

## **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 1<sup>st</sup> April to the 31<sup>st</sup> 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**

<b>Fully Achieved</b> – All aspects of objective achieved	3
Points	
<b>Partially Achieved</b> – Majority of elements of objective achieved	2
Points	
<b>Partially Achieved</b> – Clear plan in place or at least 1 element of objective achieved	1 point
<b>Not Achieved</b>	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
			<b>Total Score</b>	<b>15</b>	
			<b>Average Score</b>	<b>2.5</b>	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
			<b>Total Score</b>	<b>9</b>	
			<b>Average Score</b>	<b>1.80</b>	Average score based on five objectives

<b>Part B - Review in relation to performance against indicators for previous year. Please use assessment of:</b>			
<b>1 = Performs poorly 2 = Performs satisfactorily 3 = Performs well 4 = Performs exceptionally</b>	<b>Overall Assessment</b>	<b>Score</b>	<b>Comments and examples</b>
<b>Communicating with others</b> 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	
<b>Customer Focus</b> 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	
<b>Health &amp; Safety</b> Always uses safe working practices Looks out for and reacts to people not complying to H&S	Performs Poorly	1	
<b>Team Working</b> Contributes positively to team working Completes their role fully and effectively Always supports everyone in the team	Performs Satisfactorily	2	
<b>Innovation &amp; Problem Solving</b> 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	
<b>Technical Expertise</b> 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	
	<b>Total Score</b>	16	
	<b>Average Score</b>	2.66	