



## LINDSEY LODGE HOSPICE

### PAY PROGRESSION POLICY & PROCEDURE

#### **Introduction**

This procedure applies to all Hospice staff employed under Agenda for Change (AfC) Terms & Conditions of Service and describes the approach to be followed concerning pay progression.

Progression through all incremental pay points in all pay bands is conditional on individuals demonstrating they meet locally agreed performance requirements based on knowledge, skills and competencies for their role, achievement of agreed objectives and have met the required standards for overall performance and behaviours during the annual review period.

It is expected that employees who can demonstrate the required level of performance and conduct, who have had a satisfactory appraisal and are compliant with their statutory and mandatory training will progress annually through the increments in their salary band. This policy should be considered in conjunction with the Hospice's policy on Performance Appraisal and Development Review Policy.

#### **Roles and Responsibilities**

The Human Resources Officer (HRO) in conjunction with the Finance Manager and Chief Executive will be responsible to the Hospice HR Committee for the operation of this policy and associated procedure. The HRO will ensure that managers are supported in the operation of this procedure and have the appropriate knowledge and understanding of application to ensure equity in its application.

Line Managers are responsible for ensuring that staff have annual appraisals and personal development reviews (PDRs). They are also responsible for ensuring that individuals under their remit have their performance, conduct and competency managed and that individuals are encouraged and have reasonable opportunity to undertake mandatory training. It is a key requirement of the line manager to ensure they plan throughout the year to undertake PDRs in a timely manner and that a plan is in place in order that individuals are enabled to complete their mandatory training. Any issues of performance, competencies or skills should be raised well in advance of an annual appraisal and line managers should ensure there are 'no surprises' to the individual at the annual review at the review. Line managers are also responsible for determining and advising staff of any

pay progression deferral, justifying the reason for such a deferral of pay award, and completing and submitting the agreed paperwork in a timely manner. In this instance a clear development plan must be drawn up with the individual and line manager with clear timescales in order that an opportunity to improve performance is afforded.

Individual members of staff have a responsibility to undertake their mandatory training as specified by Hospice Training Policy and to actively participate in the appraisal process, being aware of the timescale for completion of their annual PDR. The individual should also make their line manager aware of any constraints at the earliest possible opportunity, that are preventing them from achieving their objectives together and/or complying with mandatory/statutory training requirements.

Any pay progression discussions should take place within the agreed timescale in accordance with this procedure. The HRO will provide annual information to managers about the incremental dates of all staff. Employees will also find their incremental date on their payslip.

## 1. Achievement of Incremental Pay Progression

Incremental Pay progression will be conditional upon the following:-

A satisfactory level of performance assessed through an Appraisal and Personal Development Review.

Individuals should demonstrate that they have achieved a satisfactory level of performance, this will be measured through both the achievement of agreed objectives and satisfactory conduct against values and behaviours as outlined in the Appraisal and Personal Development Review Policy and Procedure.

In order to meet this criteria staff must have participated in an annual appraisal and personal development review. Failure to do so may lead to pay progression being deferred depending on the reasons for the appraisal and personal development review not being undertaken.

*In order to determine a satisfactory level of performance the following factors will also be taken into account:*

- a. **All statutory and mandatory training relevant to the employee's role is up-to-date and recorded as compliant**

Managers will make their staff aware through local induction and annual appraisal and personal development review their mandatory training requirements and of the frequency that they are required to undertake it. They will also make staff aware of how training can be accessed and of what they should do should they have problems in accessing the training. Line managers should have due regard to the requirement for mandatory training and relevant competency frameworks if appropriate. Where staff fail to complete their mandatory training within the required period then, unless there are exceptional mitigating circumstances, the

line manager may consider the deferral of an individual's pay progression. The clinical trainer can also be accessed to help understand if this is required. Referral to the Training Policy on the L Drive sets out the mandatory training requirements for the different staff groups.

### **Deferral of Pay Progression**

Pay Progression can be deferred if there are any live disciplinary sanctions on file. The letter confirming the outcome of any disciplinary process will highlight this provision and also explain the process of appealing any decision to award a disciplinary sanction and the associated deferral of pay progression.

#### **b. There are no current/live formal performance management issues on file**

If a member of staff is currently being managed under the formal stages of the Procedure for Poor Performance or Incapability then their pay progression can be deferred. Where there are concerns over the competence of a member of staff these should be addressed through the Procedure for Poor Performance or Incapability at the earliest possible opportunity to enable concerns to be addressed informally and quickly without the recourse to the formal stages in the policy.

Where a deferral is to be applied the individual will be notified of the possibility of deferral in the letter confirming the outcome of the formal performance management meeting. Staff may appeal against any formal action issued under the performance management framework in line with the agreed appeal procedures contained within the relevant policies.

Where an employee is in the process of appealing a disciplinary/performance management sanction, the pay increment may be withheld. If the formal warning is revoked as a result of the appeal the pay increment will be reinstated and backdated to the original incremental date, where in all other circumstances it is appropriate to do so.

Any individual for whom a pay progression has been deferred under this remit must be offered appropriate support in order that they have the fairest opportunity to meet the performance requirements in future. In circumstances where is it appropriate managers will, therefore, be expected to agree a 3 month development plan with the individual to achieve the required level of performance. Individuals have the opportunity to request a review of their development plan at the end of the 3 month period and make a request for pay progression. If pay progression is awarded after the 3 months development plan the employee's incremental date will remain the same and they will receive an uplift in payment for the remaining 9 months of the year. No retrospective payments would be due for the 3 month development period. If the employee does not meet the criteria of the development plan they will not be eligible for pay progression until the following year (for example an incremental date of 4.10.17 will not be considered again until the 4.10.18).

## **2 Employees on pay bands 8c and 8d**

For employees on pay bands 8c and 8d progression to the last two pay points on their pay band are annually earned in the same way as for other employees paid on Agenda for Change pay bands. The last two pay points on their pay band are only retained however where the appropriate level of performance has been reached as per AfC terms and conditions.

## **3 Exceptional and mitigating circumstances**

If the employee has failed to meet the pay progression criteria above as a consequence of organisational or particular personal constraints beyond their control, the line manager will take this into account when making a decision about pay progression and record this information on the agreed pro-forma outlining in detail the rationale for supporting the pay progression. It is important to underline that this process is not about withholding pay increases in instances where there are entirely valid reasons as to why an individual has not met the criteria as set out, but to ensure the Hospice identifies those individuals who have not achieved an acceptable level of performance and conduct where there are no such circumstances. Where an employee is on maternity/paternity/long term sickness or adoption leave s/he will still receive their incremental pay progression on the due date unless any specific concerns have been previously raised and documented about their performance or required knowledge and skills. Managers should always obtain advice from the HRO in such circumstances.

## **4 The right of appeal**

Where an employee disagrees with the decision made to defer pay progression or the withholding of a pay award, they have the right to request a review of the decision. To do so they must write to their line manager within 10 working days of the notification of the decision. They must set out the grounds on which they are requesting the review. The employee can be accompanied at the meeting by a work colleague or trade union representative. The review will be undertaken by the Chief Executive/Director of Nursing and Patient Services as appropriate and the HRO. The employee's manager will also attend the appeal to explain why they believe the reason to defer was correct. Where the panel considers that pay progression has been inappropriately deferred, the pay progression will be reinstated from the incremental date and retrospective payments made from that date. The employee will be informed in writing within 5 working days of the meeting. There is no further right of appeal.

## **5 Administration**

The HRO will be responsible for issuing regular reports to line manager on incremental dates for employees to enable line managers to ensure appraisals are undertaken in an appropriate timescale for those staff who are due to receive pay progression.

The HRO will notify the relevant manager/s asking them to review the information in relation to the individual's PDR, encompassing mandatory and statutory training, formal disciplinary and performance management actions, in relation to those staff who are due an increment. This timescale will ensure the line manager has the opportunity to review the employee against the above criteria prior to incremental uplift.

Managers, together with the individual concerned, will then return the completed pro-forma (Appendix A) to the HRO by the end of the month prior to the individual's pay progression to authorise deferment.

## **6 Monitoring**

The HRO will undertake random audits to ensure all relevant requirements have been met for staff who progress through increments. Reports will be produced for the HR Committee detailing the number of staff who have progressed or have been deferred/pay award withheld, along with the reasons and the duration of the deferral, and monitoring will ensure there is no discrimination or bias in relation to the characteristics contained in the Equality Act (2010) and that a fair process has been applied.

## **7 Equality Act (2010)**

In accordance with the Equality Act (2010), the Hospice has considered how this Policy would affect all staff and it is believed no member of staff would be disadvantaged under the Equality Act in the implementation of this Policy (see attached Equality Assessment- appendix B). If it is identified that a reasonable adjustment is required, this will be taken as appropriate.

The Hospice will, whenever practicable, make adjustments as deemed reasonable in light of an employee's specific circumstances, paying particular attention to the disability discrimination requirements.

## **8 Other Associated Policies and Documents**

Performance Appraisal and Development Review Policy  
Procedure for Poor Performance or Incapability as detailed in the staff handbook  
Disciplinary Procedure as detailed in the staff handbook

## **9 Review**

This policy and procedure will be reviewed every 3 years from the date of issue and an audit undertaken to assess how it has been applied. The findings of this process will be shared with the HR Committee and any necessary adjustments agreed.

**PAY PROGRESSION PRO-FORMA**

**Section A - Employee Declaration**

To be completed prior to implementation of incremental pay progression

Name	
Job Title	
Department	
Pay Band/Point	
Incremental Date	
Next Incremental Point	

<b>I can confirm that:</b>	<b>Yes/No/comments</b>
All statutory and mandatory training is up-to-date & recorded as compliant	
I have achieved a satisfactory appraisal with associated objectives and behaviours	
I have no live formal disciplinary warnings on file	
I am not subject to any formal stage of the Procedure for Poor Performance or Incapability	
Where appropriate, provide any mitigation which in your view has prevented for complying with the requirements set out above:	
Signed	
Date	

**Section B - Line Manager Declaration**

I confirm that:-	Yes/No/Comments
The employee has met the Pay Progression criteria and should progress to the next increment	
The employee has failed to meet the required criteria for Pay Progression but there are organisational constraints beyond their control that have prevented the achievement of this and should therefore progress to the next increment. (Please detail reasons for non-compliance)	
The employee is on maternity/paternity/ adoption leave, on a secondment or on long term sickness absence, and they have been assessed on their performance over the 12 months prior to their current period of leave and should progress to the next increment/receive the pay award.	
The employee has failed to meet the criteria for pay progression/pay award and there are no valid organisational constraints that have prevented this and therefore pay progression is declined.	
<b>Pay Bands 8c and 8d on last two points of the pay band ONLY(see para 2 of policy)</b> Retention of pay point has been declined and the employee will be transferred to the previous pay point.(Please detail reasons)	

By signing this form I confirm that the employee has been made aware of the outcome of the assessment, and where appropriate they have been made aware of their right to an appeal.

Signed	
Job Title	
Date	

**This form should be sent to the Human Resources officer. Failure to submit in a timely manner may result in a delay in employee receiving increment/pay award on the due date.**

**EQUALITY ANALYSIS INITIAL ASSESSMENT****Title of change proposal or policy:**

Pay Progression Policy and Procedure

**Brief description of the proposal:**

This framework focuses on enhancing the effective management of annual pay progression through robust annual appraisals to ensure the personal development of the employee and the efficiency of the organisation. Incremental pay progression for all pay points for staff employed on Agenda for Change Terms & Conditions [AfC T&C], within each pay band, will be conditional upon individuals demonstrating that they have the requisite knowledge and skills/competences for their role and have achieved a satisfactory level of performance.

**1. Outline**

<b>What outcomes do you want to achieve</b>	An agreed and standardised process for measuring satisfactory performance in order to agree pay progression.
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**2. Analysis of impact**

This is the core of the assessment, using the information above, detail the actual or likely impact on protected groups, with consideration of the general duty to:-  
Eliminate unlawful discrimination; advance equality of opportunity; foster good relations

	<b>Are there any likely impacts? Are any groups going to be affected differently? Please describe</b>	<b>Are these negative or positive?</b>	<b>What action will be taken to address any negative impacts or enhance positive ones?</b>
<b>Age</b>	No		
<b>Carers</b>	No		
<b>Disability</b>	Potentially- Yes, staff who have underlying health conditions may potentially experience a higher sickness absence rate or may not be able to perform their role to its full capacity due to an impairment	Negative	Reasonable adjustments will be made for staff with underlying health conditions where appropriate and will be taken into consideration when assessing performance so there is no detriment.
<b>Sex</b>	No		
<b>Race</b>	No		
<b>Religion or belief</b>	No		
<b>Sexual Orientation</b>	No		
<b>Gender Reassignment</b>	No		
<b>Pregnancy</b>	Yes, staff on maternity/paternity/	Negative	Where staff are on



<b>and Maternity/ Paternity/ Adoption</b>	adoption leave may not have the opportunity to complete an appraisal or ensure they are up to date with statutory and mandatory training.		maternity/paternity/ adoption leave and this has prevented them from meeting the criteria, they will automatically progress through their increment point unless specific concerns have already been developed and documented with the individual
<b>Marriage and Civil Partnership</b>	No		
<b>Other Relevant Group</b>	No		
<b>If any negative/positive impacts were identified are they valid, legal and/or justifiable?</b>		The Policy makes all reasonable provision to ensure equity of access to all employees and puts measures in place to support protected groups where they may be a detriment.	
<b>Please Detail</b>			

**To be signed by Completing Officer:-**

<b>Name</b>	
<b>Signature</b>	
<b>Date</b>	

<b>Lead Author of Policy Karen Griffiths</b>				
<b>Responsible Sub-group Human Resources and Personnel.</b>				
<b>RATIFICATION DATE BY TRUSTEES 13.6.17</b>				
Review interval 3 years				
<b>To Be reviewed</b>	<b>Review completed</b>	<b>By</b>	<b>Approved By</b>	<b>Circulation</b>
June 2020				