



LINDSEY LODGE HOSPICE

PERFORMANCE APPRAISAL AND DEVELOPMENT REVIEW POLICY (includes pay progression procedure)

Summary

This policy sets out the principles and approach for appraisal and development planning in the Hospice and applies to all non-medical staff in the organisation. It covers the timing, documentation and monitoring of appraisals for staff incremental pay uplift. The policy also sets out the responsibilities of managers to monitor and review staff's performance, give feedback and support their development.

This policy should be read in conjunction with the Pay Progression Policy.

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1. POLICY STATEMENT

- 1.1 Lindsey Lodge Hospice is committed to ensuring good performance management and continuous improvement through the on-going appraisal and development of its staff. Appraisal is a key performance management tool and an important mechanism for building engagement and helping to improve individual and team performance to support organisational objectives.
- 1.2 This Policy sets out the principles for appraisal and the process for conducting Performance Appraisal and Development Reviews.
- 1.3 The framework for appraising performance will be based around agreed key result areas or work objectives and behaviours linked to the Hospice's vision and values. These are:

Our vision

Lindsey Lodge Hospice provides specialist palliative care to patients with life-limiting conditions and supports their family and carers during illness and into the bereavement period.

We aim to further develop the highest quality of care in North Lincolnshire, meet individual needs and facilitate choice.

We aspire to be a responsive and innovative organisation and become a centre of excellence with our service users at the heart of all we do.

Our mission

We will ensure income generated from the local area is focused on our priorities of providing a safe and welcoming environment along with offering physical, emotional, social and spiritual support to patients, their families and carers.

We will invest in our workforce, nurture creativity and support empowerment in order to generate ideas that will deliver high standards and good practices.

Partnerships and collaborations will be encouraged, forming trusting relationships in the interests of our patients and staff.

Our values 'always there to care'

Caring, compassionate, facilitating choice

Acting with professionalism and respect

Responsive to the needs of our patients, families and carers

Excellence in all that we do

All individuals undertaking their Performance Appraisal will be assessed against these four fundamental values together with individual objectives.

- 1.4 The annual Performance Appraisal and Development Review process is a fundamental part of good people management practice, in addition to regular informal discussions, providing constructive feedback on an individual's work performance and related development throughout the year. It is important for managers to have direct communication with staff as frequently as possible; this will vary depending on the size and structure of the team.

- 1.5 The appraisal should be based on the principle of 'no surprises' and performance issues dealt with as and when they arise. The appraisal discussion will provide an opportunity to recognise and thank staff for their contribution during the year and provide constructive feedback to support on-going development.
- 1.6 The Hospice's appraisal policy and procedures will be reviewed regularly to ensure that they continue to reflect emerging organisational and individual needs.
- 1.7 Lindsey Lodge Hospice believes in providing equity in its services, in treating people fairly with respect and dignity and in valuing diversity both as a provider of services and as an employer. These principles will be followed when applying this policy and procedure.
- 1.8 The appraisal process will provide the framework for incremental pay progression; demonstrating satisfactory performance at appraisal, will enable individuals to progress through agreed incremental pay points in accordance with the pay progression policy.

2. PRINCIPLES FOR THE PERFORMANCE APPRAISAL AND DEVELOPMENT REVIEW

2.1 The Performance Appraisal and Development Review process is an integral part of the way the Hospice manages employee performance and development.

2.2 All staff will have a formal annual Performance Appraisal and Development Review against agreed performance expectations (key result areas or work objectives).

2.3 Performance Appraisal and Development Review is a two-way process. It provides an opportunity for all staff to:

- Receive feedback on their performance against performance expectations
- Reflect on their work performance and give feedback on experiences working in the Hospice and their work area
- Confirm the requirements of their job and agree work objectives for the coming year
- Discuss and agree development needs and how these might be met
- Discuss career development aspirations
- Review compliance against mandatory training requirements

2.4 The Performance Appraisal and Development Review provides a context for the individual role by referring to the department and Hospice objectives.

2.5 The Performance Appraisal and Development Review will be recorded on the appropriate documentation and will include an agreed record of achievements, brief descriptions of how performance meets Hospice values and behaviour requirements, future work objectives, on-going work responsibilities (.e.g. mandatory training) and agreed development.

2.6 The Performance Appraisal and Development Review will result in the production of a personal development plan (PDP) identifying any learning and development requirements and how they will be met.

2.7 The Performance Appraisal and Development Review will take place between staff and their manager or, where appropriate, another appropriately trained senior team member.

3. OBJECTIVES

3.1 It is important that employees understand how they contribute to the Hospice's objectives. Managers should ensure that staff are aware of the Hospice's objectives and align team and individual objectives accordingly.

3.2 An outcome of the appraisal should be agreed work objectives which relate to the Hospice's strategic objectives. The headings below set out the key areas to which objectives should be linked: -

- Quality services
- Efficient delivery
- Effective team working

3.3 Work based objectives may be a mix of project work (stretch/challenging objectives) and everyday work (maintenance objectives).

Objectives should be a statement which describes what an individual, team or organisation is hoping to achieve. Objectives should be "SMART". Specific, Measurable, Achievable, Realistic, Timely.

Specific	Outline in a clear statement what is required.
Measurable	Include a measure to enable you to monitor progress and to know when the objective has been achieved.
Achievable	Individual and the Manager should agree to the objectives to ensure commitment.
Realistic	Focus on outcomes rather than the means of achieving them
Timely	Agree to a date by which the outcome should be achieved.

4. DEVELOPMENT PLANNING

4.1 As part of the Performance Appraisal and Development Review, the appraiser and appraisee will discuss progress against the personal development plan agreed at the last appraisal, and discuss and agree development needs for the coming year, including mandatory training requirements to be documented in the personal development plan.

4.2 Managers will identify any development needs and plan to support staff to develop the appropriate knowledge and skills; this will be documented in the personal development plan. Appropriate development may include - shadowing colleagues, attending meetings, undertaking projects, attending face to face training, e-learning and academic qualifications.

4.3 Where agreed development is not supported as planned during the year, managers should provide a reason explaining the rationale for this.

4.4 In order to inform organisational learning and development plans, appraisers should share the outcomes of the development plans discussed in Performance Appraisal and Development

Reviews with their manager (if they are not the appraisee’s manager), and the Clinical Trainer as appropriate.

4.5 The Clinical Trainer will develop training plans based on Hospice requirements and through discussions and feedback from managers. Specific training needs analysis will be undertaken as necessary.

5. APPRAISAL OUTCOMES

5.1 As an outcome of the appraisal for all staff, a performance rating should be awarded based on a review of all aspects of performance using the following scale:

Rating	Definition
Exceeding expectations	Not only meets all objectives and ongoing work responsibilities, but consistently goes the extra mile and is a role model.
Meeting expectations consistently	Performance is good or excellent; consistently meets expectations in relation to objectives and ongoing work responsibilities.
Development	Performance is below expected levels in one or more key areas / majority of areas. Development identified.
Unacceptable performance	Performance is below expected levels in majority of areas. Under formal performance management measures.

5.2 To achieve a performance rating of ‘**exceeding expectations**’ or ‘**meeting expectations consistently**’ the minimum criteria detailed below should be demonstrated:-

- Participation in an annual Performance and Development Review (PADR) and a progress review in year
- Satisfactory conduct and capability, including attendance
- Appraisal and mandatory training requirements met and in date
- Performance, as measured through achievement of objectives and competencies, is judged to have met the required level
- Satisfactory demonstration of Performance against the Hospice’s values

5.3 Those staff unable to demonstrate these criteria will be awarded either ‘development’ or ‘unacceptable performance’.

6. PAY PROGRESSION (Pay bands)

6.1 For staff on pay bands who have not reached the top of their pay band, incremental progression will be based on the performance rating awarded as an outcome of the appraisal. Employees must achieve a performance rating of ‘**exceeding expectations**’ or ‘**meeting expectations consistently**’ to be awarded their annual increment.

6.2 The Hospice’s Pay Progression Policy set outs further details and should be applied in conjunction with this policy including an appeal process.

7. ROLES AND RESPONSIBILITIES

7.1 Managers are responsible for:

- Implementing this policy, ensuring that all staff are appraised on an annual basis in accordance with agreed timescales.
- Ensuring that all appraisers are appropriately trained/briefed.
- Ensuring staff are aware of the knowledge and skills requirements of the role as part of the induction process and work based objectives are confirmed at the end of the induction period.
- Ensuring staff receive regular feedback including recognition for work done well and addressing concerns when they arise.
- Ensuring staff are made aware of mandatory training requirements.
- Ensuring staff are made aware of the relevant documentation to be used in advance of their appraisal (appendix B) and give sufficient notice of the appraisal meeting (approximately 2-3 weeks).
- Agreeing work objectives and a personal development plan annually as an outcome of the appraisal discussion.
- Recording individual Performance Appraisal and Development Reviews on the appropriate Hospice documentation (appendix A) and notifying Workforce of the date and the name of the appraiser.
- Ensure staff only progress through incremental pay points if they demonstrate that they have met the agreed performance requirements as set out in their PDAR and agreed objectives.
- Notifying Workforce of the outcome of appraisals in a timely manner to enable appropriate payroll notifications and effective appraisal compliance reporting.

7.2 Staff are responsible for:-

Their own performance and ensuring that they understand expectations in relation to work objectives, behaviours, and on-going work responsibilities for their role.

- Actively participating in the performance and review process by preparing for the appraisal discussion, contributing to their personal development plan and actively applying newly acquired knowledge and skills within the role.
- Requesting an annual appraisal and development review from their line manager if one is due and has not already been instigated. If a date is still not set the employee should escalate to their senior manager.
- Participating in regular dialogue throughout the year with their line manager and updating on progress including problems or changes in circumstances.

7.3 The Clinical Trainer is responsible for:-

- Delivering appropriate training and advice for both managers and staff in preparing for performance appraisal and development reviews.
- Monitoring and reporting completion of appraisals.

8. FURTHER SUPPORT / DEALING WITH DISAGREEMENTS

8.1 If an employee has concerns about any part of the Performance Appraisal and Development Review process this should be discussed in the first instance between the individual and their appraiser. If there are still concerns these should then be raised with the appraiser's manager. The appraiser's manager, or another agreed individual, may be involved in the Performance Appraisal and Development Review if appropriate. If this is not satisfactorily resolved an appeal process should be followed as set out in the pay progression policy.

8.2 In the instance where disagreements arise and a subsequent appraisal review meeting is conducted, formal amendments to the appraisal record may be agreed based on relevant supporting evidence.

9. TIMING

9.1 All staff will have a formal documented Performance Appraisal and Development Review on at least an annual basis.

9.2 Managers will determine the timing of annual Performance Appraisal and Development Reviews based on Hospice and departmental objective setting cycles, annual incremental dates. Appraisal review should be undertaken at least 6 - 8 week before an increment is due. Failure to undertake an appraisal in timely manner may result in pay progression being deferred until the agreed process is completed.

9.3 New starters or individuals that have moved into a new post should have an initial review in their first month of being in post as part of their induction focussing on learning needs which will then be reviewed nearing the end of the first 6 months in their new role. This will include the setting of performance objectives.

10. DOCUMENTATION

10.1 Annual Performance Appraisal and Development Reviews will be recorded using the Performance Appraisal and Development Review (PADR) Form.

10.2 Managers may adapt paperwork to meet local needs or confirm the appraisal discussion and outcome by writing a letter as long as the following areas are documented:

- Performance and progress on objectives for the previous year
- Agreed objectives for the coming year
- Feedback in relation to performance against the Hospice's values
- Mandatory training compliance
- Agreed development

10.3 The appraisee should be made aware of the relevant documentation to be used in advance of their appraisal (appendix A and appendix B).

10.4 The appraiser and appraisee should each keep a copy of the completed documentation. The appraiser may share documentation with their manager (if they are not the appraisee's manager), and/or Clinical Trainer. Confidentiality of the record must be maintained within the appropriate supervision and management structure.

11. MONITORING

11.1 The number of Performance Appraisal and Development Reviews that have taken place will be reported on a quarterly basis to the Chief Executive and the Workforce Committee.

12. REVIEW

12.1 This policy will be reviewed on a 3 yearly basis.

13. LINKED DOCUMENTS

- Pay Progression Policy and Procedure
- Training Policy
- Performance Review Procedure as detailed in staff handbook
- Equality & Diversity Statement

Lead Author of Policy Karen Griffiths Responsible Sub-group HR RATIFICATION DATE BY TRUSTEES 13/6/17 Review interval 3 years				
To Be reviewed	Review completed	By	Approved By	Circulation
June 2020	Workforce manager	August 20	Workforce committee	Bulletin/LDrive

Appendix A Performance Appraisal and development Review



APPENDIX A Lindsey Lodge Hospice - Performance Appraisal and Development Review

Use this form to record the comments discussed at an individual's performance appraisal meeting.

Employee's name:	
Job title:	
Department:	
Date of commencement:	
Line Manager:	
Date of meeting:	
Date of last appraisal:	
Performance and progress on objectives for the previous year <i>This section should be used to record discussion and a summary of achievement against the previous objectives that were agreed.</i>	
Objective 1:	
Objective 2:	
Objective 3:	
Objective 4:	

Objective 5:

Summary of general overall performance against following areas:

Knowledge of work/skill level:

Communication:

Team work:

Decision making:

Health and Safety/risk management:

For management roles only: leadership/managing change/Budgetary mgt:

An assessment of performance against Hospice values:

Caring/Compassionate:

Acts with Professionalism and Respect:

Responsiveness:

Excellence in all that we do:

Development summary:

This section should be used to record any areas of the employee's work where further training and support is required, and any areas where performance is particularly strong and should be developed further.

Development and training: (Personal Development Plan).

This section should list specific requirements for any training or development. These activities are not restricted to training courses, and may include attachments, projects, coaching, planned experience or any other suitable activity that will enhance the skills, knowledge and behaviour required in the employee's work or to develop him/her further. This should include specific outcomes and timescales for completion where appropriate.

Key objectives for the following year (these can be a combination of maintenance/project/development).

Other areas of discussion

This section should record any other points raised at the appraisal meeting.

Assessment Level

This is based on performance over the year against objectives achieved and general performance

Exceeding expectations

(Objectives exceeded and competencies more than fully demonstrated)

Meeting expectations

(Objectives met and competencies fully demonstrated in all/ the majority of key areas)

Development needs

(Performance is below expected levels in one or more key areas)

Unsatisfactory performance

(Performance unacceptable; objectives not met and competencies not demonstrated)

Employee's signature:

Comments:

Appraiser's signature:

Comments:

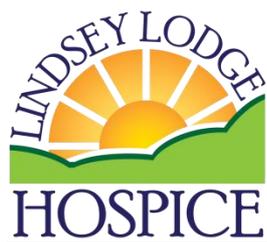
Date:

Reviewing manager's signature:

Date:

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's personnel file.

Appendix B Self Appraisal Form



APPENDIX B - Lindsey Lodge Hospice - Self Appraisal form in Preparation for Performance Appraisal and Development Review meeting.

Self-appraisal

Name:
Department:
Date of next appraisal:
Date of last appraisal:
Name of Appraiser:

Purpose of the Appraisal Meeting

To enable you to discuss, with your manager, your job performance, progress in respect of key objectives and development needs. The discussion should aim at a clearer understanding of:

- (a) The main scope and purpose of your job
- (b) Agreements on your objectives and tasks
- (c) Standards or targets for measuring your performance
- (d) Your training and future development needs

You can prepare for the meeting and discussion by completing this form.

You may show this form to your manager. This will give him or her time to consider your problems and suggestions. If you do so, it will not be copied or filed without your permission.

If you prefer, you can use this form for your own guidance only, and not show it to anyone.

You will be given the opportunity to read the appraisal form completed by your manager; you will be able to add your comments, and sign the completed appraisal form.

Self-appraisal

Name:

1. tick appropriate answers, and comment below

	Yes	No
Do you have an up to date job description		
Do you have objectives from your last annual appraisal?		
Do you understand all the requirements of your job?		
Do you have regular opportunities to discuss your work and action plans?		
Have you carried out any particular training/tasks/agreed with your manager, which were made at the last appropriate meeting?		

2. What have you accomplished in the period under review (consider the early part of the period as well as more recent events, reflect on your objectives set and understand if these have been met)?

3. List any difficulties you have in carrying out your work. Were there any obstacles outside your own control which prevented you from performing effectively?

4. What parts of your job, do you:

(a) do best?

(b) do less well?

(c) have difficulty with?

5. Can you suggest training which would help to improve your current performance?

6. Are you up to date with your mandatory training? Identify any areas where non-compliance.

7. Self-Assessment against Hospice values

Please provide a general self-assessment against the following:

- Caring/compassionate, facilitating choice:

- Acting with Professionalism and respect:

- Responsive to the needs of patients, families, carers:

- Excellence in everything you do:

8. Additional remarks, notes, questions, or suggestions





LINDSEY LODGE HOSPICE

PAY PROGRESSION PROCEDURE

INTRODUCTION

This procedure applies to all Hospice staff employed under Lindsey Lodge pay scales (currently in line with agenda for change NHS pay bands) 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 Workforce Manager in conjunction with the Finance Manager and Chief Executive will be responsible to the Hospice Workforce Committee for the operation of this policy and associated procedure. The Workforce Manager 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 Workforce Manager 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 it is 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 4.10.20 will not be considered again until the 4.10.21).

2. EMPLOYEES ON PAY BAND 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 Workforce Manager 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 Workforce Manager. 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 Workforce 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 Workforce 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 workforce manager by the end of the month prior to the individual's pay progression to authorise deferment.

6. MONITORING

The Workforce department will undertake random audits to ensure all relevant requirements have been met for staff who progress through increments. Reports will be produced for the

workforce committee detailing the number of staff who 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. 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.

The principals contained within Lindsey Lodge's statement on Equality and Diversity will be applied. Any concerns regarding the application will be raised in the first instance with the Workforce Manager.

8. OTHER ASSOCIATED POLICIES AND DOCUMENTS

Performance Appraisal and Development Review Policy

Performance policy

Disciplinary Policy

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 Workforce 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	

I can confirm that:	Yes/No/comments
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.	
Pay Bands 8c and 8d on last two points of the pay band ONLY(see para 2 of policy) 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 workforce department. Failure to submit in a timely manner may result in a delay in employee receiving increment/pay award on the due date.

Lead Author of Policy Karen Griffiths
Responsible Sub-group : Workforce Committee.
RATIFICATION DATE BY TRUSTEES 13.6.17
 Review interval 3 years

To Be reviewed	Review completed	By	Approved By	Circulation
June 2020	August 2020	JLH		