

Committee: Personnel Committee

Date: Wednesday 6 February 2013

Time: 7.00 pm, or on the rising of the Council and Employee Joint Committee, whichever is later

Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Lynn Pratt (Chairman)	Councillor Melanie Magee (Vice-Chairman)
Councillor Ken Attack	Councillor Norman Bolster
Councillor Surinder Dhesi	Councillor Mike Kerford-Byrnes
Councillor G A Reynolds	Councillor Alaric Rose
Councillor Lawrie Stratford	Councillor Rose Stratford
Councillor Lynda Thirzie Smart	Councillor Barry Wood

AGENDA

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

5. **Minutes** (Pages 1 - 2)

To confirm as a correct record the Minutes of the meeting of the Committee held on 12 September 2012.

6. **Incremental Pay Progression and Appraisal Policies** (Pages 3 - 76)

Report of Head of Transformation

Summary

To recommend Council policy in relation to Incremental Pay Progression and Appraisals, and in doing so, ensure that the Council fulfils its outstanding obligation in respect of a Collective Agreement reached with Unison in 2010.

Recommendations

The Personnel Committee is recommended to:

- (1) Approve the new Incremental Pay Progression Policy.
- (2) Approve the updated Appraisal Policy.

7. **Post Entry Training Policy** (Pages 77 - 88)

Report of Head of Transformation

Summary

To consider the Council policy in relation to Post Entry Training

Recommendations

The Personnel Committee is recommended to:

- (1) Approve the revised Post Entry Training Policy

8. **Employment Statistics Quarters 2 & 3 - 2012/2013** (Pages 89 - 98)

Report of Head of Transformation

Summary

To detail employment statistics, by Directorate, for information and monitoring purposes and to compare the Cherwell District Council position against the wider employment market.

Recommendations

The Personnel Committee is recommended to:

- (1) Note the contents of this report

9. Harmonisation Project

Verbal Update of the Head of Transformation

Pay Grades April 2012 - March 2013 - For Information

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221601 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

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Queries Regarding this Agenda

Please contact Louise Aston, Democratic and Elections
louise.aston@cherwellandsouthnorthants.gov.uk, 01295 221601

Sue Smith
Chief Executive

Published on Tuesday 29 January 2013

Agenda Item 5

Cherwell District Council

Personnel Committee

Minutes of a meeting of the Personnel Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 12 September 2012 at 6.30 pm

Present: Councillor Lynn Pratt (Chairman)
Councillor Melanie Magee (Vice-Chairman)

Councillor Ken Atack
Councillor Norman Bolster
Councillor Surinder Dhesi
Councillor Mike Kerford-Byrnes
Councillor G A Reynolds
Councillor Alaric Rose
Councillor Lynda Thirzie Smart
Councillor Barry Wood

Substitute Members: Councillor Victoria Irvine (In place of Councillor Rose Stratford)
Councillor Alastair Milne Home (In place of Councillor Lawrie Stratford)

Apologies for absence: Councillor Lawrie Stratford
Councillor Rose Stratford

Officers: Jo Pitman, Head of Transformation
Stephanie Rew, HR Manager
Louise Aston, Team Leader, Democratic and Elections

11 **Declarations of Interest**

There were no declarations of interests.

12 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

13 **Urgent Business**

There was no urgent business.

14 **Minutes**

The minutes of the meeting held on 6 June 2012 were agreed as a correct record and signed by the Chairman.

15 **Employment Statistics Quarter 1 2012/13**

The Head of Transformation submitted a report detailing the employment statistics, by Directorate, for information and monitoring purposes.

Resolved

- (1) That the report be noted.

The meeting ended at 7.00 pm

Chairman:

Date:

Personnel Committee

Incremental Pay Progression and Appraisal Policies

6 February 2013

Report of Head of Transformation

PURPOSE OF REPORT

To recommend Council policy in relation to Incremental Pay Progression and Appraisals, and in doing so, ensure that the Council fulfils its outstanding obligation in respect of a Collective Agreement reached with Unison in 2010.

This report is public

Recommendations

The Personnel Committee is recommended to:

- (1) Approve the new Incremental Pay Progression Policy.
- (2) Approve the updated Appraisal Policy.

Executive Summary

1 Introduction - Background To Pay Progression Criteria

- 1.1 As previously reported to Personnel Committee on the 30 September 2010, the Council implemented the outcomes of the job evaluation project, as required by the national Single Status Agreement, on 1 April 2010.

Implementation was achieved through the negotiation of a collective agreement between the Council and Unison, following a ballot with staff in March 2010.

The collective agreement includes arrangements for pay structures, pay protection, and incremental progression. It also states that progression through the salary grades will be in accordance with an agreed incremental progression policy which would be determined in due course.

- 1.2 Therefore the final element of the job evaluation project to be completed is the need to establish incremental pay progression criteria for the new pay structure i.e. the criteria that staff will need to meet to progress from one increment to the next within a grade.

The collective agreement states that the pay protection period for employees whose pay went down as part of the new grading structure would be for 2.5 years; between 1 April 2010 and the 30 September 2012 and, incremental progression would be frozen during this time, in order to offset the costs of pay protection. This time period would also enable suitable criteria to be designed and agreed with staff and trade unions, although the project has been delayed due to the need to decide what the impact on terms and conditions might be as a result of the Council now sharing a Management Team with South Northamptonshire Council.

Harmonisation of terms and conditions is being considered separately and therefore incremental progression criteria still needs to be agreed in order to honour the terms of the collective agreement.

Once agreed, the policy will be implemented (retrospectively) with effect from 1 October 2012 for those employees who meet the criteria, in line with the terms of the original collective agreement.

- 1.3 The Council has used the knowledge of an external Consultant from Northgate Arinso to design and recommend a suitable incremental pay progression scheme and associated policy.

The Consultant worked with the Council during the Single Status/job evaluation project, so had the benefit of being fully aware of what was required to complete the pay progression element of the project.

Consideration was given by JMT on options that could be used for two periods of time. Namely the 1 October 2012 to 31 March 2013 and from the 1 April 2013. The reason for consideration of the two periods being that as the 1 October 2012 had already passed as to whether this should be treated in a different way. It was agreed that it should not and that the only suitable option for both periods required the use of the appraisal process to link to the use of performance targets and competencies being scored. This would then achieve the Council's original aim of having performance served increments rather than time served, albeit that any increments awarded in the first year would be for 18 months rather than 12 months.

2 The Appraisal Policy

- 2.1 The current Appraisal Policy is a joint policy for both CDC and SNC, and has been in place for nearly two years, following a decision to review and harmonise both Councils' policies and bring them into line.

Generally the appraisal cycle includes two appraisals; one which should take place in February/March that will review any targets and competencies set for the previous year, as well as setting new targets for the following appraisal year (April to March). A mid year review also

takes place in around October each year so that the targets set earlier in the year can be reviewed, revised or deleted if no longer suitable.

During appraisal meetings, the manager and employee should discuss training needs for the following year; review what training has taken place, and how effective that training has been.

At present, appraisal outcomes are not linked to pay at Cherwell, but they are at South Northamptonshire Council. There is however still a requirement for all staff to participate in the appraisal process and have a completed appraisal for each year because of the direct link to the delivery of the corporate priorities.

- 2.2 As the Council's approach for incremental progression is linked to the delivery of key objectives set as part of the appraisal process it was considered important to review the current Appraisal Policy to ensure it was robust enough to be used to support the Incremental Progression Policy.

Since the introduction of the shared Appraisal Policy we have received feedback from staff and managers in relation to the lack of mid year review documentation and guidance, which has now been incorporated into the appraisal process.

The Council's IIP reassessment has also highlighted the need to request better information in relation to training and training evaluation.

The Appraisal Policy was therefore reviewed and sent out for consultation at both Councils at the same time as the Incremental Progression Policy. Both policies rely on the need to interlink for the incremental progression process to take place successfully and in order to ensure an effective, fair and consistent approach.

2.3 **Consultation**

Formal consultation for both policies has now been completed. However in light of the feedback received from both the Staff Consultation Group and Unison, the Incremental Progression Policy is still being amended and will be distributed as an addendum to this report, for consideration at the meeting on 6th February.

Consequently the Incremental Pay Progression Policy, attached at Appendix 1, is the draft policy which was sent out for consultation, prior to being updated to reflect the feedback. The consultation responses are however also appended to the report so that members are aware of the issues raised as part of the consultation process, prior to receiving the final policy. (Appendix 2).

The Appraisal Policy at Appendix 3 is the final draft policy following receipt of consultation comments.

2.4 Incremental Progression Policy

The proposed policy outlines the process and mechanism to enable an employee to be put forward by a manager to gain an increment, on an annual basis, immediately following an end of year appraisal in February or March.

If supported by a corporate moderation panel, an increment would be awarded at the end of the appraisal year (April to March) with salary being increased from the 1 April immediately following the appraisal.

In order to ensure that the council meets the terms of the collective agreement, incremental progression will be backdated to 1 October 2012 in the first year of operation. The effect of this is such that employees will receive an 18 month increment in the first year (October 2012 – April 2014) and then an annual increment thereafter, until they reach the maximum of the grade, providing they continue to meet their agreed appraisal objectives.

2.5 Policy Coverage

The policy covers staff employed on salary grades 1 to 11 at Cherwell District Council. It does not extend to:

Those employed on JMT grades or Hay Grades (shared services managers) as both have their own separate progression criteria.

Those who are currently at the maximum of their salary grade.

Apprentices as they are employed on spot salaries. (Appendix 4 shows the current Pay Grades).

Staff on career grades as they also have their own agreed arrangements for progression. There are at present only around 12 career graded posts within the Council, and managers are being asked whether they wish to continue with their current arrangements or review them.

2.6 Pay Progression Criteria

In order for employees to be able to progress through their salary grade, in line with the policy, the scoring from the targets/objectives section and competency sections of the appraisal form will be utilised to calculate an average score. If the average score is 2.5 or more then an increment may be recommended by the manager.

All scores will be moderated by a corporate moderation panel to review trends of high or low scoring across teams, directorates and the organisation before incremental progression is approved. The moderation panel may request a manager revisit an appraisal where such trends are identified.

2.7 **Appeal Process**

Where an employee is unhappy with the process and outcome they will be able to appeal against the decision. The appeal will be considered by an Appeal Panel, where a member of JMT will act as Chairperson. This person will not have been involved in the process or moderation to date so that an independent review can take place. They will be supported by a member of HR who will not have been involved in moderation of the post to date, or if not possible another trained moderator.

2.8 **Training**

All managers and employees have been asked to attend training on appraisals during February and March 2013, at both Councils, to ensure that the policy is utilised fairly and consistently by improving knowledge of what should take place, and how that should happen.

Appraisal training has not taken place for a while at Cherwell so it is important to ensure that all staff are aware of their responsibilities in relation to appraisals and the policy, but to also supply them with the knowledge to be able to participate in the appraisal process effectively and consistently.

- 2.9 Although moderation and audits will take place after appraisals have been undertaken which may highlight further training needs, if training were not to take place there is likely to be inconsistency in approach which could lead to high levels of appeals.

3 **Financial Considerations**

- 3.1 The introduction of a performance based approach applied from April 2013 but backdated to October 2012 would be based on carrying forward funding from 2012/13 to 2013/14 to be able to pay in the 2013/2014 pay year.
- 3.2 If all eligible employees are recommended to progress through their salary grade by one increment the potential cost would be £362,000 for 2013/2014. However, given that the first awards are to be backdated to October 2012, the cost could be £543,000 covering an eighteen month period from 1st October 2012 to 31st March 2014. The 2012/13 budget available and 2013/14 budget proposal for incremental progression amounts to £543,000 and is to be held centrally. Any unspent amounts will be carried forward to offset future year's incremental base budgets required.

- 3.3 All employees need to be employed by the Council for at least one year before any increment is eligible. In future years the cost of all current employees receiving increments beyond the first incremental step has been estimated as follows:

April 2014 to March 2015 - £314,000 (including NI and Superannuation).

April 2015 to March 2016 - £252,000 (including NI and Superannuation).

April 2016 to March 2017 - £213,000 (including NI and Superannuation).

Whilst the cost of increments will reduce in subsequent years as shown above, the actual figure required may reduce dependant on the level of employee turnover and new employees starting at the bottom of the grade or lower than existing employees.

4 Conclusion

- 4.1 The key issues that have been taken into account can be summarised as follows:
- The end of the pay protection period following the implementation of the new pay and grading structure in 2010
 - The requirement of the 2010 collective agreement which stated that incremental progression would apply from October 2012, subject to a policy framework being put in place to ensure that it could be administered fairly across the council.
 - The level of funding available in the remainder of 2012/13 and 2013/2014.
 - The most appropriate way to implement a fair, transparent and consistent pay progression scheme is through a measure of performance, underpinned by the appraisal process.
- 4.2 A clear indication has to be given that any future pay progression will be based on performance (as measured by the delivery of key objectives), underpinned by a revised appraisal scheme and process.
- 4.3 No incremental progression will be agreed before April 2013, enabling the current appraisal scheme to be updated and agreed as part of the 2012/13 appraisal cycle. Where incremental progression is recommended by a manager and “signed off” by the corporate moderation panel in April/May 2013, it will be backdated to October 2012 and paid as a lump sum to eligible employees in their next available salary in 2013, subject to normal tax and NI deductions
- 4.4 The funding available for 2012/13 should be carried forward and incorporated into a single budget for 2013/14 to cover an eighteen

month period from 1st October 2012. Any residual amount of this budget after awards confirmed will be carried forward to offset future years incremental base budgets required.

- 4.5 In accordance with the 2010 collective agreement and staff expectations, it is important to ensure that an Incremental Pay Progression Policy is put in place. This policy will promote an increased level of reward and retention now that employees are able to gain an increment if a good level of performance is sustained during a year. Whilst staff at Cherwell already perform well, with such a large period of change being undertaken, with shared services and restructures, such a reward policy will help employees to remain motivated and deliver services at a time when resources are reduced.

The Appraisal Policy plays a key role in being able to award incremental progression, as well as support ongoing performance monitoring within the Council. This new policy will not only support this more effectively but has been improved at the request of staff and managers and Investors in People, to make the process easier to use. Also the consequent data will enable more appropriate training to be delivered to meet corporate priorities and service plans within available budget provision.

Key Issues for Consideration/Reasons for Decision and Options

The Council has an obligation to ensure its policies and procedures remain up to date in relation to the law and best practise and provide the needs of the organisation, and both the Appraisal Policy and the Incremental Progression Policy will ensure performance can be monitored, reviewed and rewarded accordingly.

The approach in the proposal is believed to be the best way forward to ensure compliance with the Council's collective agreement:

Option One Approve both the revised Appraisal Policy and new Incremental Pay Progression Policy.

Consultations

Trade Union

Appraisal process

The Trade Union provided feedback which has been incorporated into the revised Appraisal Policy.

Incremental Pay Progression

Feedback on the Incremental Pay Progression Policy is being reviewed and amended and further discussed with the Trade Union. An addendum to this report will be issued prior to the 6th February 2013 for the Committee's consideration.

Staff Consultation Group

Appraisal Policy

The Staff Consultation Group provided feedback, some of which were comments and other requested amendments some of which have been incorporated into the revised Appraisal Policy. The Consultation Log is attached at Appendix 5.

Incremental Pay Progression

Feedback including comments on the Incremental Progression Policy is attached at Appendix 3. The table shows which comments have been actioned and which have not and where a response only was required. The comments are currently being used to discuss with the Trade Union further and the external Consultant to ensure the best approach is utilised. The policy once completed will be forwarded as an addendum prior to the meeting on 6th February 2013.

Implications

Financial:

The financial implications are as detailed within the report and summarised in section 3.

Comments checked by Karen Curtin, Head of Finance and Procurement, ext 1634.

Legal:

Although there is no legal obligation to provide incremental progression and an appraisal scheme this has been approved as part of a collective agreement with the recognised trade union and non implementation could result in a dispute and/or employee relations difficulties. As long as the appraisal scheme and progression criteria are consistently and fairly applied there should be no risk of successful equal pay claims or other potential legal challenges from individual employees.

Comments checked by Kevin Lane, Head of Law and Governance, Tel: 0300 0030 107

Email: kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Management:

In adopting the revised policies the Council will be reducing the potential risk of employment complaints. They will also act as a recruitment and retention tool, whilst also providing a better mechanism to review and measure employee performance.

The proposals contained within this report relate to the implementation of a Collective Agreement reached between the Council and Unison 2 years ago. Failure to implement the Agreement could undermine the positive relationship that currently exists between the Council and Unison and result in potential employment claims by employees.

Comments checked by Claire Taylor, Corporate Performance Manager ext 1563.

Wards Affected

ALL

Document Information

Appendix No	Title
Appendix 1	Draft Incremental Pay Progression Policy (excluding amendments arising from the consultation process.)
Appendix 2	Consultation Feedback and Action Log – Incremental Pay Progression Policy
Appendix 3	Draft Appraisal Policy
Appendix 4	Current CDC Pay Table 2012/2013
Appendix 5	Consultation Feedback and Action Log – Appraisal Policy

Background Papers

Northgate Arinso Consultant Report
Collective Agreement

Report Author Paula Goodwin – HR Projects and Policy Manager

Contact Information paula.goodwin@cherwell-dc.gov.uk
Cherwell District Council - Telephone 01295 221735

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Cherwell District Council

Incremental Pay Progression Policy

1. Purpose

- 1.1 The purpose of this policy is to outline the Council's approach to incremental pay progression based on the agreed grading structure and appraisal process.

2. Summary

- 2.1 Cherwell District Council introduced an 11 grade structure in April 2010 with five increments per grade. All employees covered by the grading structure are able to progress to the grade maximum subject to their performance which is assessed as part of the annual appraisal process. This may mean that some employees will progress to the grade maximum over a different period than other employees either within the same job or the same grade as progression is performance based on individual performance assessment.
- 2.2 The annual appraisal period will be for the period 1st April to the 31st March and the final assessment will be undertaken in March at the end of the appraisal period. If the outcome of the appraisal results in the employee being awarded an increment within the grade of their job it will be applied from April that year. Where an employee receives an increment this will be added to their normal salary and paid over the following 12 months.
- 2.3 Incremental progression will be audited as part of future Equal Pay Audits and monitoring reports.

3. Appraisal and Awarding Incremental Progression

- 3.1 The employee appraisal process is set out in the user guide 'Employee Development and Performance Review'. The overall purpose of the appraisal process is to;
- Set clear objectives
 - Consider development needs
 - Monitor and review performance
 - Review achievement against objectives
 - Recognise achievements

As stated in this policy, the outcome of the appraisal process is also used to determine if an employee will receive incremental progression.

3.2 The final assessment that takes place in March each year will determine incremental progression.

If an employee is at the maximum of their grade they will not be eligible to receive an increment or any additional payment.

3.3 Irrespective of the overall score attained by an individual only one increment can be awarded in each year.

3.4 An employee must have been in post for the full appraisal period to be eligible to be considered for an increment. The appraisal scheme will still apply to all employees.

4. Assessment

Scoring Objectives

4.1 Part A of the Appraisal Form is concerned with assessing individual performance against their personal objectives. Points are awarded as awarded as follows;

Part A - Looking Back

Fully Achieved – All aspects of objective achieved	3
Points	
Partially Achieved – Majority of elements of objective achieved	2
Points	
Partially Achieved – Clear plan in place or at least 1 element of objective achieved	1 point
Not Achieved	0
Points	

If it is agreed that an objective was no longer relevant it will not be taken into account in the overall scoring but the reasons why must be clearly stated in the completed assessment form.

Part B - Performance Indicators

Performs Exceptionally	3 Points
Performs Well	2
Points	
Performs Satisfactorily	1 Point
Performs Poorly	0 Points

Supervision and Line Management

As part of the appraisal process there is a further assessment of those that have supervisory responsibilities or are line managers. Although these competencies are part of the appraisal process they are not taken into account in the overall scoring to determine incremental progression.

Overall Assessment

Only employees whose overall score are 2.50 or above based on Part A Looking Back and Part B Performance Indicators will receive an increment subject to this not exceeding the grade maximum.

The overall score is calculated as follows

Part A – Looking Back

Total Score = 12
Number of Objectives = 6
Average Score = 2

Part B – Performance Indicators

Total Score = 15
Number of Performance Indicators = 5
Average Score = 3

Note. The assessment against each of the performance indicators must be based on all aspects of the indicator and not each individual statement.

Overall Assessment

The overall assessment used to determine incremental progression is as follows;

Part A + Part B divided by 2

In this example the outcome is therefore $2 + 3 / 2 = \underline{2.5}$

An example appraisal form is attached as Appendix A.

5. Corporate Moderation Panel

- 5.1 The overall outcomes from the appraisal process will be subject to moderation to ensure that the appraisal scheme has been applied consistently. Whilst all employees that meet the performance threshold will receive an increment it will still be necessary to ensure that the scheme has been applied consistently before increments are released.
- 5.2 Where there is a disagreement on any part of the process the appeals mechanism within the appraisal process will apply. The same procedure will apply to the scores awarded for each objective and performance indicator in Parts A and B of the Assessment. There is no further right of appeal to the Corporate Moderation Panel.

- 5.3 The composition of the Corporate Moderation Panel will include a representative from each Directorate and Human Resources as well as a trade union representative. All members of the panel will have been trained in the appraisal scheme and this policy.
- 5.4 The role of the Panel will be to review all appraisal assessments to ensure that the scheme has been applied consistently. The Panel will need to consider the following;
- Ensure that objectives are appropriate for the type and grade of the role undertaken by the employee. This process should be completed when objectives agreed.
 - Specifically review where employees have scored between 2.40 and 2.60 and are therefore either just below or just above the threshold for receiving an increment. Specific consideration will also be given to where an objective has been considered to have been Partially Achieved but the points awarded are 1 or 2. This should identify if any additional employees should be considered for incremental progression.

6. Review

- 6.1 The impact of this policy will be reviewed as part of future Equal Pay Audits and monitoring reports.

Example Assessment Forms

Appendix A

Part A – Looking Back – Example 1

Review of performance against the specific objectives/targets set for the previous year. Please use the assessment of:-

FA: Fully achieved achieved	PA: Partially Achieved	NA: Not achieved	Assessment	Points	Comments (Please provide detailed reasons where an objective has not been achieved or only partially achieved)
1) Example 1			FA	3	Completed
2) Example 2			FA	3	Completed
3) Example 3			PA	2	All aspects of the objective have been achieved although not been implemented
4) Example 4			PA	1	Project has only just been started
5) Example 5			FA	3	Completed
6) Example 6			FA	3	Completed
			Total Score	15	
			Average Score	2.5	Average score based on six objectives

Part A – Looking Back – Example 2

Review of performance against the specific objectives/targets set for the previous year. Please use the assessment of:-

FA: Fully achieved achieved	PA: Partially Achieved	NA: Not achieved	Assessment	Points	Comments (Please provide detailed reasons where an objective has not been achieved or only partially achieved)
1) Example 1			FA	3	Completed
2) Example 2			FA	3	Completed
3) Example 3			PA	2	All aspects of the objective have been achieved although not been implemented
4) Example 4			PA	1	Project has only just been started
5) Example 5			Removed		This objective was removed due to changed priorities
6) Example 6			NA	0	No part of this objective has been achieved
			Total Score	9	
			Average Score	1.80	Average score based on five objectives

Part B - Review in relation to performance against indicators for previous year. Please use assessment of:			
1 = Performs poorly 2 = Performs satisfactorily 3 = Performs well 4 = Performs exceptionally	Overall Assessment	Score	Comments and examples
Communicating with others Regularly communicates with colleagues effectively Allows others to contribute to discussions Can communicate at an appropriate level for the role Respects colleagues and treats them with dignity and fairness	Performs Well	3	
Customer Focus Regularly responds positively to customers and the public Is proactive in ensuring customers' needs are met Calmly deals with negative customer reactions	Performs Well	3	
Health & Safety Always uses safe working practices Looks out for and reacts to people not complying to H&S	Performs Poorly	1	
Team Working Contributes positively to team working Completes their role fully and effectively Always supports everyone in the team	Performs Satisfactorily	2	
Innovation & Problem Solving Brings problems and issues to the attention of supervisors when appropriate Makes suggestions to improve the team performance Accepts responsibility at the appropriate level Offers solutions to identified problems using creativity and innovation	Performs Well	3	
Technical Expertise Clearly demonstrates possession of appropriate level of specialist knowledge Provides the right level of specialist skills IT skills – able to use the tools to get the job done	Performs Exceptionally	4	
	Total Score	16	
	Average Score	2.66	

Incremental Pay Policy

Consultation Comments

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
1	What is the process for those already at the top of their grade.	SCG	There will be no further progression for those at the top of the grade. This is deemed to be the highest pay for the post in line with job evaluation.
	I think this is a good policy document which is welcome for clarity when implemented in the future.	SCG	No action required
	What is the SNC Incremental Pay Progression Policy – If CDC/SNC have a joint appraisal policy, should we also have a joint Incremental Pay Policy?	SCG	SNC's policy is time served. Although there is a Joint Appraisal Policy there needs to be harmonised JE systems and pay arrangements before there can be a joint incremental progression scheme.
	This seems a bit of a U-turn back to PRP.	SCG	PRP was a one off lump sum based on annual performance and was not available to all staff, whereas incremental progression is a permanent salary increase (paid with normal salary) although also linked to performance is open to all CDC staff.
2	What if appraisals are not completed by 31 March (ie sickness, etc) – will increment (if awarded) still be paid from 1 April.	SCG	All awarded increments will normally be payable from the 1 April.
	As there will have been no opportunity for incremental progression for 3 years, feel some measure of back pay should be negotiated if increments are given this April for staff who were employed in April 2010, showing support for those staff who have stood by Cherwell during this time.	SCG	As part of the Job evaluation project it was agreed with Unison that pay progression would be frozen until the 1 October 2012 to fund pay protection for staff who would otherwise have had their pay reduced from the 1 April 2010.

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
	<p>It can have an adverse effect when you have staff doing the same job but getting different rates of pay. When the PRP scheme was previously in place it could cause friction between staff and managers for months at a time and there was a sense of relief when it was scrapped and everyone was put on the same pay rates.</p> <p>It is more suited to some jobs than others. It is particularly difficult to apply when managing a small team who all carry out the same job, for example Enforcement teams i.e. you cannot target the amount of fines issued. Some people may have more opportunities to achieve higher marks by being in the right place at the right time and it causes a great deal of bad feeling within a team should some gain 'higher marks' than others when the end result is related to monies received. It can therefore be unsettling and demotivating for staff and also detrimental to the service.</p>	SCG	<p>The rate of pay for the post is based on a grade so employees may be on a different range of five increments for the post they are in. This is common practice across local authorities.</p> <p>Appraisal training is being delivered for all staff at both Councils during February and March to ensure appropriate targets are set and the appraisal process is undertaken effectively. Moderation will also be utilised to ensure the targets are appropriate, and appraisals are undertaken in a consistent way.</p>
2.1	Grade 1 only has 4 increments.	SCG	NOTED
2.2	Does this imply that no increments will happen until April 2014? How can this be assessed fairly? Further clarification on how this will be implemented this April needs to be considered and communicated effectively.	SCG	This policy will apply from the 1 October 2012. So any increments awarded will be backdated to this date and will be for 18 months in year 1 of the policy. Increments awarded will then be annually from the 1 April 2014.
2.2	<p>I have some concerns regarding the transitional process and implementation. I have some doubts as to how the pay increment will be implemented fairly this April given this guidance is only now available and was not available at the previous appraisal.</p> <p>I guess there will be some people who have lots of objectives and some people who have fewer objectives.</p>	SCG	Training will take place prior to the final appraisal so that reviews of current targets can be undertaken before being finalised. The current joint appraisal policy has now been in place for 2 years (this being the second year) and although it is being amended slightly to reflect training needs the process is no different to previous years. The incremental

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
			progression policy is a separate policy that will now link directly to the outcome of appraisals, and there will also be appropriate information provided to staff and managers prior to end of year appraisals.
2.2	Will the policy be backdated for 2012/13?	SCG	Yes to 1 October 2012.
2.2	What goes around comes around. This is essentially a re-introduction of PRP but with a 5 year cap.	SCG	PRP was a one off lump sum based on annual performance and was not available to all staff, whereas incremental progression is a permanent salary increase (paid with normal salary) although also linked to performance is open to all CDC staff.
2.2	<p>There has been no way to increase pay and get recognition in posts for 3 years and this should have been in place 2.5 years ago. The JE pay grades were implemented in April 2010, 32 months ago, and as I recall, the intention was to have sorted the incremental pay increase structure by the end of 2010.</p> <p>I'm not suggesting the full three years of back pay; between a year and nine months would seem appropriate. I would at least like to see Unison take this to the negotiating table and get some back pay.</p>	SCG	As part of the Job evaluation project it was agreed with Unison that pay progression would be frozen until the 1 October 2012 to fund pay protection for staff who would otherwise have had their pay reduced from the 1 April 2010.
2.3	Equal Pay Audits – Do we need to say how and when?	UNISON	Will be done annually but depending on in house expertise may require and external consultant.
3.1	In departments such as enforcement teams it is impossible to set objectives, such as the amount of fines issued. Not every manager completes the appraisal in the same way.	SCG	Appraisal training is being delivered for all staff at both Councils during February and March to ensure appropriate targets are set and the appraisal process is undertaken effectively. Moderation will also be

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
			utilised to ensure the targets are appropriate, and appraisals are undertaken in a consistent way.
3.1	When someone reaches the top incremental scale presumably the member of staff would still be marked as before but not receiving any extra pay - demotivating.	SCG	Appraisals will take place for all staff including those in probation and at the top of the pay grade even though an increment could not be awarded.
3.1	Little incentive when at top of grade – nowhere to go financially but still expected to fulfil appraisal requirements.	SCG	As above
3.1	I don't think we've called the Appraisal Policy – Employee and Development Review.	SCG	NOTED
3.2	Fair but what is case for internal transfers / promotions where appraisal carried out previous year no longer applies – seems unfair for individual whose post as changed for reasons beyond their control (ie restructure / shared service).	SCG	Where an employee changes jobs internally during an appraisal year then two appraisals will need to be completed. They will be added together to get the average scores.
3.2	Does seem a bit unfair that those at the top of a grade have nowhere to go - shouldn't they be eligible to progress on to the lowest increment of the next grade up?	SCG	This is common practice in local government and grades need to reflect those approved through job evaluation.
3.2	Many staff in our section are top of grade – what incentive is there to avoid danger of demotivation?	SCG	There will be no further progression for those at the top of the grade. This is deemed to be the highest pay for the post in line with job evaluation. Alternative options to motivate staff should be considered such as training or possible development to gain career progression.
3.3	Irrespective of the overall score attained by an individual only one increment can be awarded in each year. I think there needs to be provision for accelerated increments for exceptional performance.	JMT	This needs to be considered in line with career grades posts and within financial parameters. Exceptional circumstances would also need to be determined to avoid inequality.

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
3.4	Seeing other people gaining an increment and moving up – even if there are on a lower grade – could be demotivating.	SCG	It is hoped that incremental progression will act as a motivator where possible but it is recognised that not all staff may gain an increment either due to performance or because they are already at the top of the grade.
3.4	What happens if you have been employed by CDC for 12 months, but changed post during that time?	SCG	Where an employee changes jobs internally during an appraisal year then two appraisals will need to be completed. They will be added together to get the average scores.
4	<p>The scoring system will lead to score inflation. No manager will want to deny progression to a staff member who performs well across the board. But to get the increment the staff member will have to perform "exceptionally" on at least half of their objectives. This is an unrealistic expectation, especially for overburdened staff members with a long list of objectives / projects.</p> <p>If this is not forthcoming the individual would be unable to achieve a maximum score and are therefore penalised through no fault of their own. An example of an objective - to help with the implementation of a particular enforcement process. This process has subsequently been put on hold for financial reasons so it would have been impossible to achieve 'top marks'.</p>	SCG	<p>Training for all staff will take place to support the appraisal process, and moderation of the final outcomes will take place to ensure the policy is applied fairly and consistently.</p> <p>It will be important to ensure that staff and managers understand what targets and objectives are appropriate including not setting more than 8 as well as ensuring they may be stretching but achievable by the employee. Any trends of high or low scoring will be reviewed and may result in appraisals being redone.</p>
	The performance indicators are subjective: It is based on managers opinion as to whether the staff member has performed well / exceptionally well.	SCG	Employees are asked to evidence their level of performance and this is encouraged. The appraisal process should be a two way process and a continual one not just a one off twice a year. The scoring will of course be

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
			undertaken by the manager but these scores will be moderated by an independent panel.
	Part B objectives – does “exceptionally well” score 3 or 4.	SCG	4 – the scoring needs to reflect that agreed in the appraisal policy.
	Some managers may be reluctant to award “exceptionally” – unless 4 points for this, consistent performing well would not achieve enough points on current scoring system unless it is scored 3 not 2.	SCG	See above
	Scoring open to abuse – some managers would score well to avoid confrontation whilst others will treat appraisal as way of ensuring staff are truly awarded for their effort.	SCG	<p>Training for all staff will take place to support the appraisal process, and moderation of the final outcomes will take place to ensure the policy is applied fairly and consistently.</p> <p>It will be important to ensure that staff and managers understand what targets and objectives are appropriate including not setting more than 8 as well as ensuring they may be stretching but achievable by the employee. Any trends of high or low scoring will be reviewed and may result in appraisals being redone.</p>
4.1	<p>Part A - Looking Back</p> <p>Fully Achieved – All aspects of objective achieved 3 Points</p> <p>Partially Achieved – Majority of elements of objective achieved 2 Points</p> <p>Partially Achieved – Clear plan in place or at least 1 element of objective achieved 1 point</p>	JMT/UNISON	The scoring will be amended to 1,2,3,4 for both sections. The performance indicators is actually competencies.

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
	<p>Not Achieved 0 Points</p> <p>Part B - Performance Indicators</p> <p>Performs Exceptionally 3 Points Performs Well 2 Points Performs Satisfactorily 1 Point Performs Poorly 0 Points</p> <p>The overall score is calculated as follows Part A – Looking Back Total Score = 12 Number of Objectives = 6 Average Score = 2 Part B – Performance Indicators Total Score = 15 Number of Performance Indicators = 5 Average Score = 3</p> <p>Should be a 1,2,3,4 scale in line with current appraisal process. I don't recall seeing a performance indicators section.</p>		
4.1	<p>Overall Assessment Only employees whose overall score are 2.50 or above based on Part A Looking Back and Part B Performance Indicators will receive an increment subject to this not exceeding the grade maximum.</p> <p>This is too harsh. On the 1,2,3,4 scale it should be 3 and above gets an award.</p>	JMT	2.5 average is lower than a 3 so unclear what this comments relates to.
4.1	I think management competencies should be taken into consideration – they	SCG	Line manager competencies should

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
	<p>are particularly important and if an employee is failing in this area surely they shouldn't be awarded an increase in salary.</p> <p>Part B – Performance Indicators <i>Total Score = 15</i> <i>Number of Performance Indicators = 5</i> <i>Average Score = 3</i></p> <p>In the example provided at the end of the policy there are 6 performance indicators. I think H&S should be removed to match the appraisal policy.</p>		<p>be included for incremental progression scoring purposes. Health and Safety will be removed and added to the annual discussion rather than being scored.</p>
5	<p>How often will the moderation panel meet? What specifically will be their brief? Will they have any powers, such as to recommend staff training.</p>	UNISON	<p>There will need to be a number of panel members trained and it is likely more than one panel will run at any one time if possible, in order to moderate final appraisals in a short span of time. The brief will need to be agreed as part of the training for the members, and it is likely that they will be able refer any findings to Heads of Service/JMT for review.</p>
5.1	<p>What if it hasn't been applied consistently? We've committed here to still provide increments to all who meet the performance threshold.</p>	SCG	<p>The moderation panel will review findings but final awards will be made by JMT approval. Not all staff put forward may receive an increment if moderation requires a review of findings and the average score is then not gained after review.</p>
5.1	<p>If increments not released until appraisal is moderated, will payments be backdated to 1 April</p>	SCG	<p>Yes or 1 October 2012 for the first award.</p>
5.1	<p>What is timeframe for moderation.</p>	SCG	<p>A month following end of appraisals.</p>
5.1	<p>Will 100% of appraisals be moderated.</p>	SCG	<p>That depends on what is found on initial high level review but in year 1</p>

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
			yes.
	Will feedback / confirmation of increment (or not) be provided – if so, how and in what timeframe.	SCG	Yes, by HR immediately following JMT agreement to increments. This may vary from year to year but will be later in year 1.
5.2	Would suggest that the 'Corporate Moderation Panel' perhaps should be making a final decision if a dispute over the appraisal process is still on-going after going through the initial appraisal process appeals mechanism.	SCG	There will be an appeals process and panel.
5.2	How will moderation panel members be chosen.	SCG	This has yet to be determined but is likely to include HR, Unison Exec, and volunteers possibly from the staff consultation group as with JR moderation panels. All will be trained.
5.2	Will the 5 members be consistent across posts / grades / service areas or will it be random.	SCG	Random but with no ability to moderate an employees own directorate.
5.2	Where there is a disagreement on any part of the process the appeals mechanism within the appraisal process will apply. The same procedure will apply to the scores awarded for each objective and performance indicator in Parts A and B of the Assessment. There is no further right of appeal to the Corporate Moderation Panel. Detail of the appeals panel and composition of panel required.	JMT	Appeals panels will be made up of JMT members, a minimum of two from different directorates to the appellant.
5.3	The appeals process takes up a great deal of time involving several members of staff resulting in considerable cost to the Council. This can also result in stress for staff involved possibly resulting in sick leave and potential Constructive Dismissal and have had a member of staff resign when his appeal was unsuccessful and find this type of system to be unfair and demotivating rather than motivating and am therefore strongly against this proposal.	SCG	The Appeals Process is required as determined by ACAS guidance and therefore cannot be removed from the process. Appropriate support to all staff will be provided where this process is utilised.
5.4	Specifically review where employees have scored between 2.40 and 2.60 and are therefore either just below or just above the threshold for receiving an increment. Specific consideration will also be given to where an objective has been considered to have been Partially Achieved but the points awarded	JMT	These comments will be considered for the moderation panel and final policy.

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
	are 1 or 2. This should identify if any additional employees should be considered for incremental progression. Needs to reflect 1,2,3,4 scoring method and incremental progression being around a score of 3.		
6.1	Impact of the policy should be reviewed annually. Do we need to say how as well as when? We should show here when the whole of the policy should be reviewed to ensure it is fit for purpose. This will ensure that a 'snagging exercise' takes place particularly after the first year of this policy has taken place.	UNISON	Feedback from moderation will be reviewed along with an Equal Pay Audit to show trends. The policy will also be reviewed where it is deemed appropriate.
Appendix	Some staff will score low on some indicators (ie health and safety / innovation) as it is not relevant to their job	SCG	Health and safety is being removed.
	Need to take out Health and Safety Indicator	UNISON	AGREED
General	Will this policy only apply at CDC – odd that we have shared appraisal policy with SNC yet discrepancy in terms of pay scales / increments remain - in shared teams where staff doing same job have different employers, there are numerous differences in terms and conditions – this is surely an opportunity to remove one of those rather than introduce another	SCG	Although there is a Joint Appraisal Policy there needs to be harmonised JE systems and pay arrangements before there can be a joint incremental progression scheme.
	At JE it was confirmed policy would be in place from October 2012 and have since been notified it will be backdated accordingly – if so, how will this work – will appraisals undertaken in March / April considered and criteria applied retrospectively – if so, surely issues in that appraisals undertaken and now being reconsidered against new criteria which was not known at the time – must be an appeals process to deal with this scenario – if not the case, why advise backdated to October 2012 – those on pay protection had salaries reduced in October 2012 (is policy only be applied where convenient?)	SCG	
	What is current position with regard to career grade progression	SCG	Either incremental progression policy will apply or career graded posts will remain as they are but both polices cannot apply to one post. Each service area is being contacted to see what their preference is.
	Just like old PRP – completely arbitrary and open to abuse	SCG	PRP was a one off lump sum based

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
			on annual performance and was not available to all staff, whereas incremental progression is a permanent salary increase (paid with normal salary) although also linked to performance is open to all CDC staff. Moderation will ensure a fair and consistent process.
	Given length of time staff have had to wait, policy is very poor	SCG	NOTED
	What about rewarding staff who deliver on large projects outside the scope of their usual day job / achieve additional qualifications / obtain “desirable” criteria for job	SCG	Reward for objectives or work undertake outside of ‘normal’ job duties should be considered by using other reward policies such as honoraria. Qualifications can be used as targets or objectives as part of the appraisal process.
	Need confirmation that any increments will be backdated to October 2012 as repeatedly promised	SCG	YES
	Concerns policy will promote “work to rule” ethic as no incentive for those at top of grade to perform well	SCG	There will be no further progression for those at the top of the grade. This is deemed to be the highest pay for the post in line with job evaluation. Although appraisals will still be required.
	Can accept sense of achievement for those who progress through grade and reach the top but is it not discriminatory to those who are already there	SCG	As above
	PRP by another name – too much emphasis on subjective assessments	SCG	PRP was a one off lump sum based on annual performance and was not available to all staff, whereas incremental progression is a permanent salary increase (paid with normal salary) although also linked to performance is open to all CDC staff.

Section (Of Incremental Progression Policy)	Comments	Comment From (Unison/Staff Consultation Group/JMT)	Action Taken
			Moderation will ensure a fair and consistent process.
	Where are the clear objective incremental points	SCG	As per pay grades.
	Likely to disappoint staff in both organisations	SCG	Further information required.
	Incremental pay important for staff morale and motivation so good to see it return – hope promise of backdating is upheld	SCG	Yes it will be.
	Concerns of consistency of approach – wide discretion to individual managers to set targets so may not be fair approach across the Council – need clear guidance about how targets are set	SCG	Training and moderation will all help with fairness and consistency.
	Job specs contain essential and desirable criteria – obtaining desirable could be used for target setting	SCG	AGREED
	No incentive to set demanding targets	SCG	These will be monitored and moderated to ensure appropriate for each post.
	Not clear as to whether benefit is having many or only a few targets – average is taken so may be better to have several so any slippage can be made up elsewhere but easier to achieve an average if only a couple - should achieving a set number of objectives be a target?	SCG	This will depend on the post although no more than 8 targets should be set.
	Targets often dependant on client departments	SCG	AGREED
	Disappointing that achieving additional qualifications not warrant an increment – suppose it should be an objective	SCG	Yes it could be an objective.
	Will employees still be able to progress through their relevant career progression criteria – or is this policy in addition to?	SCG	Career grades are currently being reviewed but only one policy will apply not incremental progression and career grades.
	The issue of career grades needs to be examined as we must ensure that all those who potentially will be affected are aware of the implications of either staying on the career grade process or moving to pay progression process. Some members are unaware of the potential implications for themselves.	UNISON	As above



DRAFT POLICY AND GUIDANCE

Performance Appraisal and Learning and Development Review

1. Getting Started

This guide is for all Cherwell District Council and South Northamptonshire Council employees, permanent or temporary. It gives you the information and tools you need to make the most of the performance appraisal discussion. Each section focuses on a different stage of the performance appraisal.

2. What is a Performance Appraisal?

Performance appraisal is a two way discussion; when carried out well, it actively involves employees, helping them to understand what is expected of them. By setting agreed objectives and regularly reviewing progress, employees become responsible for their own performance. The process should be used to enable positive engagement between an employee and their manager to improve performance and provide appropriate support. It involves the following:

- Recognising achievements
- Considering development needs
- Monitoring and reviewing performance
- Setting clear objectives
- Reviewing achievement against objectives

The process should be robust, honest and fair, remembering that performance reviewing should reflect all levels of performance, both good and poor. The process is formal and, in is likely to be audited on a regular basis to ensure the process is utilised appropriately.

The key elements are annual and six monthly (mid year) formal meetings combined with other more informal discussions such as one to one meetings. There should be no surprises at the end of year review as performance monitoring should be a regular activity for managers.

Performance appraisal will be a key element in ensuring that:

- The Council's overall aims and objectives are translated into employee activities
- The impact of organisational change is managed at a personal level
- Every employee understands clearly what their role is and what they are expected to achieve
- Personal development needs are identified
- There is an opportunity for employees to discuss issues that prevent them from doing their job
- There is a clear mechanism for all employees to suggest innovation, improvement and development of their role

- In addition to continuous feedback during the year, all employees also receive detailed feedback on their performance
- The corporate learning & development plan is properly informed

3. Who Should have an Appraisal?

Every employee at both Councils with a permanent and a short-term contract should receive a performance appraisal, which includes a mid year review. New employees on probation will receive an appraisal during their first month of employment. With the increase in partnership and shared working, some team members may not be employed by either Cherwell or South Northamptonshire and therefore it is important to ensure that as a manager, performance is reviewed regularly and feedback is given to the employing agency.

4. Maternity/Sickness Absence

There may be occasions when the performance appraisal needs to be deferred. For example, if someone has recently returned from maternity leave and there is insufficient information about their performance to conduct a meaningful discussion. This does not mean that the discussion should never happen, but a new date arranged.

5. New Starters

For new starters, objectives should be set and key competencies identified during the induction period. An assessment of current competency should be made once the manager has had sufficient opportunity to observe employee performance.

6. Staff Who Change Posts

For those staff who move to a difference post in either council during an appraisal year then both posts will need to be appraised, at the beginning and end of the post. So a setting targets and assessing targets form should be completed for each post so that a full year has been appraised.

Administration Officer			
Start Date	Set Targets	End Date	Assess Targets
1/4/12	1/4/12	31/7/12	31/7/12
Senior Administration Officer			
Start Date	Set Targets	End Date	Assess Targets
1/8/12	1/8/12	31/3/13	31/3/13

7. Career Grades

Staff in career grades should be appraised in accordance with this policy.

8 When Should Performance Appraisal Happen?

During February and March each year, managers should ask employees to consider and note for discussion:

- Their performance over the last year
- Any notable achievements
- Achievement against last year's objectives
- Objectives for the coming year

A blank set of performance appraisal forms may assist this process.

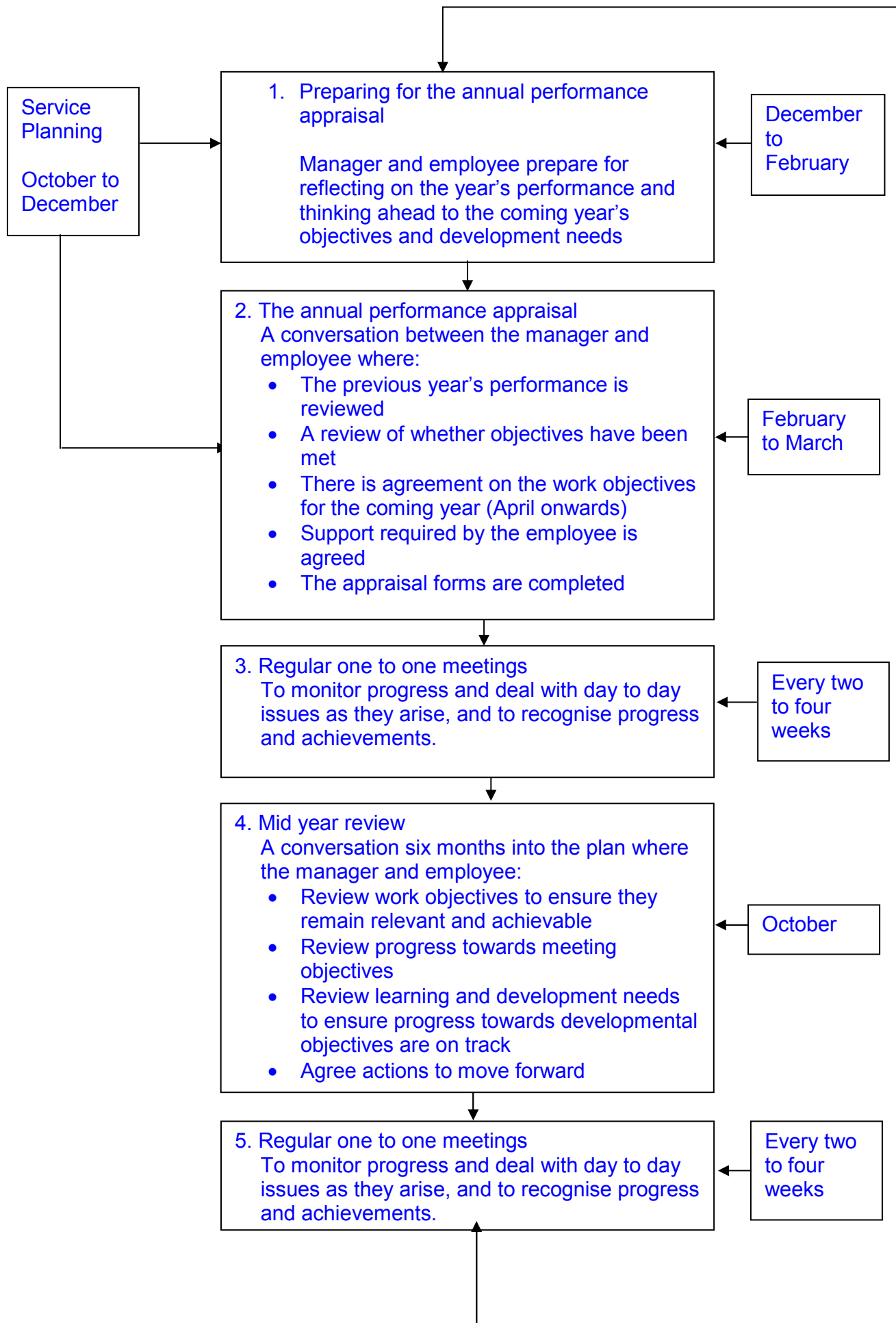
APPENDIX 1 - Looking Forward - Setting Targets

APPENDIX 2 - Mid Year Review

APPENDIX 3 - Looking Back – Assessing Targets

APPENDIX 4 - Self Assessment Form

APPENDIX 5 – Employee Evidence Log



9. Responsibilities

Too often, appraisals are seen as a one-off annual event unconnected to our everyday tasks. Successful appraisals are the outcome of ongoing, regular two-way discussions between the manager and employee during the year.

One way to ensure a positive discussion at the appraisal meeting is for everyone to understand their own role and responsibilities as outlined below.

If you are an Appraiser you are expected to:

Lead individual performance appraisal discussions with staff that you directly line manage. The discussions must include:

- review of past performance
- an agreed work plan with SMART objectives which will contribute to the delivery of your local service plan and the overall council plan
- competency and development needs assessment, with a plan to address agreed gaps
- ensure employees have sufficient opportunity to respond to feedback and raise points
- a written record of the discussion (using the appraisal forms) which is signed by the appraiser, appraisee and the reviewer (the review is the appraisers Line Manager).

Regularly review performance and progress by:

- revising and updating objectives, if necessary
- using one-to-one meetings to discuss development activity planned or undertaken

Give positive and constructive feedback:

- during one-to-one meetings
- informally, as part of day-to-day working

Tackle under-performance constructively and promptly by

- giving feedback
- setting targets for improvement
- providing support and development.

Sponsor agreed learning and development activities by:

- allocating time for the activities to be undertaken
- evaluating the impact on performance of individual development activities, bearing in mind that the effect may not be immediate

Ensure that the process is applied consistently and fairly by applying:

- the Council's Equal Opportunities policies, ensuring that issues of equalities and diversity are considered throughout the work objective setting and development planning process
- sensitivity and judgment when using the appraisal process to meet individual and service needs

Confirm appraisals have been completed by:

- ensuring that the date of the performance appraisal and mid-year review have been recorded on the appropriate HR/payroll system by sending a copy of the relevant appraisal form to HR
- providing a copy of the completed appraisal form to the reviewer and the appraisee

If you are receiving an appraisal, you are expected to take ownership of your development and performance during the year by:

- working towards meeting agreed objectives and standards
- actively monitoring your own progress against targets and keeping your manager informed of difficulties you may be facing
- listening to constructive feedback and acting on it
- participating fully in development activities and assessing the impact they have had on your performance

Prepare for and participate fully in performance appraisal discussions by:

- gathering evidence about your performance
- generating ideas for service improvement and your own development
- reviewing appraisal documentation in advance of the meeting and providing copies to your manager.

If you are a reviewer, you are responsible for:

Reviewing the completed performance appraisals that your subordinate managers have carried out. With each form, you should ensure that:

- SMART objectives have been set
- performance has been assessed fairly, using evidence
- the appraisal is of a good quality in that it will effectively contribute to improving performance
- the process is being carried out and used fairly and consistently; and that equality and
- diversity issues are considered when setting work objectives and in planning development activity.
- feeding identified development needs into the training plan.

The Human Resources directorate will:

- Ensure managers have access to the blank performance appraisal documents and provide advice on how to use them.
- Advise and coach managers on the performance appraisal process.
- Remind managers of the timetable and monitor implementation.
- Use the data from appraisals to inform the Service Plans and guide Directorates.
- Monitor performance appraisals to ensure good quality and consistent application of assessment criteria.

10. How Should We Prepare?

To get the best out of an appraisal meeting, both the manager and employee need to prepare.

Remember an appraisal meeting is a two-way discussion and an ongoing process, not an annual event.

Managers and employees both have responsibilities for ensuring that appraisals are successful. Providing feedback is critical to improving performance.

11. Reviewer's Checklist

Below is a checklist of what to check in each section of the appraisal form to ensure it has been carried out effectively.

- Has the employee received regular one-to-ones e.g. in a six month period a full-time employee should have at least four one-to-ones. If not, how have evaluations of performance been made?
- Are objectives taken from the service objectives plan? If not, objectives should be revisited.
- Are tasks measurable? If not suggest appropriate tasks.
- If mid-year, have comments been added?
- If end-year, has an assessment been made?
- Have competencies requiring development been identified?
- Does the assessment appear fair in comparison to other members of the team?
- Have short-term learning objectives been set to address competency development needs?
- Has the impact of development activities been evaluated (has the activity made any difference to performance)?
- For longer-term development: could the employees' aspirations be incorporated into the future of the service?
- Are there any comments to suggest any issues that may need intervention?
- If you find that the quality of what is recorded is unsatisfactory, you may need to coach the relevant manager to address any issues, and advise that part of the meeting may need to be carried out again.

12. Employee Preparation

Employees should:

- • Gather evidence about your performance by seeking feedback from colleagues and customers, where appropriate and review your own one-to-one notes
- • Review appraisal documentation prior to the meeting and if deemed appropriate forward to the manager before the appraisal meeting

13. Self-Assessment Form

You should complete **Appendix 4** before your appraisal meeting. Your answers to these questions will help both you and your manager to start thinking about your achievements, key learning points and development needs.

Try to be specific when answering the questions so that you can clearly identify what your strengths are, what you have developed and what you need to develop. During your performance appraisal meeting, you will discuss the answers you have provided and your manager will give you feedback on your performance throughout the year.

14. Manager Preparation

Prior to the appraisal meeting managers should:

- Gather evidence to ensure a fair assessment
- Consider what objectives, competencies and development should be set
- Review the information provided to you by the employee for self-assessment
- Agree a date for the appraisal meeting
- When providing constructive feedback to an employee, ensure that you have more than one example to support your view. If the particular behaviour only occurred once, this may need to be highlighted but is not necessarily a developmental issue

15. Sources of Evidence

There are several sources of evidence which you may use to help you make an objective assessment of performance. Some options might include:

WORK SAMPLES – such as project reports, project plans.

OBSERVATIONS – Noted by the employee during the appraisal year

COLLEAGUES – Information and comments from work colleagues and others (although please note that feedback received from other colleagues should be treated with caution, especially if negative, as an employee is unable to provide first hand evidence of any event or behaviour).

CUSTOMERS – This could be collected in a range of formats but depends on the job undertaken and the customer contact.

16. If an Employees is Under-Performing?

The most effective way to tackle underperformance is to approach the individual as soon as the situation arises. Constructive feedback should be used to highlight the area of concern, and include suggestions on how the situation can be better handled next time. Guidance on giving feedback is in Section 19. A record of the discussion should be kept, along with the development to be undertaken to improve. You should monitor improvement, and discuss with the employee as necessary.

Discussions about under-performance should not be left until the annual appraisal meeting. The appraisal discussion should contain no surprises or feel uncomfortable for you or your team member.

Where performance or conduct continues to be an issue, it may be necessary to take formal action. Consult the relevant Council Policy for further guidance.

17. What Should be Discussed at the Appraisal Meeting?

The appraisal discussion focuses on reviewing past performance (**Appendix 1**) and setting new work objectives for the coming year (**Appendix 2**). Remember this is a two-way process, with both the manager and employee contributing to ensure the process is both fair and effective.

A good way to start the discussion is to review what information has been provided in the self-assessment (**Appendix 4**). Managers can give their own thoughts on what has been written. At the end of the appraisal year, when making assessments of whether objectives have been met and development of competencies achieved, feedback should also be given.

18. Assessing Specific Objectives

The appraisal discussion requires all objectives that have been set to be reviewed against the appropriate scoring mechanism as seen below:

FA = Fully Achieved – Score 4

Using this grade means that the specific objective has been successfully achieved in all aspects

PA = Partially Achieved - Score 3

This grading can be applied when the specific objective has not been fully achieved for a particular reason but the achievement is 50% and over. It does mean that there has been a recognisable level of achievement

SA = Some Achievement - Score 2

This grading can be applied when the specific objective shows some achievement above 25% of the objective but below 50%.

NA = Not Achieved – Score 1

If a specific objective has not been achieved or minimal movement has been made toward achieving it then this grade should be used. As with PA it does not necessarily mean a performance failure as there may be many reasons why it wasn't met. These reasons should be outlined on the form, and where non achievement is outside of the employee's control this objective should be agreed to be removed for assessment purposes. For example funding for a project is no longer available and the project is ceased.

19. Assessing Competencies

The focus of the competencies is to look at what makes performance effective and excellent.

0 = Performs Poorly

An assessment at this level indicates that the employee has not performed at an acceptable level over the previous year in relation to the specific indicator. This may be for several reasons but highlights there is a need for improvement or continued improvement. Following an assessment of 0 it is essential that an action or

development plan is or has been put in place to show how and when improvement will occur.

1 = Performs unsatisfactorily

An assessment at this level indicates that the employee is performing at a level that is below what would be acceptable to the organisation.

2 = Perform Satisfactorily

An assessment at this level indicates that the employee is performing at a level that is acceptable to the organisation, but would indicate that the behaviours are not consistently demonstrated.

3 = Performs Well

To perform well requires an employee to be consistently working to a high standard of behaviour as required by the competency, and will always be over and above the satisfactory level.

4 = Performs Exceptionally

An employee who is performing exceptionally in relation to the specific indicator means they have consistently demonstrated that they 'go the extra mile' significantly better than -3- (performs well). To give an assessment at this level will require clear evidence and will generally be an exceptional assessment.

See Appendices 6 and 7

20. Assessing Performance Fairly

Once evidence has been gathered a manager will need to be able to use it to make an assessment of the employee's performance. Consideration should be given to the following questions:

- How does the individual's performance compare to the expected standard?
- What was the impact of the employee's performance?
- If as a manager you don't work in close proximity to your employees because of their location consider different ways in which you can make observations and obtain feedback.
- What other factors may be affecting an employee's performance? Such as issues at home or work, health issues, learning and development needs, and motivation.

An effective performance appraisal system is one that is fair. This means ensuring that as a manager you fulfil your obligation to assess your employees' performance and learning and development needs in a consistent and fair manner. This includes ensuring no discrimination is made on equality grounds. With disabled staff it is important to ensure appropriate reasonable adjustments have been made in their roles and that these are taken into consideration when assessing their performance. This is important to ensure that an acknowledgement is made of differences in how the role may be performed and does not mean that duties are not fulfilled. For further information please see the relevant Council's equalities policies.

21. Feedback

Most people would agree that feedback is a good thing to give and receive, even though it may sometimes feel uncomfortable. Meaningful feedback is an essential part of effective performance appraisal. Feedback increases motivation, supports development and helps individuals to be clear about how to be effective in their role.

Motivation describes the drive a person has to work towards certain goals or objectives, By giving feedback, you are highlighting what a person can do more or less of to help them succeed. This makes feedback a powerful tool.

Learning and development is about building on an existing ability. By providing feedback you can signpost where changes in behaviour can be made to further development.

22. How to Give Feedback

The table below can be used as a method to help structure feedback:

OBSERVE	
Use only observable behaviours or actions	What did the person say/do or not say or do? What did you see or hear?
DESCRIBE	
What impact does the behaviour create in your own mind or other people's minds?	It leads me to think/the impression this creates is.....
CONSEQUENCES	
Describe the consequences that the behaviour creates for other people or the organisation.	And the result (or likely results) is/are.....
SUGGESTIONS	
Make and invite positive and constructive suggestions on how the person can act on the feedback. Agree any actions required.	What do you think is the best way of tackling this issue? What I'd like you to do differently is

The key thing to remember is that feedback should be constructive, whether the message is a positive or negative one. The receiver of the feedback should know exactly what it was they did well and not so well, so that they can understand the impact of their behaviour.

Throughout the discussion, the aim is to seek agreement so that both parties can agree and move forward.

23. Receiving Feedback

An employee should feel encouraged to respond to the feedback received. There may be occasions when an employee does not agree with the feedback received, and they have the right to say they don't agree and why they don't agree. A key purpose of feedback is to be able to decide on any action to be taken.

Tips for receiving feedback:

- Ask questions if you are unclear about what is being said.
- Prompt for constructive feedback to be given if felt wanted or needed.

24. Learning and Development

The Council's take the view that investing in the development of all its employees is a priority, and should be planned, implemented and evaluated to ensure it is effective. Development planning is a key component of performance appraisal, as it provides the opportunity to discuss the support an individual needs to meet their objectives.

The learning and development planning discussion has two parts: short-term and long-term.

Short-term development should be focussed on supporting the achievement of business objectives and development of competencies for the coming year. Where as longer term development will go beyond the initial year of the appraisal cycle. Consideration at this point should also be made to available funding and how this can be used to meet the learning requested.

25. Planning Learning and Development

Answers to the self-assessment questions can be used as a basis for discussion about the learning and development plan. It is important that the employee is made aware of all learning and development needs and consideration be fully given to how they can be addressed.

Development activities will be most effective if learning is applied to the work be undertaken. An employee should discuss with their manager how to make the most of the development undertaken.

Achievement of any learning and development plans remains the responsibility of the employee but should be reviewed on a regular basis to ensure that they are appropriate.

Short term development should include details of:

- The development objective
- Why it is needed
- How the objective will be achieved and by when

Remember- development takes time! No-one becomes an expert overnight. The conscious-competence model is useful for outlining the process that individual's go through when they are learning something new.

26. Evaluation of Learning

Following the completion of any development activity, you should discuss the impact it has had on the employee during subsequent one-to-one meetings. The level of impact also needs to be noted on the appraisal form. This may also be an opportunity for you to provide feedback on any changes you have observed in the employee's behaviour as a result of the activity.

To increase the effectiveness of development activities further still, try to discuss how the employee's development can continue to be built upon. For example, if they have attended a course on project management, it may be useful to consider which projects they could become involved in over the course of the year.

27. Setting Objectives

Effective objective setting is crucial to the performance appraisal process. This part of the discussion clarifies to employees exactly what is expected from them. It also provides the opportunity to agree what support managers need to provide in order to help the employee achieve their objectives. Objectives should contribute to the delivery of the service plan and organisational priorities and encourage the employee to recognise how their role fits into the bigger picture.

Objectives should:

- Be tailored so that they consider an individual's abilities, experience and aspirations
- Be stretching/challenging so that the individual has an opportunity to develop new skills and experiences (this refers to the quality of the work not quantity)
- Be supported by the individual's development plan
- Be reviewed regularly
- Be amended if circumstances arise that affect the business objectives, e.g. new policies/priorities, changing customer needs
- Be in line with each Council's values
- Be SMART (Specific, Measurable, Achievable, Realistic and Resourced, Time-bound)

An example objective for a Directorate Support Officer role could be:

Service Plan Objective - To ensure best use of available resources by improving cost and efficiency

SMART Objectives (what this means to me) - Produce a budget monitoring report every month for the manager and for team meetings, and highlight any issues especially those showing improved value for money or increased costs.

How Many Objectives?

No more than 8 objectives should be set for employees. Fewer objectives may be set if employees:

- Work part-time hours
- Are part of a team where there are several others fulfilling the same role
- Are not office-based

It may be appropriate for you to set the objectives for these employees in advance of the appraisal meeting, especially if you have a number of employees fulfilling the same role.

28. Comments and Sign-off

The final section of the performance appraisal form can be used to make additional comments that the manager, employee or reviewing manager may have. If for any reason an employee is unhappy with the outcome of their performance appraisal or would like to record any mitigating circumstances that may have affected performance, this should be recorded in the comments section. Once the appraiser and the appraisee comments have been made, the form should be passed to the reviewer.

29. What Reviewers Need to Check

Performance appraisals are only effective if both the manager and employee act on what has been agreed. Throughout the year, one-to-one meetings should be used to review objectives, which may need to be amended to reflect a change of circumstance, e.g. a new service is being delivered. Once completed, the appraisal should reflect the evidence that has been gathered throughout the year.

30. Ensuring Quality

To ensure that performance appraisals are being conducted to a good standard, each completed appraisal should be checked by a reviewer. The reviewer is responsible for checking that:

- suitable objectives have been set
- performance has been assessed fairly, using evidence
- the performance appraisal is of a good quality in that it will effectively contribute to improving performance
- assessments are consistent between individuals
- equality and diversity issues are considered in work objectives and personal development planning

31. General Advice for the Appraiser

1. Take notes of what occurred during the discussion. Notes are important for providing evidence for auditing, data protection, equality and fairness.
2. Take action. The time spent on agreeing objectives and planning development is only effective if both the employee and manager are committed to carrying out what is agreed.
3. Review, review, review. Performance appraisal should never be a surprise. You should remind yourself and your employee of their objectives and the progress they are making towards those at one-to-one's.

32. Documents

On completion of the appraisal a copy of the form should be retained by the employee and manager and also forwarded to:

- CDC; forwarded electronically to the HR Team
- SNC; forward a copy of the training section of the form to the Human Resources Team

Note: For the February/March appraisal a looking back (assessment form) and looking forward (setting targets) form should be completed and for the mid year review only this form needs completion. The relevant forms should be returned to HR upon completion however copies of all three forms do not need to be sent on each occasion.

33. Appeals

If there is a disagreement relating to any part of the process that cannot be resolved between the employee and the reviewer then an appeal can be made to the Head of Service (or Director if the line manager is the Head of Service). Appeals for members of JMT with the exception of the Chief Executive (where a separate policy applies) will be heard by the Joint Appeals Committee.

Please refer any queries about this policy or the general appraisal process to your HR team.

APPENDIX 1 - Future Objective Setting and Contribution to Council Plans and Directorate/Service/Team Plans

Year 1st April 20 to 31st March 20

Employee Name:	Post Title:	Department:
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Is the JD up to date for this role? Yes No (if no what action is being taken to update it and in what timescale)

If the Employee claims mileage has the required vehicle documentation been checked by the line manager Yes No

If the Employee is a lone worker have the necessary forms been completed, is the employee aware of the Lone Working Policy Yes No

Are there any health and Safety issues that need to be addressed for the employee Yes No

What are the specific objectives/targets for the coming year?	How will your success in achieving these objectives be measured?	When will these objectives be achieved by?	How do these objectives relate to Council, and Directorate/Service/Team Plans?
1)			
2)			
3)			
4)			
5)			
6)			
7)			
8)			

Personal development to enable competencies and objectives to be met – required for next 12 months

Guidance note: Learning and Development is much more than attendance at training courses and conferences, this might also include e-learning, work shadowing and coaching or on the job training as well as qualifications.

Learning and development should be 'top down' and 'bottom up' i.e. 'Top down' learning is that which is allocated by an employee or line manager that flows from Corporate, Directorate and Service plan needs. 'Bottom up' learning will come from an employees ideas about what they needs to learn to improve their own performance and career aspirations.

Describe the learning and development activity requested for the next 12 months.	How will this be delivered and when?	How will this learning impact on individual performance and on service delivery?

Sign Off

I have discussed this with my supervisor/manager and wish to make the following comments:

Signed Appraisee

Date

Manager comments:

Signed Appraiser (Supervisor/Line Manager)

Date

I have read this appraisal and agree with the content/make the following comment:

Signed Reviewer

Date

Please return a copy of this form to your HR team as soon as possible after your appraisal date.

APPENDIX 2 - Mid Year Review Form

Year 1st April 20 to 31st March 20

Employee Name:

Post Title:

Department:

(Should you wish to add, delete or amend objectives/targets set in Part A please record this information here)

Are there any additional, changed or deleted specific objectives/targets for the coming year? Please state.	How will your success in achieving these objectives be measured? (if deleted objectives please write N/A).	When will these objectives be achieved by if applicable?	How do these objectives relate to Council, and Directorate/Service/Team Plans?
1)			
2)			
3)			
4)			
5)			
6)			

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Personal development to enable competencies and objectives to be met – review of previous 6 months

Describe the learning and development activity undertaken last year.	How was this delivered and when? (please give dates)	How did this learning impact on individual performance and on service delivery?	Assessment of value for money and comments 5-very good 4-good 3-satisfactory 2-poor 1-very poor

Sign Off

I have discussed this with my supervisor/manager and wish to make the following comments:

Signed Appraisee

Date

Manager comments:

Signed Appraiser (Supervisor/Line Manager)

Date

I have read this appraisal and agree with the content/make the following comment:

Signed Reviewer

Date

Please return a copy of this form to your HR team as soon as possible after your appraisal date.

APPENDIX 3 – Looking Back Assessment Of The Year

Year 1st April 20 to 31st March 20

Employee Name:

Post Title:

Department:

Looking Back

**Review of the years' performance against the specific objectives/targets set for the previous year as stated above.
Please use the assessment of:**

<p>FA: Fully achieved Using this grade means that the specific objective has been successfully achieved in all aspects</p> <p align="center">Score 4</p>	<p>PA: Partially Achieved This grading can be applied when the specific objective has not been fully achieved for a particular reason, but over 50% of the objective has been achieved</p> <p align="center">Score 3</p>	<p>SA: Some Achievement This grading can be applied when the specific objective has shown some achievement above 25% but under 50%.</p> <p align="center">Score 2</p>	<p>NA: Not achieved If a specific objective has not been achieved or minimal movement has been made toward achieving it then this grade should be used. As with PA it does not necessarily mean a performance failure as there may be many reasons why it wasn't met. These reasons should be outlined on the form, and where non achievement is outside of the employee's control this objective should be agreed to be removed for assessment purposes. For example funding for a project is no longer available and the project is ceased.</p> <p align="center">Score 1</p>
--	--	---	---

Scores must be 1, 2, 3, or 4 - half scores will not be accepted.

What were the main objectives for the year?	Assessment (FA/PA/SA/NA)	Score	Appraisee Comment	Appraiser Comment
1)				
2)				

3)				
4)				
5)				
6)				
7)				
8)				

○ IT skills – able to use the tools to get the job done			
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Competencies for use when assessing supervisory/management roles only	Assessment (1,2,3,4)	Appraisee Comment	Appraiser Comment
Supervisory Skills <ul style="list-style-type: none"> ○ Completes appraisal process honestly focusing on developing performance ○ Holds regular 1 2 1 meetings ○ Deals with poor performance and inappropriate behaviour ○ Acts as a role model ○ Actively engages with employees to promote performance development 			
Managing Change <ul style="list-style-type: none"> ○ Is positive and supportive of change ○ Uses the skills and abilities of the team effectively ○ Is pro-active in managing change, taking the team with them ○ Considers all options and make good decisions 			
Leadership & management <ul style="list-style-type: none"> ○ Sets a clear example and acts as a role model ○ Delegates and uses people in the team ○ Manages people effectively ○ Demonstrates an open-minded approach, encourages innovation & creativity ○ Has the respect and credibility of the team they lead/manage ○ Recognises achievement and success 			

Personal development to enable competencies and objectives to be met – review of previous 12 months

Describe the learning and development activity undertaken last year.	How was this delivered and when? (please give dates)	How did this learning impact on individual performance and on service delivery?	Assessment of Value for Money 5-very good 4-good 3-satisfactory 2-poor 1-very poor

What has gone well this year? What have been the notable achievements?

What has been difficult to achieve or problematic?

What training/personal development has been completed and how did this help achieve the objectives?

General comments

Sign Off

I have discussed this with my supervisor/manager and wish to make the following comments:

Signed Appraisee

Date

Manager comments:

Signed Appraiser (Supervisor/Line Manager)

Date

I have read this appraisal and agree with the content/make the following comment:

Signed Reviewer

Date

Please return a copy of this form to your HR team as soon as possible after your appraisal date.

Appendix 4 – Self Assessment Form

Year 1st April 20 to 31st March 20		
Employee Name:	Post Title:	Department:

Self-Assessment Form	
You should complete this form and forward it your manager before your performance appraisal meeting. Answers to these questions will help both you and your manager prepare for the meeting. Use evidence such as meeting notes and feedback from others to support your comments.	
Page 59	1.Has the past year been good/bad/satisfactory or otherwise for you, and why? Discuss high & low points.
	2.What were your most important job activities and responsibilities over the last year? And what skills or learning did you gain?

3.What areas of your job do you enjoy the most, and which the least?

4.What are you best at?

5.What do you think you need to develop? How do you think this could be realistically achieved?

6.What if anything, stops you doing your job well?

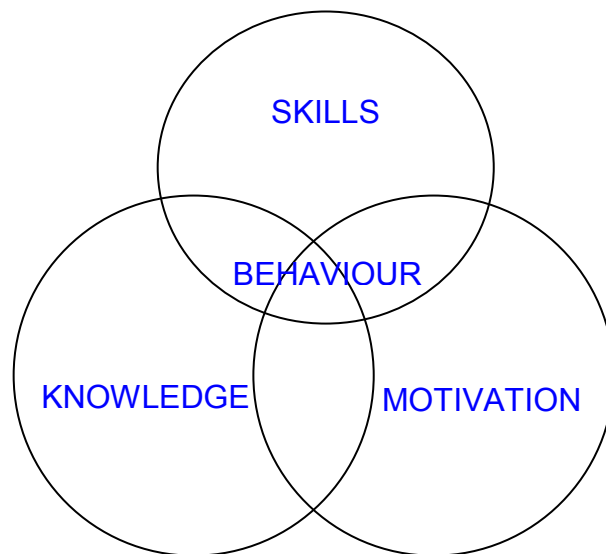
Appendix 5 – Employee Evidence Log

Appendix 5 – Employee Evidence Log	
Competencies	Evidence
Communicating with Others	
Customer Focus	
Team Working	
Innovation & Problem Solving	
Technical Expertise	
Competencies supervisory/management roles only	Evidence
Supervisory Skills	
Managing Change	
Leadership & management	

objectives/targets	Evidence
1)	
2)	
3)	
4)	
5)	
6)	
7)	
8)	

Appendix 6 - Competencies

Competencies describe the behaviour that is performed given the skills and knowledge we have acquired and the motivation we have (see following diagram). A competency affects how an action is performed, not just what is done.



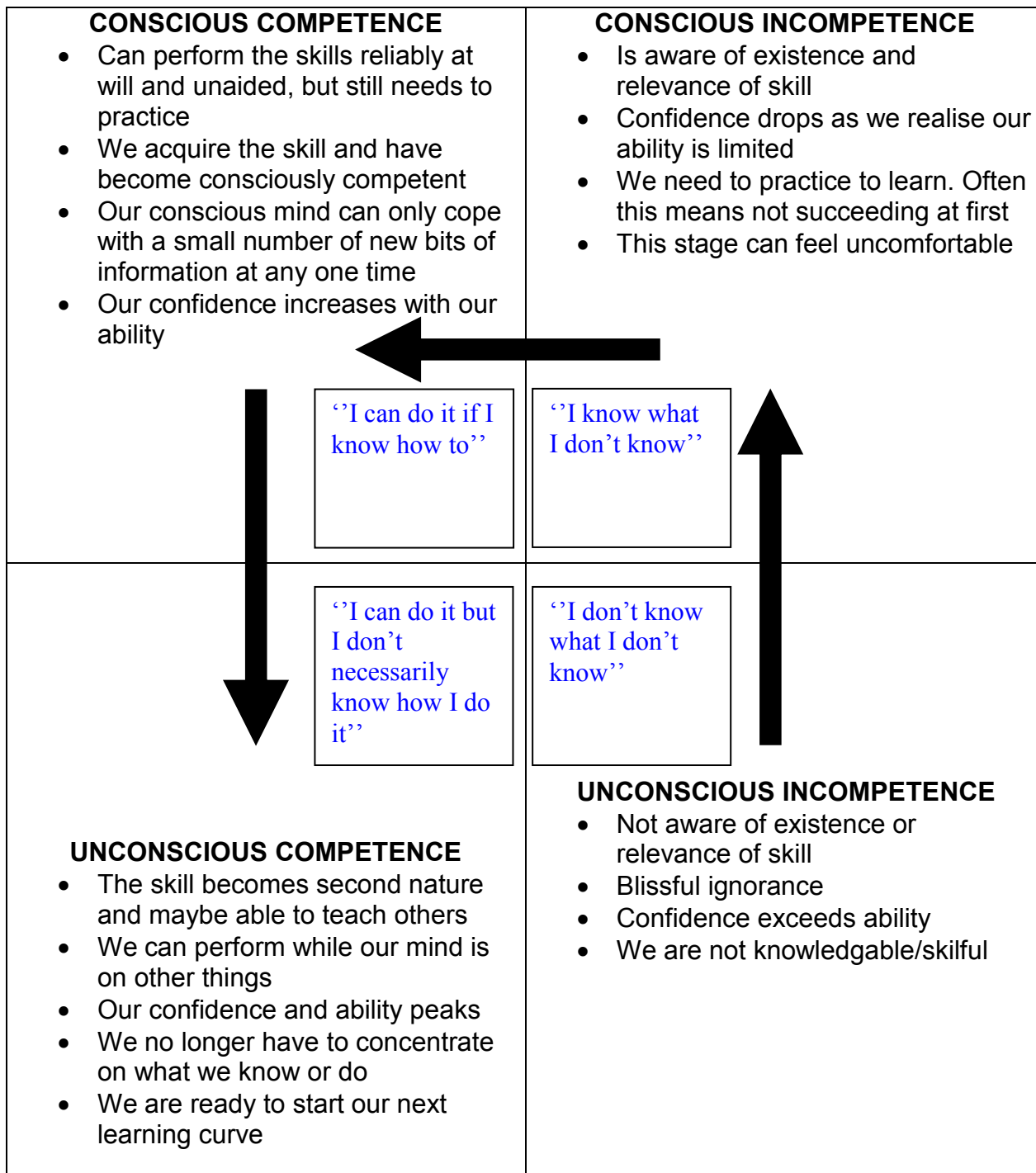
For example, an individual may know how to send an email, but this does not necessarily mean they are able to communicate effectively. They may have the technical skill to be able to use the software, and knowledge of the English language, but they may not write the email in a way that clearly communicates its purpose i.e. asking for information.

The purpose of the competency assessment is to identify whether the competencies have been achieved to a required standard and whether any areas require improvement for the future year. Any score marked lower than a 4 should be considered for future improvement, but this may depend on individual circumstances.

- Performs poorly
- Performs satisfactorily
- Performs well
- Performs exceptionally

Appendix 7 - Conscious Competence Learning Model

As we learn a new skill, behaviour, ability or technique, we go through different stages of competence. The model below illustrates how someone may feel as they move through each stage. By providing feedback and opportunities for practice, you can help someone progress through the stages of learning.



When selecting development activities, try to avoid focusing only on training courses, as there are many ways that an individual can develop (see diagram below).

Attend a conference or seminar	Shadowing	Development Programmes
Attend a short course	DEVELOPMENT OPTIONS	Become a mentee or mentor
Increased responsibility		Become a coach or receive coaching
Secondment opportunities	Reading or researching a particular area	Change of Duties

In supporting any long-term development, consideration should be given to the following:

- What could be learnt or developed in the employee's current role that could contribute to their aspirations?
- Could shadowing in another directorate/service help the employee?
- How could the development activities benefit the service/organisation in the long-term?

By the end of the discussion you should be able to establish what actions both you and your employee will take in order to work towards those objectives. Long-term development remains the responsibility of the employee, but should be supported by managers where possible.

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Pay grades and rates from 1 April 2012

Grade	Band	Salary
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Grade 1	a	£13,448.75
	b	£13,956.25
	c	£14,463.75
	d	£14,971.25

Grade 2	a	£14,971.25
	b	£15,478.75
	c	£15,986.25
	d	£16,493.75
	e	£17,001.25

Grade 3	a	£17,001.25
	b	£17,508.75
	c	£18,016.25
	d	£18,523.75
	e	£19,031.25

Grade 4	a	£19,031.25
	b	£19,538.75
	c	£20,046.25
	d	£20,553.75
	e	£21,061.25

Grade	Band	Salary
-------	------	--------

Grade 5	a	£21,061.25
	b	£21,568.75
	c	£22,076.25
	d	£22,583.75
	e	£23,091.25

Grade 6	a	£23,091.25
	b	£24,106.25
	c	£25,121.25
	d	£25,882.50
	e	£26,897.50

Grade 7	a	£26,897.50
	b	£27,912.50
	c	£28,927.50
	d	£29,942.50
	e	£30,957.50

Grade 8	a	£30,957.50
	b	£31,972.50
	c	£32,987.50
	d	£34,002.50
	e	£35,017.50

Grade	Band	Salary
-------	------	--------

Grade 9	a	£35,017.50
	b	£36,032.50
	c	£37,047.50
	d	£38,062.50
	e	£39,077.50

Grade 10	a	£39,077.50
	b	£40,092.50
	c	£41,107.50
	d	£42,122.50
	e	£43,137.50

Grade 11	a	£43,137.50
	b	£44,152.50
	c	£45,167.50
	d	£46,182.50
	e	£47,197.50

Apprentice	
APP £5,091.40 to £8,170.75	

Pay grades and rates from 1 April 2012

Grade	Salary
-------	--------

Chief Executive	
LS0009	£125,000

Director	
DIR001	£79,000
DIR002	£81,500
DIR003	£84,000
DIR004	£86,500
DIR005	£88,000

Grade	Salary
-------	--------

Head of Service	
HS0001	£52,000
HS0002	£53,000
HS0003	£54,000
HS0004	£55,000
HS0005	£56,000
HS0006	£57,000
HS0007	£58,000
HS0008	£59,000
HS0009	£60,000
HS0010	£61,000
HS0011	£62,000
HS0012	£63,000
HS0013	£64,000
HS0014	£65,000
HS0015	£66,000
HS0016	£67,000
HS0017	£68,000
HS0018	£69,000
HS0019	£70,000
HS0020	£71,000
HS0021	£72,000
HS0022	£73,000

Grade	Salary
-------	--------

Shared Managers	
MNR001	£35,000
MNR002	£36,000
MNR003	£37,000
MNR004	£38,000
MNR005	£39,000
MNR006	£40,000
MNR007	£41,000
MNR008	£42,000
MNR009	£43,000
MNR010	£44,000
MNR011	£45,000
MNR012	£46,000
MNR013	£47,000

Consultation Comments for the Appraisal Policy

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
15	I don't agree with section 15.	SNC	This is being moved to the Appendix, and supports competency awareness.
	Someone performing well is what we want surely? Are we really saying that anything other than exceptional still requires work or improvement?	SNC	Yes, but there are always things that can be fed back to be done differently.
	I think that it's quite unrealistic, and not very encouraging, to say that someone who performs well still needs to work on that score.	SNC	Performs well is not the highest score so there is room for improvement.
	The end result could be too many 4's which are wholly unrepresentative.	SNC	Scores will be moderated to review any trends of high or low scoring
	If all my team were performing at 3 'well' for all their areas, with a few 4's I'll be satisfied with their performance.	SNC	NOTED
	The first is regarding the proposed timing of the appraisals. The flow chart indicates that these are due to be completed by the end of March. This could cause some difficulties as staff do tend to take leave in March to use up their holidays (I myself will be taking a week off in mid-March). It also coincides with the end of the financial year which is for many of us a busy time in any event.	SNC	Appraisals should be spread over Feb/March to fall in line with corporate planning.
	The second point is that it's proposed that a 4 point scale is used to measure performance. I would suggest that a 5 point scale would be more appropriate as the mid-point would be a good indicator of someone performing satisfactorily. If a 4 point scale is used a score of 2 would imply slightly less than satisfactory performance and a score of 3 slightly better neither of which may be appropriate.	SNC	This is a good suggestion and will consider 4 point score - 2 satisfactory and 2 not.
	On a more general point the guidance is welcome as it does clarify some of the points which caused concern last year.	SNC	NOTED
	The process of setting objectives and identifying development needs relies on having clear goals set at high level, which are cascaded down through the line management structure. I take it that priorities will be set by senior management in time for them to be passed down through	SNC	Service plans and budgets should be agreed in Feb so appraisals can take place for JMT.

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
	appraisal system.		
	Our main concern is the timeframe which is Feb/March	SNC	The appraisal cycle needs to take place in specified timescales to avoid impact on other things, although exceptional circumstances may dictate otherwise.
	This is "end of year" for my teams and is the busiest time, together with the fact that many of the staff will have booked their remaining annual leave.	SNC	
	I can see the reason why this would be the optimum time (before the new year begins) but it will be very difficult , especially this year, as there will be a squeeze if we cascade down from Senior Managers, and not everyone will have received training in time	SNC	
Page 70	Generally I think the notes are very good especially as they place more emphasis on developing employees, which seemed to be absent last year.	SNC	NOTED
	Point 16. Previously I did comment that I thought it would be better if there were 5 scores so that the 'Preforms satisfactory' is mid-range and not below the mid-point as it currently is when there are 4 scores. My feeling was that a score below the midpoint perceives an under achievement which I don't think should be the intention for a satisfactory score.	SNC	This will be reviewed.
	It could do with some refining in some areas and it would be good to move some of the theoretical parts to an Appendix Section	SNC UNISON	This is being reviewed.
	Needs to be clearer in terms of the three roles of Appraisee, Appraiser and Reviewer. Manager is referred to a lot rather than Appraiser.	SNC UNISON	This is being reviewed.
3	Section Three This is confusing and reference to partnership and shared working is an over-complication and does not relate to this policy.	SNC UNISON	It is important to note that all staff working at CDC and SNC should receive feedback even if not a formal appraisal.
5	Section Five Appraisal Cycle - this could go in the Appendix Section and needs to clarify that the February -March timescales is to undertake the Appraisal document for objectives commencing in April otherwise the timescales do not fit with Appendix1.	SNC UNISON	To be moved to Appendix and Amended.

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
6	Section 6 Manager should read Appraiser and smart should say S.M.A.R.T.	SNC UNISON	Amended
7	Section 7 should be headed How should we prepare?	SNC UNISON	Amended
10	Section 10 fifth bullet Agree a date for the Appraisal meeting.	SNC UNISON	Amended
12	Section 12 If an employee is under-performing	SNC UNISON	Amended
14	Section 14 Partially Achieved - Suggest 50% - 25% is too low.	SNC UNISON	Partially achieved is now marked as a 2. for under 50% or 3 for over 50%. Achievement would still need to be over 25% to score a 2. Nearly Achieved 2.
14	Suggest including a fourth assessment criteria UN Unable to be achieved ie where priorities have changed , The way has processed was changed means that the role has changed, role changed or other there may be some external change which has meant that this objective could not be completed..	SNC UNISON	Not achieved should identify either where an employee cannot or has not achieved a target. Where the target cannot be achieved this should be removed.
16	Section 16 Competence and behaviours are substituted for each other and this is confusing. Would prefer the focus to be upon assessing competencies which is more objective rather than behaviours.	SNC UNISON	
23	Better to go as appendix.	SNC UNISON	Amended
	Remove the reference to voluntary work as it is not felt to be appropriate on this occasion when staff are already working very hard!	SNC UNISON	Agree and amended
28	Section 28 Seventh Bullet You are assuming that the Reviewer is aware of the performance of other team members.	SNC UNISON	The reviewer is likely to be a senior manager or head of service and should have an outline knowledge of the teams performance
29	Section 29 would be good to move this section to Section 7 as it is useful information to think about prior to the Appraisal Meeting.	SNC UNISON	Agreed and amended.

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
Appendix 1	Appendix 1 Looking Back Competencies Assessment Header should read 1,2,3 or 4 so that managers do not think that they have to put a number against each bullet point.	SNC UNISON	Amended
	The sign off section needs to refer to Appraisee and Appraiser rather than manager and employee.	SNC UNISON	Amended
Appendix 3	Appendix 3 What does Part A refer to?	SNC UNISON	This has been updated and Part A no longer referred to.
Appendix 4	Appendix 4 Question 2 or development did you identify?	SNC UNISON	This form is being reviewed. Some information is being moved to Appendices.
1	(i) Very detailed like a training manual. Would like an alternative bullet version. (ii) Do not think the appraisal guidance document is clear enough to support this policy (see below)	Staff Consultation Group	NOTED
2	Agree with the sentiment behind the appraisal guidance and have maintained my own personal development plan as this would be helpful to keep an eye on where I am going and where I was the year before. What will happen if not done by end of March, i.e. sickness	Staff Consultation Group	It's good for staff to keep their own evidence and information about appraisals. In the event of exceptional circumstances such as sickness and maternity, dates may change.
5	There seems to be info missing from box 2 Does 2 'The previous year's performance...' mean the financial year?	Staff Consultation Group	This will be updated in the policy. Yes
6	Like the idea of regular (every 2 to 4 weeks) one-to-ones but do not see this as practical or realistic given my experience to date.	Staff Consultation Group	121's should be held regularly based on the needs of the employee, manager and service. This may not be every 2 to 4 weeks.
14	First thing that struck me is that its quite short notice. Second was that in section 14 Assessing Specific Objectives, its only possible to Fail, Partially or Fully Achieve objectives. Most appraisal systems also have an Exceeds as it is possible that you could realise that more could be done with the objective that has been set and you could go beyond the original objective to achieve this. If this is linked to the criteria on Looking back there are four areas of	Staff Consultation Group	The appraisal process has been in place for many years, so timescales are not changing. These are being revised to 4 scores.

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
	achievement, This section should mirror that		There will be four scores for both sections.
17	How can this be assessed fairly? Further clarification on how this will be implemented this April needs to be considered and communicated effectively. Have some doubts as to how the pay increment will be implemented fairly this April given this guidance is only now available and was not available at the previous appraisal. Does this imply that no increments will happen until April 2014? I guess there will be some people who have lots of objectives and some people who have fewer objectives. Will increments start from April or the April 2014?	Staff Consultation Group	Training will take place in Feb/March 2013. Moderation will also take place. Increments at CDC will be backdated to the 1 st October 2012.
23	Whilst there are a number of areas for development the practical ability for people to attend is often outweighed by the requirement to get the job done	Staff Consultation Group	Not sure what this means, but, the appraisal process is important to ensure performance is reviewed and amended regularly.
5	The "setting of the objectives" section (25) is not clear. Under the subheading "How many objectives?", its not clear on how many objectives should be set. The first statement means 8 or less objectives and it is not clear why fewer should be set for non-office based staff or as part of team where others are fulfilling the same role. Why should be people whose workload is shared or work outside the office have less objectives to achieve?	Staff Consultation Group	Being reviewed.
Appendix 2	Appendix 2- The form in appendix 2 has 6 objective boxes, does this mean that 6 is a better number than 8 or would you need to have someone sharing your workload to have 6 objectives? This section is not clear enough and needs further work.	Staff Consultation Group	The Appendix form is an example and more or less objectives can be added. The ideal number is no more than 8.
Appendix 4	The self-assessment form in appendix 4 is particularly useful to highlight problems within the organisation others may not be aware of and an opportunity to say what has been good and bad throughout the year and any further resources which may be required if innovative ideas are given merit. Providing the manager and HR actually read this section, I feel this is a positive addition to the process. However, this may not work for all employees and managers if there is not a good working relationship there already.	Staff Consultation Group	Suggest this form as being optional as not all staff may want to use.
	I know that a couple of members of my team have some concerns about the draft policy. Approximately 60% of the teams work is responding to planning applications and listed building consent applications. This area of the work is difficult to quantify, as the quality of output and advice is more important than the speed and turn around. The majority of performance targets relate to reports and guidance that we put together, typically being either planning policy or	Staff Consultation Group	This appears to be an issue with target setting and the training will help ensure targets are SMART

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
	<p>conservation area appraisals. These documents are however subject to change as the planning agenda and political climate changes and it is not uncommon for this to happen in a review period.</p> <p>A specific concern is how changes in agenda are managed within this process. For instance one member of my team was asked to take on two very important pieces of planning policy work a couple of months after her appraisal. These were very time consuming, but the outputs were excellent and strategically important for the Council. It is however unlikely that she will meet the original goals set out in her appraisal. Would the system have the flexibility to deal with this situation, where the employee has not met targets and yet performed to a very high standard?</p>		<p>Targets should be reviewed at all appraisal meetings and this may mean adding, deleting or changing them before a final assessment is undertaken so the scheme and process should be flexible to allow for this.</p>
	<p>At the feedback meeting there were issues raised by managers that they felt that sometimes there is difficulty in completing the various aspects of the appraisal process because they have their job as well as the management role. It was pointed out that the role of a manager is to manage staff and all that that involves and if other aspects could not be dealt with that it was the responsibility of the manager to talk to their managers. This may be an aspect that senior managers would wish to note, along with the comment above as it may be identifying a training need.</p>	<p>Staff Liaison Co-ordinator</p>	<p>Appraisals are a tool to help both employees and managers feedback on performance. It is the responsibility of both to ensure this happens.</p>
1	<p>Can we split the policy so that it is the actual policy on what is required to be done to record, monitor and report on performance is one section. And then all the other info as a 'training and advice' appendix.</p>	<p>CDC UNISON</p>	<p>This is being reviewed.</p>
2	<p>What will be the schedule of audit be.</p>	<p>CDC UNISON</p>	<p>For CDC as part of the incremental progression policy moderation.</p>
3	<p>Who are other organisations? We could end up doing lots of work for other organisations. The employee should show evidence of performance to their own manager from wherever they come.</p>	<p>CDC UNISON</p>	<p>Occasionally the council has seconded employees or employees from partner organisations where it is important to ensure feedback is given.</p>
5	<p>Can we have a bullet point chart as well as the flow chart.</p>	<p>CDC UNISON</p>	<p>Unfortunately as this is a cycle, bullet points would not show the same thing.</p>

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
6	There should be an evidence gathering log. Appendix 4 could be expanded to have a log at the bottom of it.	CDC UNISON	Appendix 4 will remain as requested elsewhere but an evidence log can be added.
8	Must be a log for scrutiny and consistency	CDC UNISON	See above.
10	There must be a form to show where evidence gained from so that it can stand up to later scrutiny	CDC UNISON	See above.
17	Evidence log required. What is expected behaviour? Against what criteria is an individual being assessed? We could end up with view as per manager x or y instead of an objective measurable assessment	CDC UNISON	Expected behaviour is a competency and criteria is an objective as detailed on the appraisal form.
19	Every feedback must be based upon evidenced conduct so that the person receiving the feedback can understand exactly the context that the feedback is about and not some abstract example.	CDC UNISON	Noted, but this is not always going to be practical.
23	The small boxes within the Conscious competence model are very misleading. An example in the conscious competence box would tend to suggest that there is still a desire to seek competence. This is not the case the person knows what to do otherwise they are not competent	CDC UNISON	This model has been checked and is accurate.
27	Will we create an org chart that shows the appraise, appraiser, reviewer for all staff	CDC UNISON	Organisation charts are already available that show line managers and employees. Reviewers will be heads of service.
Appendix 1	Should there be a managers comment Could we include a check box for vehicle documentation Checking Lone worker details could have a check box Competencies for H & S should be included if they are part of the incremental progression	CDC UNISON	Yes, amended Yes and Head of Service issues. This is being removed as not a competency
Appendix 2	Should there be a manager's comment.	CDC UNISON	Yes Amended
Appendix 4	This would benefit from having a series of boxes underneath in which staff can record evidence of their performance	CDC UNISON	A new form will be provided.

Section	Comments	Comment From Unison/Staff Consultation Group/JMT/SNC	Action Taken
3	Should employees on probation have an appraisal – or does this start once probation has been successfully completed?	CDC HR	Amended – Yes the appraisal be completed within the first month of employment
5	<p>I think there is some text in box 4 that we can't see? (MT: I'm happy to volunteer to revamp this diagram before this document goes off to committee to ensure it looks 100%)</p> <p>There is mention of new starters here but I think targets and performance are monitored well through the use of probation reports so this scheme should potentially commence upon completion of the probationary period.</p>	CDC HR	Amended – General tidy up spacing etc
6	<p>This whole section is a little bit confusingly laid out (MT: Again, I'll volunteer to revamp if Paula agrees – I'm thinking a table perhaps).</p> <p>Bottom of page 4 – give positive feedback “all the time”? I think the other two bullet points cover it.</p>	CDC HR	“All the time” removed
	I think this section should sit under section 8 – as it forms part of the employee preparation and shouldn't be considered separately really.	CDC HR	Agreed and Amended
25	I think the role provided as an example should be Directorate Support Officer (rather than Administration).	CDC HR	Amended
30	I think this section could be a little clearer, maybe adding the Appendix numbers would help.	CDC HR	Put as Appendix

Personnel Committee

Post Entry Training Policy

6 February 2013

Report of the Head of Transformation

PURPOSE OF REPORT

To consider the Council policy in relation to Post Entry Training.

This report is public

Recommendations

The Personnel Committee is recommended to:

- (1) Approve the revised Post Entry Training Policy

Executive Summary

1 Introduction

1.1 At present there is no formal policy for Post Entry Training at Cherwell District Council, although employees are able to apply for training using an application form which gives a broad outline of what the policy and process entails. This form has been utilised for a number of years and has enabled staff to apply for a wide range of qualification and non qualification courses as well as those that are essential and not essential to the post they occupy.

1.2 Though the numbers of applications for post entry training per annum is not sizeable (ranging from 5 to 10 applications per annum over the last 3 years), costs and commitment by the Council can be substantial especially for degree level courses where this can span a period of 3 to 4 years sometimes costing up to £7K per annum in course fees alone. This has been highlighted more in recent years as Universities are now charging more for their courses. Although staff already have to provide a commitment to pay back the funding for the training and expenses, on a sliding scale, if they leave within two years of completing the post entry training, it would appear that the current process is not capturing all staff who should be signing up to post entry agreements and some training provision is being agreed when not essential to be able to undertake duties and meet service objectives.

1.3 Budget

With the training budget being reduced by around £20K for 2013/2014 it is important to ensure that a new policy be agreed, to ensure any post entry training approved is essential. Greater scrutiny can be made of applications in line with the policy and if necessary rejected where applications will need to be prioritised due to budget constraints as commitments can be quite sizeable.

1.4 **New Policy**

The new Post Entry Training Policy is attached at Appendix 1. It states how Post Entry training can be applied for such as cost of courses, study leave, expenses, mileage and accommodation (this being paid for by the department).

2 **Proposals**

- 2.1 That the revised Post Entry Training Policy is approved so there is a consistent approach to the application of post entry training across the Council and that reduced budgets can be managed more easily and efficiently. The policy will also ensure that training is essential to the Council and that service and organisational training needs can be met.

3 **Conclusion**

- 3.1 The current process for the application and management of the post entry training budget and general provision is inconsistent and not robust enough to ensure the training budget is utilised for essential training. The Council also needs to ensure that Post Entry Training agreements are being utilised and applied fairly to avoid challenge if the employee leaves within two years of completing the training.

Key Issues for Consideration/Reasons for Decision and Options

- 4.1.1 The Council has an obligation to ensure its policies and procedures remain up to date in relation to the law and best practise as well as ensuring they meet Council objectives.

The following options have been identified. The approach in the proposal is believed to be the best way forward:

- Option One** Approve the revised Post Entry Training Policy.
- Option Two** Retain current process.

Consultations

- Trade Union** The Trade Union provided feedback which has been incorporated into the revised policy.

Implications

- Financial:** This policy will ensure the Post Entry Training budget will not be exceeded and can be monitored more effectively.
Comments checked by Sarah Best, Service Accountant
01295 221736

- Legal:** There are no legal implications arising directly from this

report.

Comments checked by Kevin Lane, Head of Law and Governance, Tel: 0300 0030 107

Email: kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Management:

There are no risks associated with the implementation of this policy, however should it not be approved there would be an inconsistent approach to agreement of Post Entry Training which could lead to employee challenge.

Comments checked by Claire Taylor, Corporate Performance Manager, ext 1563.

Wards Affected

ALL

Document Information

Appendix No	Title
Appendix 1	Post Entry Training Policy
Appendix 2	Post Entry Training Application Form and Agreement
Background Papers	
N/A	
Report Author	Paula Goodwin – HR Projects and Policy Manager
Contact Information	paula.goodwin@cherwell-dc.gov.uk Cherwell District Council, Human Resources, Bodicote House, White Post Road, Banbury, Oxfordshire. OX15 4AA 01295 221735

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1 GENERAL

- 1.1 Cherwell District Council is committed to encouraging the development of its employees. The Council will give financial assistance to those who undertake approved qualification training. **All applications will be subject to availability of budget and therefore the Human Resources Manager may need to prioritise applications.**
- 1.2 In line with the Council's adopted Equalities and Diversity Employment Policy Statement, unless legislation requires otherwise, no employee should be treated less favourably on any of the following grounds: disability, gender (including gender reassignment), sexual orientation, pregnancy, marital or parental status, age, race, colour, nationality, ethnic or national origin, religion or belief, trade union membership or activity and spent offences. Neither should an employee be disadvantaged by conditions or requirements which cannot be shown to be justifiable.

2 SCOPE OF THE POLICY

- 2.1 This scheme sets out the terms and conditions of assistance that may be offered in respect of all essential and non-essential qualification training.
- 2.2 The policy applies to staff employed by Cherwell District Council.
- 2.3 The policy applies to applications submitted from the 1st April 2013

3 POST ENTRY TRAINING

- 3.1 Post Entry Training is training that is essential or mandatory to fulfil the requirements of the specific role and results in a recognisable qualification.
- 3.2 This is also learning that is detailed on a person specification for the employee's job, training relating to a career graded post or training that has become essential due to changes in the employees job and has been confirmed via a written appraisal form (with an amendment to the person specification).

4 REPAYMENT OF EXPENSES

- 4.1 Any employee who is given approval for Post Entry Training must give an undertaking to remain in the employment of the Council, for at least two years from the date on which the qualification is notified to the employee. This applies provided that there is a post available for the employee which requires the qualification that he/she has obtained.

- 4.2 Repayment of the financial assistance received will be required from an employee who either:
- a) Fails, without good reason, to complete the course whether by choice or direction (for example being expelled from the course) and includes leaving employment with the council during the period of a course. This does not include deferring completion, providing the course is completed within two years. In this case repayment would be 100%
 - b) Fails, without good reason, to sit expected examinations or other course completion requirements such as dissertations or project work. In this case repayment would be 100%
 - c) Leaves the Councils' employment within two years of the date the qualification was obtained. This includes moving to another local government post. In this case recovery will be based on one twenty-fourth of the total cost of the course and books, where the amount is reduced by one twenty fourth for each month of completed service (up to twenty four months) after the qualification was obtained and notified to the employee.
- 4.3 For any 100% recovery the council will include any costs of books, materials or mileage claims but not salary for study time or absence. Funding will not be reclaimed if:
- a) An employee dies in service or leaves on ill health grounds
 - b) An employee is subject of redundancy

5 REIMBURSEMENT OF EXPENSES TO EMPLOYEES

- 5.1 Mileage rates or cost of public transport will be reimbursed in line with Cherwell's current agreed rates. The rates can be found on CherwellNet. Receipts must be provided for any claim. Claims must be submitted within two months of the expenses being incurred and should be received in payroll by the 10th of each month. Claims will be paid for from the Post Entry Training budget and must be signed by the HR Manager.
- 5.2 Reimbursement for the cost of books and for equipment incurred up to the maximum as agreed in the Post Entry Training agreement will be subject to prior approval from the appropriate Head of Service and the Human Resources Manager and the production of receipts. All claims to be forwarded to the Human Resources Manager.
- Should the cost exceed that requested in the original Post Entry Training agreement, the extra money should be found from departmental budgets, unless there are exceptional circumstances.
- 5.3 Reimbursement for the cost of accommodation will be subject to prior approval from the appropriate Head of Service and Line Manager. Claims must be paid from the employee's departmental budget. The production of receipts is required. Accommodation costs must always be avoided where possible. Accommodation should not be used if the cost of travel is less. If accommodation is booked when travel costs would be less a valid reason must be given.

6 LEAVE ARRANGEMENTS

6.1 Time-Off to Attend Learning

Where support for day release has been approved, paid time-off will be given to attend college. However, where college tuition is for half a day, employees must attend work for the other half of the day. Any paid time-off must be detailed on the training application form. Flexi records will be refunded at 7 hours 24 minutes for a full day and 3 hours 42 minutes for a half day.

6.2 Annual Leave/Flexi Leave

Employees will not normally be given approval to take annual/flexi leave at times when they are committed to attend college. Line Managers may approve leave in exceptional circumstances.

6.3 Study Leave

Study leave should be requested as part of the original Post Entry Training agreement. Additional days will be approved in exceptional circumstances. Line managers need to give consideration to:

- a) The length of the course.
- b) If study leave has already been provided and if so when and for how long.
- c) Whether the member of staff is full time or part-time.

7 Application Procedure

- 7.1 Complete application form “Application for Post Entry Training” see Appendix 1. The form can also be found on the intranet at the following location:

<http://cherwelllive.cherwell.domain/people/learningdevelopment/Pages/Default.aspx>

- 7.2 The form must be signed by you, your Line Manager, Service Head and Human Resources Manager.
- 7.3 Submit your signed form to the Human Resources Team and please allow at least 5 working days for the application to be processed.
- 7.4 Once your application and been approved and processed a purchase order will be sent to you for your course booking.
- 7.5 Please forward any invoices relating to your booking to Human Resources.

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APPENDIX 2

Application for Post Entry Training

All funding for post entry training will be subject to a formal contract between the Council and the applicant. All applicants will be interviewed by the Line Manager to ensure that the commitment required is recognised and the reclaiming of funding criteria fully understood.

This application should be completed by the applicant and their line manager and then passed to the Service Head who should endorse it and forward it to the Human Resources Manager.

Name of Applicant	
Department	
Your Department Cost Code	
Name of Line Manager	
Name of Service Head	
Start date of the Course	
End date of Course	

Course Details:	
Title:	
Qualification	
No of CPD hours (if applicable)	
Awarding Body	
Type of course (College/distance learning etc)	
Course completion date	
Study leave requested (days/hours)	

Value of cost of any books or materials £.....

The purchase order will be raised in accordance with the requirements of the course, please detail all costs involved (mileage and accommodation costs must be paid from the departments own budget.)

	Year 1	Year 2	Year 3	
Actual Course Fees				
Estimated Mileage Claims				

Will accommodation be required YES/NO Estimated Cost: £.....

Full address and contact details of training provider

Application for Post Entry Training

Purpose and Rationale

To be completed by the Line Manager

1) What corporate priorities and/or Service Plans will this learning & development support?

2) How is it anticipated this will improve performance of the individual and/or department?

3) What process has been agreed to support the learning to ensure it is transferred into the workplace?

Application for Post Entry Training

Purpose and Rationale

To be completed by the Line Manager

- 4) Please clearly select one of the statements below which most closely reflects the application:
- a) This is **essential** to the person's role and is an expected part of their development.
 - b) The development will have clear and direct links to the role and result in a recognised qualification. It will significantly increase their professional performance and effectiveness.
 - c) This has little benefit to meeting corporate and/or service plans but will enhance the persons career development
 - d) This is for individual benefit only

Please justify your selection.

Authorisation

Line Manager: I confirm that to the best of my knowledge the information contained in this application is accurate and that I have fully explained the funding and recovery of funding policy to the applicant.

Signed.....Date:

Head of Service: I support this application and confirm that the need for the development meets the selected criteria and that the persons learning will be supported in the workplace through a formal personal development plan.

Signed..... Date:

HR Manager This application has been approved. In full/parts of the application – please detail.

SignedDate.....Confirmation letter sent.....

Applicant Contract: To be completed and submitted along with the application.

(The Line Manager must meet with the applicant to sign this contract)

Name:

Course Title

5.4 Recovery of Funding Essential and Non-Essential Training

The funding of learning & development has a significant impact on the Council budget, and the use of such public funds must be subject to strict monitoring and assessment. It is essential that the Council get value for money from their commitment to support qualification training. Therefore the Council will robustly pursue a policy to recover funding from applicants in the circumstances set out below;

Circumstance	Recovery %
The applicant fails, without good reason, to complete the course whether by choice or direction (for example being expelled from the course) and includes leaving employment with the council during the period of a course. This does not include deferring completion, providing the course is completed within two years.	100%
The applicant fails, without good reason, to sit expected examinations or other course completion requirements such as dissertations or project work	100%
The employee leaves the Council employment within two years of the date the qualification was obtained (not CPD). This includes moving to another local government post.	one twenty-fourth for each month of service after the qualification was obtained.

5.5 For any 100% recovery the council will include any costs of books, materials or mileage claims but not salary for study time or absence. Funding will not be reclaimed if:

- An employee dies in service or leaves on ill health grounds
- An employee is subject of redundancy

5.6 The recovery of outstanding funds will in the first instance be taken from final salary

I confirm that the information supplied for my application is accurate to the best of my knowledge. I also confirm that I have had the funding and recovery of funding policy fully explained to me by.....

I understand this policy and agree to abide by it. In the event that I fail to comply with set criteria for completing the course and/or examinations I will repay the required amounts

SignedDate (Applicant)

Signed..... Date (Line Manager)

SignedDate (HR Manager)

Personnel Committee

Employment Statistics Quarters 2 & 3 – 2012/2013

6 February 2013

Report of Head of Transformation

PURPOSE OF REPORT

To detail employment statistics, by Directorate, for information and monitoring purposes and to compare the Cherwell District Council position against the wider employment market.

This report is public

Recommendations

The Personnel Committee is recommended to:

- (1) Note the contents of this report

Executive Summary

Introduction

1.1 Labour turnover

According to the 2011 XpertHR staff turnover rates and costs survey, labour turnover rates in the public sector stood at an average of 12.6% of employees at each organisation, compared with 17.4% of workers in the private sector. The staff turnover rate for Cherwell District Council for year ending 31st March 2012 was 10.0% of workers; of this figure 5.4% were voluntary leavers. During quarters 2 and 3 of 2012/2013 the staff turnover rate was 5.6% of workers, with 1.5% leaving on a voluntary basis (these figures include internal transfers).

1.2 Employment Statistics January 2011 to December 2012

Table 1 illustrates the quarterly changes that took place in respect of individual employment across the whole organisation during the period January 2011 to December 2012.

Table 1

Corporate								
	2010-2011	2011-2012				2012-2013		
	Q4 Jan to March 2011	Q1 April to June 2011	Q2 July to Sept 2011	Q3 Oct to Dec 2011	Q4 Jan to March 2012	Q1 April to June 2012	Q2 July to Sept 2012	Q3 Oct to Dec 2012
Permanent/Fixed Term Employees (more than 1 year FTC)								
New starters (A)	1	3	2	6	4	2	1	2
Internal transfers (B)	7	2	4	11	17	1	12	9
All leavers (C)	17	9	9	19	11	3	5	7
Voluntary leavers * (D)	9	4	6	8	8	2	2	5
Temporary Employees (less than 1 year FTC)								
Temporary starters (E)	0	5	5	8	3	5	2	4
Temporary leavers (F)	0	1	6	4	4	2	7	7
Casual Workers **								
Casual starters (G)	2	1	16	2	3	5	12	5
Casual leavers (H)	3	4	14	9	7	6	6	9
Total starters (A + E + G)	3	9	23	16	10	12	15	11
Total leavers (C + F + H)	20	14	29	32	22	11	18	23

* excludes age retirements, early retirements and redundancies, ill-health dismissals and retirements, other dismissals and TUPE transfers.

** The phrase 'casual worker' is used to describe workers who are not part of the permanent workforce, but who supply services on an irregular or flexible basis, often to meet a fluctuating demand for work.

The corporate turnover rates for permanent and fixed term staff for quarters 2 and 3 and the previous two years are illustrated in the graph at Appendix 1. As requested at the last Personnel Committee the reason for leaving is also shown on this graph. The graph in Appendix 2 shows the number of leavers broken down by Directorate. Exit interviews were completed by four of the voluntary leavers during quarters 2 and 3. One voluntary leaver left for personal development and to gain greater flexibility to achieve a work/life balance, one left for employment conditions and pay, one left for career development and one left due to lack of job satisfaction, employment conditions and relationships.

The tables attached at Appendix 3 contain details of numbers of permanent and fixed term employees at Cherwell District Council as at 30 September 2012 and 31 December 2012 by Directorate and Service area.

There were 19 fixed term posts on the establishment at 31 December 2012. Appendix 4 provides details of the 38 vacant posts as at 31 December 2012.

Implications

Financial: All financial effects of changes have been contained within existing approved budgets.

Comments checked by Sarah Best, Service Accountant 01295 221736

Risk Management: There are no risks associated with the contents of this report.

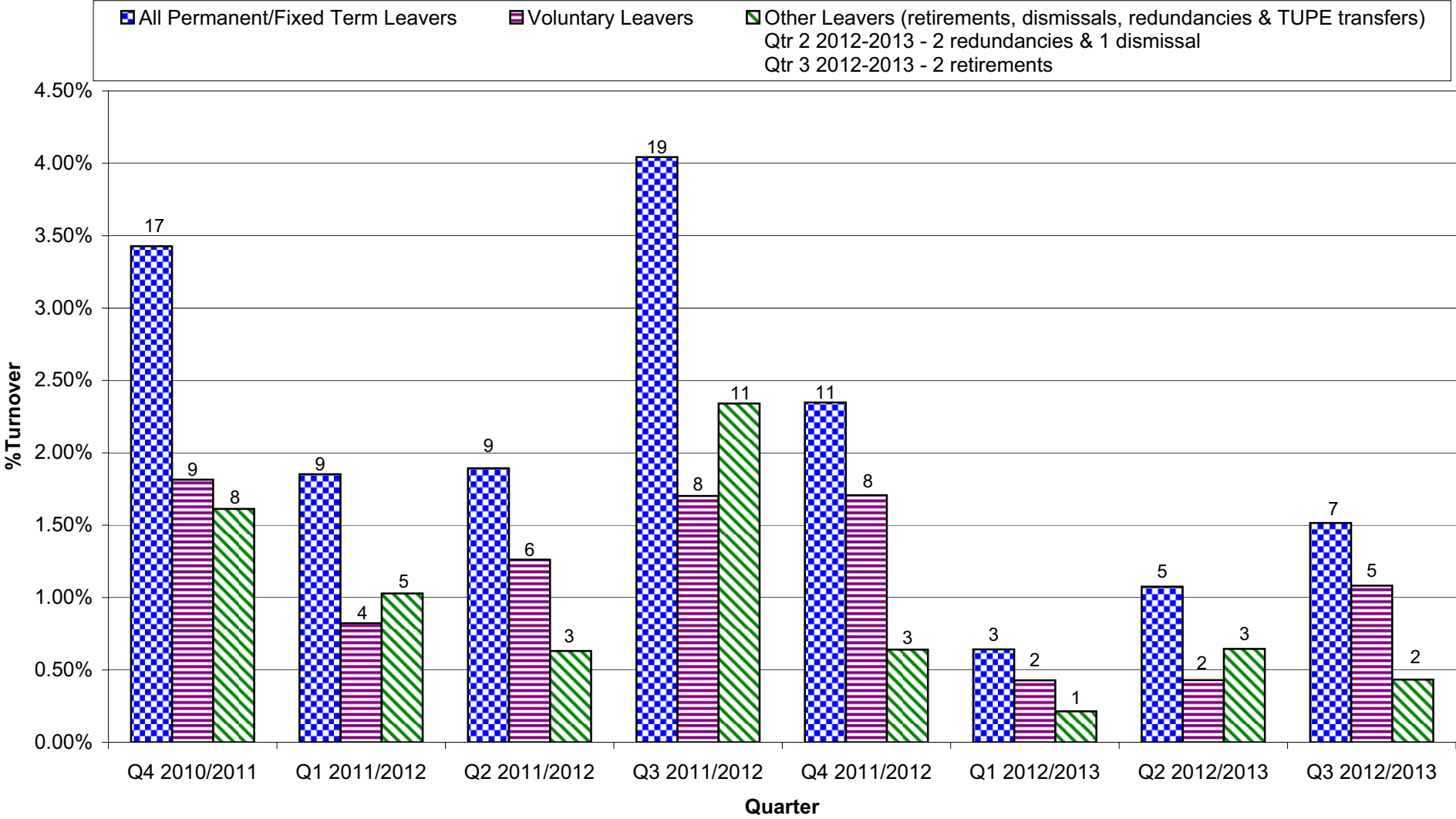
Wards Affected – not applicable

Document Information

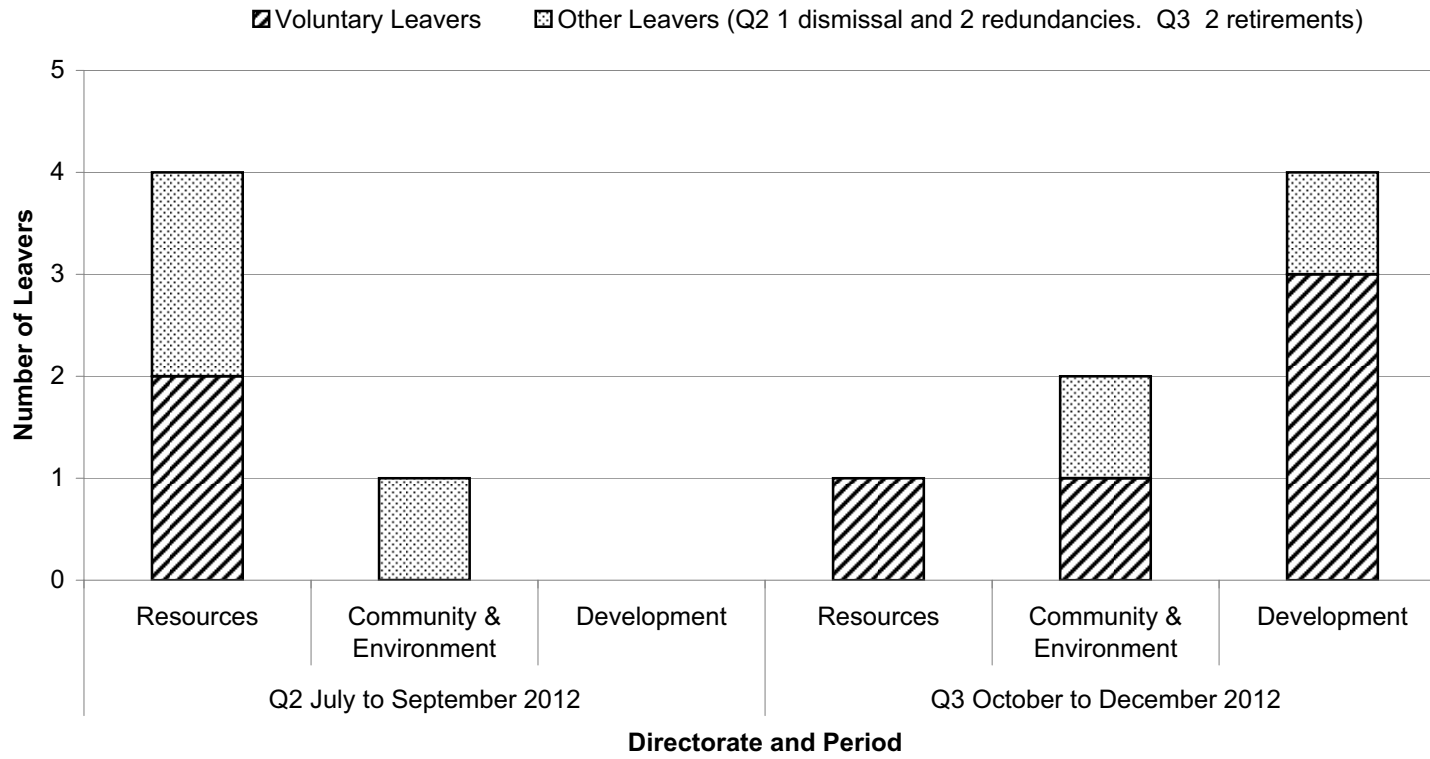
Appendix No	Title
Appendix 1	Corporate quarterly staff turnover
Appendix 2	Quarterly leavers by Directorate
Appendix 3	Establishment at end of Quarter 2 (30/09/12)
	Establishment at end of Quarter 3 (31/12/12)
Appendix 4	List of vacancies at 31/12/12
Background Papers	
None	
Report Author	Jo Pitman, Head of Transformation
Contact Information	0300 0030108 jo.pitman@cherwellandsouthnorthants.gov.uk

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Corporate Quarterly Staff Turnover



Quarterly Leavers by Directorate



ESTABLISHMENT 30/09/2012		Established		Headcount		Vacant Posts		Unallocated hours of filled posts*	Staff in post at 30/06/2012	
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Chief Executive's Office	Chief Executive's Office	3	2.00	3	1.90	0	0.00	0.10	1	1.00
	Totals	3	2	3	1.90	0	0.00	0.10	1	1

Directorate	Service	Established		Headcount		Vacant Posts		FTE	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Resources	Resources Support Unit disbanded 31/08/12								11	10.36
	Finance & Procurement	37	30.74	34	27.15	3	2.81	0.78	33	28.38
	Law & Governance	21	19.05	19	16.87	2	2.00	0.18	17	15.51
	Transformation	52	48.76	45	42.30	7	6.50	-0.04	41	39.19
	Totals	110	98.55	98	86.32	12	11.31	0.92	102	93.45

Directorate	Service	Established		Headcount		Vacant Posts		FTE	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Community & Environment	C&E Directorate Support Unit	12	10.40	12	9.44	0	0.00	0.96	12	10.21
	Community Services	101	85.14	92	75.87	9	7.63	1.64	93	76.87
	Environmental Services	127	121.65	121	117.04	6	4.43	0.18	120	116.77
	Totals	240	217.19	225	202.35	15	12.06	2.78	225	203.85

Directorate	Service	Established		Headcount		Vacant Posts		FTE	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Development	Development Directorate Support Unit	23	21.66	23	20.80	0	0.00	0.86	23	20.80
	Public Protection & Dev Management	52	50.80	49	45.07	3	3.00	2.73	49	45.11
	Strategic Planning & the Economy	17	16.08	17	15.19	0	0.00	0.89	16	14.19
	Regeneration & Housing	52	45.43	49	42.32	3	3.00	0.11	50	43.32
	Totals	144	133.97	138	123.38	6	6.00	4.59	138	123.42

TOTAL	Directorate	Established		Headcount		Vacant Posts		Unallocated hours of filled posts*	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
	Chief Executive's Office	3	2.00	3	1.90	0	0.00	0.10	1	1.00
	Resources	110	98.55	98	86.32	12	11.31	0.92	102	93.45
	Community & Environment	240	217.19	225	202.35	15	12.06	2.78	225	203.85
	Development	144	133.97	138	123.38	6	6.00	4.59	138	123.42
	Totals	497	451.71	464	413.95	33	29.37	8.39	466	421.72

* Unallocated hours of filled posts are where established hours are greater than those worked by the employee, e.g. in the Chief Executive's Office there are no vacant posts, however, post CXPA07 has 3.7 vacant hours (0.10 FTE) (established post is 18.5 hours but employee only works 14.8 hours).

ESTABLISHMENT 31/12/2012		Established		Headcount		Vacant Posts		Unallocated hours of filled posts*	Staff in post at 30/09/2012	
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Chief Executive's Office	Chief Executive's Office	3	2.00	3	1.90	0	0.00	0.10	3	1.90
	Totals	3	2	3	1.90	0	0.00	0.10	3	1.9

Directorate	Service	Established		Headcount		Vacant Posts		Unallocated hours of filled posts*	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Resources	Finance & Procurement	37	30.55	37	29.44	0	0.00	1.11	34	27.15
	Law & Governance	21	19.05	19	16.87	2	2.00	0.18	19	16.87
	Transformation	54	50.26	46	43.00	8	7.50	-0.24	45	42.30
	Totals	112	99.86	102	89.31	10	9.5	1.05	98	86.31

Directorate	Service	Established		Headcount		Vacant Posts		Unallocated hours of filled posts*	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Community & Environment	C&E Directorate Support Unit	12	10.40	12	9.31	0	0.00	1.09	12	9.44
	Community Services	99	83.54	84	69.01	15	12.89	1.64	92	75.87
	Environmental Services	124	119.36	123	119.04	1	0.14	0.18	121	117.04
	Totals	235	213.30	219	197.36	16	13.03	2.91	225	202.36

Directorate	Service	Established		Headcount		Vacant Posts		Unallocated hours of filled posts*	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
Development	Development Directorate Support Unit	22	20.66	22	19.47	0	0.00	1.19	23	20.80
	Public Protection & Dev Management	51	49.80	49	45.07	2	2.00	2.73	49	45.07
	Strategic Planning & the Economy	17	16.08	15	13.57	2	2.00	0.51	17	15.19
	Regeneration & Housing	58	51.43	50	43.98	8	7.34	0.11	49	42.32
	Totals	148	137.97	136	122.09	12	11.34	4.54	138	123.38

TOTAL	Directorate	Established		Headcount		Vacant Posts		Unallocated hours of filled posts*	Headcount	
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	Posts	FTE
	Chief Executive's Office	3	2.00	3	1.90	0	0.00	0.10	3	1.90
	Resources	112	99.86	102	89.31	10	9.50	1.05	98	86.31
	Community & Environment	235	213.30	219	197.36	16	13.03	2.91	225	202.36
	Development	148	137.97	136	122.09	12	11.34	4.54	138	123.38
	Totals	498	453.13	460	410.66	38	33.87	8.60	464	413.95

* Unallocated hours of filled posts are where established hours are greater than those worked by the employee, e.g. in the Chief Executive's Office there are no vacant posts, however, post CXPA07 has 3.7 vacant hours (0.10 FTE) (established post is 18.5 hours but employee only works 14.8 hours).

Vacancies at 31st December 2012

Established Post Details									Vacancies		Comments
Directorate	Department	Post No.	Post Title	Grade	Hrs PW	FTE	Contract	Post End	FTE	Post	
Community & Environment	Community Services	CI0056	Customer Service Advisor	GRD004	20.00	0.54	P		0.54	1	used to fund extra hours from part-time customer service staff - will be recruited to
Community & Environment	Community Services	CI0057	Customer Service Advisor	GRD004	37.00	1.00	P		1.00	1	likely to be deleted in line with VFM report
Community & Environment	Community Services	CI0066	Customer Service Advisor	GRD004	37.00	1.00	P		1.00	1	22.5 hours deleted and 14.5 hours added to CI0067
Community & Environment	Community Services	CI0067	Customer Service Advisor	GRD004	18.00	0.49	P		0.49	1	used to fund extra hours from part-time customer service staff - will be recruited to
Community & Environment	Community Services	CI0071	Customer Service Advisor	GRD004	37.00	1.00	P		1.00	1	employee on secondment, covered by fixed term appointment until 31/03/13
Community & Environment	Community Services	CI0083	Customer Service Advisor	GRD004	37.00	1.00	P		1.00	1	will be recruited to
Community & Environment	Community Services	CI0091	Postal & Reprographics Asst	GRD004	37.00	1.00	P		1.00	1	used to fund apprentices
Community & Environment	Community Services	CI0106	Customer Service Advisor	GRD004	20.00	0.54	P		0.54	1	14.5 hours filled by existing member of staff from 7th January 2013
Community & Environment	Community Services	RH0042	Recreation Facilities Officer	GRD004	12.00	0.32	P		0.32	1	to remain vacant pending service review
Community & Environment	Community Services	SD0401	Business Admin Apprentice	APP001	37.00	1.00	P		1.00	1	new apprentice scheme started 14th January 2013
Community & Environment	Community Services	SD0402	Business Admin Apprentice	APP001	37.00	1.00	P		1.00	1	new apprentice scheme started 14th January 2013
Community & Environment	Community Services	SD0403	Business Admin Apprentice	APP001	37.00	1.00	P		1.00	1	new apprentice scheme started 14th January 2013
Community & Environment	Community Services	SD0404	Business Admin Apprentice	APP001	37.00	1.00	P		1.00	1	new apprentice scheme started 14th January 2013
Community & Environment	Community Services	UR0035	Vehicle Parks Warden	GRD005	37.00	1.00	P		1.00	1	vacant pending review
Community & Environment	Community Services	UR0068	Street Warden Supervisor	GRD007	37.00	1.00	P		1.00	1	service still under review - no decision on future structure or roles
Community & Environment	Environmental Services	EN0028	Cleaner - Car Park Office	GRD001	5.00	0.14	P		0.14	1	filled by agency staff
Development	Public Protect & Dev Mgt	BC0006	Building Control Surveyor	GRD007	37.00	1.00	P		1.00	1	service structure/way of working being reviewed
Development	Public Protect & Dev Mgt	UR0051	Licensing Officer	GRD005	37.00	1.00	P		1.00	1	employee on secondment until 31/03/13, covered by fixed term appointment
Development	Regeneration and Housing	EC0010	Corporate Facilities Manager	GRD011	37.00	1.00	P		1.00	1	filled by agency staff
Development	Regeneration and Housing	EC0031	Cleaner - Bodicote House	GRD001	12.50	0.34	P		0.34	1	will be recruited to
Development	Regeneration and Housing	HS0017	Housing Technical Officer	GRD007	37.00	1.00	P		1.00	1	currently under review
Development	Regeneration and Housing	HS0021	Strategic Housing Officer	GRD008	37.00	1.00	P		1.00	1	substantive post - post holder on secondment - to remain vacant
Development	Regeneration and Housing	HS0023	Strategic Housing Officer	GRD008	37.00	1.00	P		1.00	1	new employee started 14th January 2013
Development	Regeneration and Housing	HS0042	Housing Options Officer	GRD007	37.00	1.00	P		1.00	1	new employee started 7th January 2013
Development	Regeneration and Housing	HS0062	Development Officer - Build	GRD008	37.00	1.00	F	14/10/2015	1.00	1	recruitment on hold
Development	Regeneration and Housing	HS0063	Clerk of Works	GRD008	37.00	1.00	F	30/11/2015	1.00	1	employee started 2nd January 2013
Development	Strategic Planning & Ec	PA0011	Community Engagement Officer	GRD007	37.00	1.00	P		1.00	1	filled by agency staff
Development	Strategic Planning & Ec	PA0016	Assistant Planning Officer	GRD006	37.00	1.00	P		1.00	1	filled by agency staff
Resources	Law & Governance	LD0111	Legal Assistant	GRD005	37.00	1.00	P		1.00	1	vacant pending restructure
Resources	Law & Governance	LG0103	Democratic & Elections Officer	GRD006	37.00	1.00	P		1.00	1	will be recruited to - covered by staff bank
Resources	Transformation	CXPA05	PA to Head of Service	GRD005	37.00	1.00	P		1.00	1	substantive post - post holder on secondment covered by SNC temporary staff
Resources	Transformation	CXPA06	PA to Head of Service	GRD005	18.50	0.50	P		0.50	1	substantive post - post holder on secondment covered by SNC temporary staff
Resources	Transformation	HR0012	Learning & Development Manager	GRD008	37.00	1.00	P		1.00	1	vacant pending restructure
Resources	Transformation	HR0013	Learning & Development Officer	GRD007	37.00	1.00	P		1.00	1	vacant pending restructure
Resources	Transformation	HR0062	Communications Officer	GRD007	37.00	1.00	P		1.00	1	new employee starts 4th February 2013
Resources	Transformation	SD0400	Business Admin Apprentice	APP001	37.00	1.00	P		1.00	1	new apprentice scheme started 14th January 2013
Resources	Transformation	TF0246	Service Transition Analyst	GRD008	37.00	1.00	F	31/08/2013	1.00	1	filled by agency staff
Resources	Transformation	TF0247	Service Transition Analyst	GRD008	37.00	1.00	F	31/08/2013	1.00	1	on hold at SNC
									33.87	38	

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Pay grades and rates from 1 April 2012

Grade	Band	Salary
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Grade 1	a	£13,448.75
	b	£13,956.25
	c	£14,463.75
	d	£14,971.25

Grade 2	a	£14,971.25
	b	£15,478.75
	c	£15,986.25
	d	£16,493.75
	e	£17,001.25

Grade 3	a	£17,001.25
	b	£17,508.75
	c	£18,016.25
	d	£18,523.75
	e	£19,031.25

Grade 4	a	£19,031.25
	b	£19,538.75
	c	£20,046.25
	d	£20,553.75
	e	£21,061.25

Grade	Band	Salary
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Grade 5	a	£21,061.25
	b	£21,568.75
	c	£22,076.25
	d	£22,583.75
	e	£23,091.25

Grade 6	a	£23,091.25
	b	£24,106.25
	c	£25,121.25
	d	£25,882.50
	e	£26,897.50

Grade 7	a	£26,897.50
	b	£27,912.50
	c	£28,927.50
	d	£29,942.50
	e	£30,957.50

Grade 8	a	£30,957.50
	b	£31,972.50
	c	£32,987.50
	d	£34,002.50
	e	£35,017.50

Grade	Band	Salary
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Grade 9	a	£35,017.50
	b	£36,032.50
	c	£37,047.50
	d	£38,062.50
	e	£39,077.50

Grade 10	a	£39,077.50
	b	£40,092.50
	c	£41,107.50
	d	£42,122.50
	e	£43,137.50

Grade 11	a	£43,137.50
	b	£44,152.50
	c	£45,167.50
	d	£46,182.50
	e	£47,197.50

Apprentice	
APP £5,091.40 to £8,170.75	

Pay grades and rates from 1 April 2012

Grade	Salary
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Chief Executive	
LS0009	£125,000

Director	
DIR001	£79,000
DIR002	£81,500
DIR003	£84,000
DIR004	£86,500
DIR005	£88,000

Grade	Salary
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Head of Service	
HS0001	£52,000
HS0002	£53,000
HS0003	£54,000
HS0004	£55,000
HS0005	£56,000
HS0006	£57,000
HS0007	£58,000
HS0008	£59,000
HS0009	£60,000
HS0010	£61,000
HS0011	£62,000
HS0012	£63,000
HS0013	£64,000
HS0014	£65,000
HS0015	£66,000
HS0016	£67,000
HS0017	£68,000
HS0018	£69,000
HS0019	£70,000
HS0020	£71,000
HS0021	£72,000
HS0022	£73,000

Grade	Salary
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Shared Managers	
MNR001	£35,000
MNR002	£36,000
MNR003	£37,000
MNR004	£38,000
MNR005	£39,000
MNR006	£40,000
MNR007	£41,000
MNR008	£42,000
MNR009	£43,000
MNR010	£44,000
MNR011	£45,000
MNR012	£46,000
MNR013	£47,000