

## 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.

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	<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

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			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

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			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.

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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

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			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><b>Part A - Looking Back</b></p> <p><b>Fully Achieved</b> – All aspects of objective achieved 3 Points</p> <p><b>Partially Achieved</b> – Majority of elements of objective achieved 2 Points</p> <p><b>Partially Achieved</b> – 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.

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	<p><b>Not Achieved</b> 0 Points</p> <p><b>Part B - Performance Indicators</b></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 <b>Part A – Looking Back</b> Total Score = 12 Number of Objectives = 6 Average Score = 2 <b>Part B – Performance Indicators</b> 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><b>Overall Assessment</b> 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

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	<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><b>Part B – Performance Indicators</b>  Total Score = 15  Number of Performance Indicators = 5  Average Score = 3</p> <p>In the example provided at the end of the policy there are 6 performance indicators. I think H&amp;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>



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			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.

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	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

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			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.

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			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