



DRAFT Joint Incremental Pay Progression Policy for 2016/2017 only

1. Purpose

- 1.1 The purpose of this policy is to outline the Councils approach to incremental pay progression. It is relevant to each Council's grading structure and the joint performance appraisal process.
- 1.2 This policy is effective for the performance appraisal year 1 April 2016 – 31 March 2017 only. The policy for appraising performance and policies for incremental pay progression in 2015/16 (in February/March 2016) remains unchanged. This policy will not apply to members of JMT who have increments determined through alternative means.

2. Introduction

- 2.1 This policy outlines the process to be applied for incremental progression that would be applied from the 1 April 2017 only, following appraisal of performance/outputs during the 2016 – 2017 performance year.
- 2.2 The mechanism for pay progression requires the use of the performance appraisal process and the scoring used for targets/objectives, along with an assessment of whether the corporate objectives set out in section 8 have also been met.

3. Assessment of Competencies

- 3.1 The Councils introduced a Competency Framework in August 2015 and will be phasing this into the appraisal process during the 2016 – 2017 performance year.

The Competency Framework will help to guide the identification of employee development needs through self-assessment, discussion and agreement with line managers. It is intended to be used as a tool to help our employees attain the new levels of skill, behaviour and attitude required of their roles to create a different culture and working environment for the future growth and sustainability of our two councils.

4. Appraisal and Awarding Incremental Progression

4.1 The employee appraisal process is set out in the Performance Appraisal Policy.

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

4.2 Appraisals will take place for all employees in accordance with the Councils Performance Appraisal Policy. The final appraisal that takes place in February/March 2017 will determine whether an employee should get an increment that would be implemented from the 1 April 2017.

5. Employees at the maximum of their pay grade and career graded posts

5.1 If an employee is at the maximum of their grade, or if they occupy a career graded post they will not be eligible to receive an increment or any additional payment. Career graded posts have their own agreed progression arrangements, however in both cases appraisals must still take place in line with the Performance Appraisal Policy.

6. Implementation of increments

6.1 If the outcome of the appraisal results in the employee being awarded an increment, then this will be applied from the 1 April 2017 and the increase paid on the agreed pay date.

6.2 In exceptional circumstances, such as maternity (and other long term family absence) and sickness absence, and in agreement with Human Resources, awarded increments can be backdated to April 2017 if an appraisal is undertaken after the original February/March date.

6.3 Irrespective of the overall score attained by an individual only one increment can be awarded.

6.4 An employee must have been employed by either Council for one year to be eligible to be considered for an increment (or have continuous service from a

transfer from either CDC or SNC. Continuous service from other bodies as contained in the Local Government Modification Order.

- 6.5 Where an employee changes job internally during this appraisal year, an appraisal cycle will need to be completed for each post that covers the incremental assessment period from the 1 April 2016 to the 31 March 2017. Refer to the Performance Appraisal Policy for more information.

7. Appraisal Assessment

7.1 Scoring Targets/Objectives

- 7.2 This part of the appraisal form is concerned with assessing individual performance against their personal targets/objectives as well as the agreed standard targets that will be incorporated into appraisals during 2016/2017.. Points are awarded as follows:

Looking Back - Objectives/Targets

Assessment Description from Appraisal	Score
Fully Achieved (all aspects of objective achieved)	3 points
Partially achieved (majority of elements of objective achieved)	2 points
Some achievement (clear plan in place or at least one element of objective achieved)	1 points
Not achieved	0 point

- 7.3 If an objective/target on the appraisal form is no longer relevant and it is agreed it should be removed where it can no longer be achieved through no fault of the employee's, this will not be taken into account for the scoring, and should be removed from the final appraisal document.
- 7.4 The level of performance required to trigger consideration for incremental progression is an average score of 2.5 for all objectives.

8. Criteria for Incremental Progression

- 8.1 In addition to achieving a score of 2.5 with regards to objectives / targets the following criteria must also be evidenced by employees in order to be awarded an increment
- To have carried out a self-assessment against the new Competency Framework to identify development areas (fully achieved).
 - To have agreed a personal development plan (PDP) including any developmental areas identified as part of the self-assessment, as well as

professional or technical training/development requirements (fully achieved). This does not mean that development will have taken place.

- Mandatory training and corporate requirements (e.g. Data protection e-learning certificate, employee code of conduct form submitted and up to date, proof of business use car insurance where relevant) have been met within the required timescale.
- Satisfactory conduct or capability. An employee who is subject to and founded to have a formal disciplinary sanction or capability action under any HR performance policy at the time of the end of year assessment (and still live at that time), or during the appraisal year will not be eligible for an increment.

9. Appeals

- 9.1 An Appeals Panel, made up of a Chairperson (an independent manager in a higher graded post than the employee) and a HR representative will hear any appeals in relation to the incremental progression process and outcomes of the incremental progression policy. Should a member of HR make an appeal then the panel will be made up by using a Legal services representative. All panel members will be trained. The employee will be eligible to be supported by a trade union representative or work colleague.
- 9.2 Appeals will be heard within a month of the appellant's application for appeal and should the outcome of an appeal request a review of any scoring then this may result in the score going up, down or staying the same.
- 9.3 There will be no further right of appeal.