

## A4C Re-evaluation Process



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Effective from 1<sup>st</sup> November 2016

### 1. What is a re-evaluation?

Change is an important and integral part of our daily working lives. All jobs change in emphasis over time; in most cases this does not affect the grade of the post.

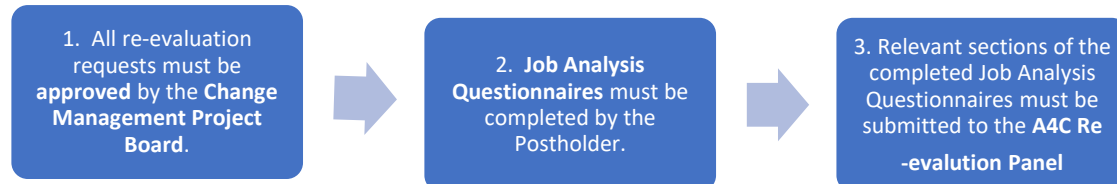
In some cases, where changes to the nature of the post and the duties involved are significant, it may be necessary for the post to be evaluated again using the factors and criteria defined by the Agenda for Change Job Evaluation Handbook. This process is known as a “re-evaluation”. Re-evaluation is about the grade of the post – and not the performance of the staff member carrying out the role.

### 2. What is likely to be the impact of Job Harmonisation on the re-evaluation process?

It is anticipated that, because the new harmonised job descriptions now define a wider and more flexible range of key result areas, re-evaluation requests are likely to reduce.

### 3. Overview of the re-evaluation process

The re-evaluation process consists of 3 stages; each stage must be progressed and concluded before the next stage may commence:



### 4. Key information about the re-evaluation process

#### 4.1 Approval required

All re-evaluation requests now require **three levels of approval** before they may proceed to an A4C Re-evaluation Panel:

- (i) Line Manager approval,
- (ii) Director level approval,
- (iii) Final approval and corporate authorisation by the Change Management Programme Board (CMPB)

#### 4.2 Role of the HR Business Partner

**HR Business Partners (HRBP)** will provide advice and support to Line Managers and Postholders throughout all stages of the re-evaluation process.

#### 4.3 Form to be submitted to the Change Management Programme Board

The [Line Manager's Request for Re-evaluation Form](#) must be completed and submitted to the CMPB. This form outlines why and how a post has changed and evolved and makes the case as to why NES has a business need for these changes. This document is informed

by clear evidence and rationale produced by the Postholder and must be supported at both Line Manager and Director level.

#### 4.4 Changes to the qualification required for a post

**A4C Factor 2 Knowledge, Training & Experience** is one of the most heavily weighted factors in the Agenda for Change Job Evaluation Scheme. This can mean that when job descriptions are reviewed or updated and changes are made to the qualifications, knowledge, skills or training required for a role there can be an impact on the banding even if no other changes are made to the job description.

To manage variations to this Factor when there is a genuine requirement for the qualifications associated with a role to be varied, it is likely that the case will be defined as a new post, and managed by applying the Organisational Change Policy. In this circumstance, the post will initially be considered in a business case format presented to the CMPB as a minor organisational change and, in accordance with the Organisational Change Policy, and is likely to be the subject of an open recruitment and selection process.

#### 4.5 What happens if the CMPB approve the request for a re-evaluation?

If approval to proceed with re-evaluation is given by the CMPB the postholder should then complete the relevant sections of the [Job Analysis Summary Form](#). A [Job Analysis Questionnaire \(JAQ\)](#) must also be completed by the Post Holder with support from their Line Manager. Guidance can also be sought from the HR Business Partner.

Once completed and approved, both the Job Analysis Summary Form and the Job Analysis Questionnaire must be submitted to the [Evaluation.A4C@nes.scot.nhs.uk](mailto:Evaluation.A4C@nes.scot.nhs.uk) mailbox:

- Line Manager's Request for Re-evaluation Form
- Written approval to proceed from CMPB
- Completed Job Analysis Questionnaire (JAQ)
- Completed Job Analysis Summary Form
- Current Job Description

### **5. What is a Job Analysis Questionnaire (JAQ)?**

The JAQ will provide a clear, structured and consistent template to enable the Postholder to demonstrate the changes to their role and will be reviewed by the A4C Panel during the re-evaluation. Only the sections corresponding with those highlighted in the Job Analysis Summary form require to be completed.

**Please Note:** It is not the role of the CMPB to evaluate posts - their role is to review the business case and make a decision on whether the post may proceed to a job evaluation panel.

### **6. What criteria will the CMPB consider when deciding whether to approve a re-evaluation request?**

There are **three main criteria** that the CMPB will consider on receipt of a request for re-evaluation, all of which must be addressed in the accompanying business case:

- (i) Does NES have a demonstrable and agreed **business need** for the proposed changes to the role?
- (ii) Has the **job role changed** to the point that the existing job description is no longer accurate?

(iii) Are the proposed changes to the role **consistent** with other roles across NES?

6.1 Who will provide this information?

A summary overview of the **criteria (i)** and **(ii)** would be presented directly to the CMPB by the **Director (or nominate)** to convey that the job role has changed and describe the business need for the proposed change.

The CMPB will also be provided with an overview of **criteria (iii)** prepared by the **HRBP** outlining a summary of comparator roles from across NES.

6.2 What will happen if the CMPB cannot reach a decision?

Should the CMPB reach a position where they are unable to agree then the final decision would be taken by the Chief Executive as the Chair of the CMPB.

**7. What options are available to Postholders if the CMPB decline a request for re-evaluation?**

The role of the CMPB is to ensure that posts are only re-evaluated when there is an agreed and demonstrable business need to do so which is substantiated by clear evidence. It also has a responsibility to ensure that there is consistency in the banding of posts across NES. These principles guide the CMPB and where requests are not approved feedback will be provided.

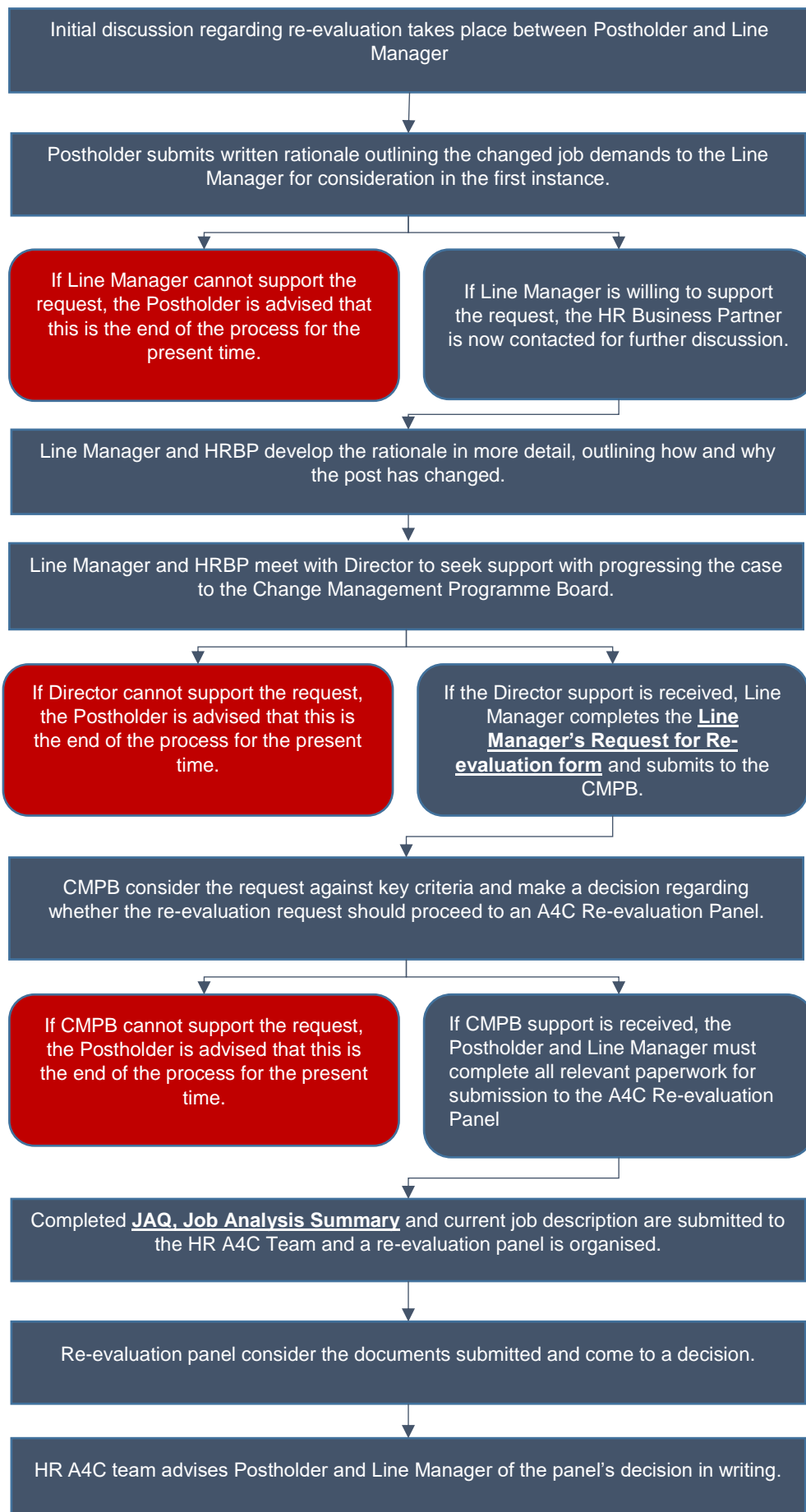
7.1 What if the Postholder believes a fair and equitable process has not been followed?

Where the Postholder believes a fair and equitable process has not been followed, a formal grievance may be raised at any time prior to re-evaluation. If in NES' opinion the process has been followed equitably and fairly then NES is unlikely to support the grievance procedure beyond the informal stage.

7.2 What if the Postholder believes that the rationale provided by the CMPB is unreasonable?

If a request has been declined and the Postholder is of the view that the rationale provided by the CMPB is unreasonable, an informal grievance may be raised in accordance with the NES Grievance Policy. They may request to their Directorate that an informal submission review be carried out by the Directorate and, if supported by the Directorate, subsequently be re-presented to the CMPB, normally by the Chair of the Directorate Review. The CMPB would only consider a resubmission at the request of the Directorate on an exceptional basis, where there is clearly new and additional information to consider. Should an informal review be supported then the CMPB's decision is final.

## 8. End-to-end view of the re-evaluation process



## **9. How will the outcome of my request be communicated to me?**

If successful in gaining a different banding then the HRBP matches the role to a harmonised job description at the re-evaluated Band, and advises the Manager and post holder of outcome.

For payroll purposes, the outcome of a successful application would be back dated to the date the finalised application was submitted to the [Evaluation.A4C@nes.scot.nhs.uk](mailto:Evaluation.A4C@nes.scot.nhs.uk) mailbox.

The decision of an evaluation panel is final and there is no recourse to appeal the decision of the panel.

Updated August 2017