conference for 200 delegates,' said Facilities Manager Neil Thomas.

'We had to ignore other requests for help and lug tables around unsafely – just because someone didn't think to tell us.' Notify Facilities and Services via the help desk (Helpdesk.Services@iop.kcl.ac.uk) as soon as you start planning: you will be contacted by Emile Bezuidenhout, whose role it is to help make your event a success.

WHAT'S ON...

Alcohol, drugs, gambling...where does a bad habit end and addiction begin? That's the topic of an event organised jointly by the IoP's Mental Health Knowledge Centre and the European Dana Alliance for the Brain on Tuesday 27 May at 7pm at The Dana Centre, next to the Science Museum in South Kensington. Speakers will include addictions experts from the IoP. Visit www.danacentre.org.uk.

in brief...

A new publication detailing highlights of research at the IoP has been published. The 48 page magazine-style report for 2008-9 is being distributed not only to professionals and other research institutions, but also to members of the public and lay organisations. 'Please help us distribute the report as widely as possible,' said Public Relations Officer Camilla Palmer. 'If you're going to a conference or speaking at an event, please take copies with you to give out.' Copies of the report are available from Camilla, ext 0483, Camilla.Palmer@iop.kcl.ac.uk.

Dr Paul Keedwell in Psychological Medicine and Psychiatry is the author of *How Sadness Survived*, a new book about depression, published by Radcliffe in January. The book suggests that depression can have some long-term benefits – it can lead to increased resilience, empathy and creativity of thought. Paul says the condition may have persisted and evolved as an effective response to life challenges and that negative emotions are sometimes constructive. Visit www.radcliffe-oxford.com/books/bookdetail.aspx?ISBN=1846190134.

Eat well and cheaply at the IoP café diner: there are five hot menu combinations for £2.95 or less every day, and coffee costs 70p a cup before 10am. Visit <http://portal.iop.kcl.ac.uk/sites/Circulars/Lists/menu/today.aspx> to find out more.

King's College London will receive £71 million over three years from HEFCE (Higher Education Funding Council for England) to spend on capital projects. Of this total, the IoP is expecting to get a share of £14.5 million. The sum will contribute towards the building of the new King's Clinical Neuroscience Initiative (KCNI) and Clinical Research Facility (both to be built on the King's College Hospital campus) as well as the planned redesign of the front of the main building in De Crespigny Park, and essential work like replacing the boiler in the main building. In addition, it will help pay off the capital account overdraft, in the red because of refurbishment already carried out in space occupied by the Addictions team at 4 Windsor Walk and the main building laboratories.

Another Personal Safety Day is planned for April – look out for posters on noticeboards advertising the date, or email Main.Reception@iop.kcl.ac.uk to find out more. The two-part course gives information and tips on how to avoid trouble and defend yourself.

WHAT'S ON...

Staff and students are invited to a free *Music and the Mind* lunchtime concert on Wednesday 7 May in the atrium at the James Black Centre. *Notes Inegales*, a nine-piece jazz/contemporary group, will be performing *The Miles Davis Project*. Lunch will be provided – and it's also a chance to see inside the new building, if you haven't already been.

Future funding of postgraduate programmes in question

Managers and taught programme leaders will be considering how best to meet a financial shortfall caused by an estimated £1.24 million cut in the annual teaching grant of £4.7 million from the Higher Education Funding Council for England (HEFCE). The grant is being reduced because of a government-led decision to reallocate money currently helping to fund students who already have a qualification at an equivalent or higher level, and use it instead to prioritise financial support for new entrants to higher education.

HEFCE will support existing taught students until the end of their course, and King's College London has decided not to charge full fees to new students with equivalent level qualifications (ELQ) during the 2008-09 academic year.

Maudsley International

Maudsley International is a new collaborative venture launched by the IoP and South London and Maudsley NHS Foundation Trust (SLaM). Led by Professor Nick Bouras in Health Service and Population Research, *Maudsley International* will promote the expertise and skills of staff in both organisations around the world.

Still in the early stages, the plans are to offer teaching and training, and consultancy services related to research, clinical practice and policy under an umbrella 'brand' to help different countries meet the needs of people with mental ill health.

'This is a collaborative development to co-ordinate, support and complement current international activities of the IoP and SLaM,' said Nick. 'We will be developing, seeking, undertaking and delivering new projects in partnership with departments across the two organisations.'

For more information, visit www.maudsleyinternational.com.

Workshop explores benefits of exercise on the mind

An April workshop will offer researchers and clinicians a general overview of *Integrative Approaches in Psychiatry: Mind, Brain and Body*, as well as practical demonstrations of the types of mental and physical exercises that are included in this approach. The workshop is being organised by Dr Tamara Russell from the Division of Psychological Medicine and Psychiatry, and Dr Elena Antonova from Psychology. Tamara has been running a *Breathe and Stretch* class for service users within South London and Maudsley NHS Foundation Trust which combines focused breathing and visualisation with stretching postures drawn from tai chi, yoga and chi kung.

'Interest in the applicability of these disciplines to promote mental health is growing. My class explores how these techniques can be applied in the mental health arena and aims to discover what exercises people find useful and how they might need to be adapted when working with different clinical populations. Even gentle physical exercises release endorphins, which have a direct effect on the brain and can influence mood states. This

Between a quarter and a third of all students on IoP taught programmes already have equivalent level or higher qualifications: on some courses, 100 per cent of students already hold a postgraduate qualification.

In future, charging full fees for programmes could put them out of the reach of students who are self-funding or employer-funded, but without income from ELQ students, some courses may cease to be viable. Options will be discussed as part of the business planning process for 2008-11, and could include a marketing campaign to attract more people who are studying for a postgraduate qualification for the first time.

The funding changes do not apply to research degrees.

Research posts frozen

A recruitment freeze has been introduced for all academic and research posts funded by HEFCE (Higher Education Funding Council for England) in order to save money to help attract global leaders in their field to replace five current heads of departments who will be retiring over the next two to three years.

The IoP Executive agreed the freeze in February following a recommendation from Dean Peter McGuffin in anticipation of the need to replace strategically significant chairs over the coming two years and have the resources to attract the best candidates, of international renown, who may wish to bring team members with them or need specialist equipment to continue programmes of research.

The decision means vacant posts for HEFCE-funded lecturers, senior lecturers and professors will not be filled: the freeze lasts until January 2009. Professional service vacancies (admin and clerical) are not affected.

may be particularly useful for individuals whose mental state is disrupted by stress and anxiety,' said Tamara, who has 11 years training in kung fu and is an assistant instructor in the Dung Sai Do Kung Fu System.

The workshop takes place on 11 April from 12 noon to 5pm in the Wolfson Lecture Theatre and is free. Talks include an overview of the structural and functional changes in the brain following meditation (Dr Katya Rubia from the IoP) and the benefits of yoga for stress and insomnia (Dr Robin Munro from the Yoga Biomedical Trust, London). There will also be a chance to try out some of the techniques. To find out more, email t.russell@iop.kcl.ac.uk.

WHAT'S ON...

The Psychiatry Research Trust's annual seminar takes place on Thursday 3 April in the Wolfson Lecture Theatre. Speakers include Professors Simon Wessely, Simon Lovestone, Philip Graham, David Collier and Drs Jemeen Sreedharan and Birgit Kleim. Contact the PRT office on ext 0107 to find out more.

in brief...

What do you think of the new recycling scheme, now in operation at all IoP-managed buildings? Staff and students will have the chance to air their views by completing an online *Management and Recycling* survey, coming soon to their email inboxes.

The Junior Academic Staff Committee (JASC) has applied for funding to the Open Competition run by King's College London's Graduate School to support a series of events that would benefit the postgraduate careers of junior researchers at the IoP. Ideas include colloquium-style events (peer presentations of research across departments, for example); career-based events (talks and workshops about applying for grants/fellowships, for example, or alternative career routes); and networking events to share knowledge and experiences. To find out more about the JASC, contact chair Corinne Prescott, corinne.prescott@iop.kcl.ac.uk.

About 150 carers attended the *Families Beating Eating Disorders* conference organised jointly by South London and Maudsley NHS Foundation Trust and the charity *beat* at the end of February. Research from the Section of Eating Disorders at the IoP was presented, including details of projects that are designed to develop better support for carers.

● The final sum raised by Cycle Madagascar 2007 to support research into eating disorders was £75,215.

For the sake of security, lock your offices when you leave them and wear your College membership cards at all times. 'Staff and students should visibly wear their cards, and politely ask to see the ID of people who may try to follow them into buildings,' said Facilities Manager Neil Thomas. Agency staff, visitors and contractors should also wear cards. For more information, email Security.Services@iop.kcl.ac.uk. For urgent assistance, call ext 0001.

Dr Emma Lawrence, Lecturer in cognition and neuroimaging, presented *Tricks of the Psych Trade* as the launch event of the York Festival of Science and Technology at the beginning of March. The event explores the 'how, what and why of psychology', and features an interactive talk by Emma, introducing the methods psychologists use to study social cognition and empathy in the laboratory, as well an exhibition by Peter Myers, an artist with Asperger's syndrome, and a sonic art installation inspired by functional magnetic resonance imaging by digital artist Julie Freeman. Poppy Schoenberg, from Forensic Mental Health Science at the IoP, showed real-time physiological responses using Galvanic Skin Response equipment. *Tricks of the Psych Trade* also took place in Sheffield: both events were organised as part of National Science and Engineering Week 2008 (7-16 March). To find out more, visit <http://lubric.com/tricks/>.

April open day for public

The MRC Centre for Neurodegeneration Research is opening its doors to members of the public to give them a chance to find out more about research into Alzheimer's disease and motor neurone disease at the IoP. At the time of going to press, the event was already oversubscribed, with nearly 250 applications for the 180 places available at the Saturday event, to be held on 26 April, advertised by flyer and in the South London Press. 'The Open Day is for any member of the public interested in the subject, anyone interested in seeing what type of research is done,' said Lee Wilding, administrator in the Section of Old Age Psychiatry. Visitors will be able to meet and talk to scientists in their research laboratories and join a question and answer session.

Help the PRT help you

A team of runners will be raising money for the Psychiatry Research Trust (PRT) by taking part in the British London 10K run on 6 July – and you can sponsor them by contacting the PRT office or visiting the charity's page at www.justgiving.com. Another fundraising event planned for July 20 in the Dulwich College grounds is the Lashing's World XI Cricket Match. And the PRT will soon be registering for an eBay charity account so sellers will be able to choose to donate some, or all, of the proceeds of sales.

During the financial year 2007-08, the PRT funded nearly £400,000 worth of research at the IoP. To find out more, contact Lesley Pease or Cindy Smith on ext 0107 or 0319.

Health bosses visit IoP

Top brass from the Department of Health visited the IoP in February. Secretary of State for Health Alan Johnson and Parliamentary Under-Secretary Ivan Lewis came to the Henry Wellcome Building for a reception attended by mental health professionals, local NHS primary care trust representatives and service users, as well as members of the *New Savoy Partnership*, representing therapy professionals, and the *We Need to Talk Coalition*, representing mental health charities. Both organisations have been campaigning for more funding for psychological therapies, as recommended in the NICE (National Institute for Health and Clinical Excellence) guidelines on depression and anxiety disorders. The IoP's Professor of Psychology David Clark has also been urging more investment in talking therapies, along with Professor Richard Layard from the London School of Economics and Political Science, providing economic and clinical evidence to back the call. Last year, Alan Johnson announced funding to train and employ 3,600 new therapists by 2010-11: at the February visit, he unveiled concrete plans for implementing this training across the country under the *Improving Access to Psychological Therapies* programme. To find out more, visit www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/dh_083150.