

The Scottish Government

Directorate for Health Workforce, Leadership and Service Reform  
NHS Pay and Conditions



Scottish Government  
Riaghaltas na h-Alba  
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Dear Colleague

**APPRAISAL AND INCREMENTAL PROGRESSION**

1. As part of the three year Agenda for Change pay deal agreed in 2018, NHS Scotland Employers and Staff Side also agreed to review the current approach to Appraisal and Incremental Progression.
2. This work has been taken forward in partnership by a Working Group created under the aegis of the Scottish Terms and Conditions Committee (STAC).
3. The agreement reached by the Group will require additional work over the next 12 months, in order to support the new provisions. The intention, therefore, is that these will be effective from 1 April 2020. In the meantime, the Group have prepared a statement for the service highlighting the key points which will inform the revised policy. This is attached at Annex A.

**Enquiries**

4. Employees should direct their personal enquiries to their employing NHS Board or Special Health Board.
5. Employers should make their own arrangements for obtaining additional copies of this circular, which can be viewed at:

[www.publications.scot.nhs.uk](http://www.publications.scot.nhs.uk)

Yours sincerely

SHIRLEY ROGERS  
NHS Scotland Chief People Officer &  
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Withdrawal Preparation

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**Addressees**

For action

Chief Executives,  
Directors of Finance,  
Directors of Human Resources:  
NHS Boards and Special Health  
Boards, NHS National Services  
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For information

Members, Scottish Partnership  
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Members, Scottish Terms and  
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## STATEMENT ON APPRAISAL AND INCREMENTAL PROGRESSION FOR AGENDA FOR CHANGE STAFF IN NHS SCOTLAND

1. To support the new pay arrangements for Agenda for Change staff in NHS Scotland, the parties to the 2018 pay deal agreed to review and reform appraisal and incremental progression arrangements for Agenda for Change staff.
2. All sides acknowledge the clear link between staff experience and patient outcomes, and want to ensure that any change to the current arrangements maintains and improves the staff experience.
3. Present arrangements use the KSF Framework, which has been gradually redeveloped and adjusted to make it easier to use. The launch of TURAS Appraisal in 2018 has also facilitated a more structured approach to appraisal discussions. Accordingly, any improvements will build on these current arrangements and also take the opportunity to embed statutory and mandatory training into the appraisal process, in order to improve consistency and compliance.
4. The key improvement recommendations are:
  - We should continue the cultural journey of focusing on meaningful discussions rather than KSF paperwork.
  - In that journey, we need to ensure that all NHS Scotland Staff are engaged in an appraisal dialogue on at least an annual basis.
  - Statutory/mandatory training should be anchored within the appraisal process.
  - There needs to be a uniform and consistent approach to statutory and mandatory training across NHS Scotland in order to meet our Staff Governance Standards. By adopting a Once for Scotland approach, staff will be able to transfer their training records between employers.
  - Incremental pay progression will be automatic in all but exceptional circumstances. However, progression may be paused where:
    - an employee is within a formal capability process at stage 2 or beyond;
    - through employee choice, required statutory/mandatory training has not been completed within agreed guidelines.
5. A plan is being developed and will be implemented through 2019-20 in order to support these changes for a commencement date of 1 April 2020. Further details and information will be circulated to ensure the service is briefed on progress.