

Annual Appraisal and Pay Progression Policy

W12

Part of Policy Cluster for Performance and Development Policies

Human Resources Policy Cluster Ref. B

Within the Cluster additionally refer to:

Development and Training

Employee Performance Management Policy

Acting Up

Sponsorship of Healthcare Workers for Professional Registration Training

Secondment

Within relevant Clusters additionally refer to

Equality and Diversity

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Relevant Policy Version History

Appraisals Policy– previously HR10

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Knowledge and Skills Framework Policy – previously HR44

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Version history

Version	Date	Author	Status	Comment
V1	Jan 2016	Head of Education	Draft	New Policy to incorporate new policy format, incorporation of Trust Values, Pay Progression. This policy also amalgamates and updates policies HR10 and HR44 (Knowledge and Skills Framework) which are now obsolete

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1.0 Statement, Overview and Responsibilities

- 1.1 This Policy sets out the requirement for all staff in the Trust to have an Annual Appraisal and has been developed from Agenda for Change terms and conditions of employment including Annex W. It does not cover appraisal arrangements for Medical and Dental staff.
- 1.2 Managers and staff are jointly responsible for ensuring that every member of staff has a timely Annual Appraisal which supports effective work performance. Managers must schedule and carry out appraisals in line with the policy and both staff and managers must prepare for a mutually meaningful discussion which is properly recorded.
- 1.3 Failure to adhere to this policy by the individual or manager may constitute misconduct and result in formal disciplinary proceedings taken in line with the Trust Disciplinary Policy (HR36), which could result in dismissal.

2.0 Annual Objectives, including use of the KSF and/or competency frameworks

- 2.1 In accordance with the Trust Performance Management Framework, every member of staff under Agenda for Change will have a set of annual written work objectives, KSF outline, or competency framework, that is linked to Trust Values. This will be used as part of the criteria for performance assessment in the Annual Appraisal.
- 2.2 Departments that wish to continue to use the KSF Outline and/or a Competency Framework process may do so if relevant and useful to the post (e.g. for new recruits). The requirement to meet a KSF Outline or a Competency Framework must be specified in the staff member's annual objectives.

3.0 Failure to Agree Objectives, Competency Framework or KSF Outline

- 3.1 Where a post holder and the line manager disagree about the content or level of a KSF outline, a competency framework or a set of annual objectives, the following procedure will apply:
 - a. Written advice will be sought by the line manager from HR for annual work objectives, or from the Head of Education for KSF Outlines and Competency Frameworks and this is discussed with the post holder
 - b. If the individual and their line manager continue to disagree about the content and/or level of a KSF Outline, a Competency Framework, or a set of Annual Objectives, either has the right to refer the matter for consideration by the next level of management via HR16 Grievances Policy at the informal stage in the first instance. This must be within 3 months of the written objectives being drafted and shared with the individual.

4.0 Annual Appraisal

- 4.1 The following should be held and recorded on the appraisal form:
 - A discussion on how the individual has met their objectives.
 - A discussion on how the individual has demonstrated the Trust Values in their work.
 - An overall rating of the staff member's performance in accordance with the Guidance Notes and the impact on the staff member's incremental progression
 - Expected outcomes from education, learning and development activities that were identified and agreed. It is also essential that attendance at statutory/mandatory training is discussed and recorded on the Personal Development Plan.

- 4.2 Pay Increments are automatically awarded if the individual meets the criteria required. Where an increment is withheld, it is the responsibility of the line manager to ensure this is done in advance of the payroll deadline for the relevant month, (using an ESR Change of Circumstance Form). The line manager must also formally notify the member of staff (see appendix C of the Procedure) in writing of:
- the withheld increment
 - the reason for this
 - any relevant performance management measures, and
 - the date the individual will next be eligible for consideration for an incremental award.

5.0 Record Keeping and Monitoring

- 5.1 The Employee-Led Appraisal Record (Appendix A) must be completed and signed by the individual and the line manager. Copies are retained:
- one on the individual's personal file
 - one kept by the individual, and
 - one forwarded to the Corporate Education team for the purposes of organisational monitoring and planning only. This copy may be forwarded electronically by scanning or by electronic submission via the Intranet.
- 5.2 All copies will be held in accordance with the provisions of the Data Protection Act
- 5.3 The Corporate Education Team provides Trust managers with monthly reports showing the appraisal compliance status of every individual employee, department and Care Group. This is monitored and challenged by each succeeding level of management until compliance is achieved.

6.0 Pay Progression

Key Principles

- 6.1 The Trust expects that employees who have demonstrated appropriate levels of performance and delivery will progress through the pay points of their pay band annually. This is in keeping with Section 1.9 of the Agenda for Change (AfC) Terms and Conditions handbook.
- 6.2 Pay progression is not an automatic right and there are certain circumstances where pay progression may be withheld (where any of the criteria in section 7.1 are not met), or delayed (see section 7.2 below).
- 6.3 Pay progression for employees on the last two pay points of Bands 8c, 8d and 9 will be non-recurring and reviewed annually.
- 6.4 With the exception of 6.3 above, staff already on the top of their band will not be affected by Pay Progression however they will be expected to undertake an annual Appraisal and meet the criteria outlined in 7.1 below.
- 6.5 Where a manager believes there are grounds to withhold or delay an individual's increment, they should seek advice from the HR Team.
- 6.6 Where an employee's pay progression is withheld, they will have the right to request a review of the decision.

7.0 Pay Progression Criteria

- 7.1 Agenda for Change does not define appropriate levels of performance and delivery. The Trust has defined this in this Policy as follows:
- a. Completion of a recorded annual appraisal within 12 months of the previous appraisal
 - b. Compliance with Statutory Safety Update training requirements (unless the individual has been prevented from attending by the line manager or insufficient places were available as confirmed by the Head of Education)
 - c. Not being subject to a live formal disciplinary sanction, see section 7.5 below
 - d. Achievement of work objectives identified prior to appraisal
 - e. Demonstration of Trust Values in day to day work
- 7.2 The payment of an increment may be delayed when:
- the staff member is being managed under the Formal Performance Management process at the time of the appraisal meeting, and
 - there is a record of notification to the individual that this will affect their ability to earn an increment
- 7.3 Where an increment is delayed it will become payable on successful conclusion of the PIP so long as all the other criteria at 7.1 above are also met. It will not be backdated to the individual's incremental date and this will not change. The increment will become payable from the date the manager and employee sign off the formal Performance Improvement Plan and the manager will need to notify Payroll Services accordingly.
- 7.4 An increment will not be unreasonably withheld when the individual has been unable to meet the performance requirements specified because of something beyond their control, such as the failure of a line manager to meet with the staff member to hold their Annual Appraisal or failure to release the staff member for Statutory and Mandatory training.
- 7.5 If an employee receives a formal disciplinary warning, under the Trust Disciplinary Policy (HR36), the panel will make an individual assessment on a case by case basis. The assessment will review whether and/or how that misconduct issue has affected the achievement of performance objectives, their ability to perform their role and demonstrating the Trust Values. Where the panel believes there has been no impact, incremental progression will be awarded and the panel will formally advise the individual of this at the time of the hearing. It will be for the panel to determine for how long an individual will not be eligible for consideration of an increment, (if a formal warning is longer than 12 months).
- 7.6 Staff who have failed to meet the performance criteria for reasons of long-term sickness or paternity/maternity absence will not have their increment unreasonably withheld, so long as they are not subject to any performance sanctions under Trust Policies.
- 7.7 In accordance with the Trust Policy on Verification of Professional Registration (HR04), it is the responsibility of every employee who is required to be registered with a regulatory body to ensure that they maintain their registration. Failure to maintain registration may result in action being taken under HR36 Disciplinary Policy. Failure to maintain registration within an appraisal period, which is a requirement to practice a profession or which is a confirmed requirement for the post (as detailed on the person specification), is likely to result in the withholding of an increment for that period, in addition to any other appropriate proceedings or consequences.

8.0 Requesting a Review of a Pay Progression Decision

- 8.1 If a post holder has had an incremental award withheld or delayed and the post holder feels this is not reasonable and/or is malicious and not in accordance with the stated criteria, the

post holder has the right to refer the matter for consideration by the next level of management via HR16 Grievance Policy at the informal stage in the first instance.

9.0 Training

- 9.1 There is no mandatory training associated with this policy. Training is available for managers and staff to ensure the correct application and fair use of the policy and procedures and to assist in making sure that discussions are skilful, constructive and meaningful. Managers are expected to have attended a training session prior to carrying out appraisals under this policy and training attendance is recorded. Briefing sessions for all staff to access are available as well as supporting materials in written and audio-visual formats.