



PAY PROGRESSION POLICY

Policy Type	People and Organisational Development
Directorate	Corporate
Policy Owner	Director of People & Organisational Development
Policy Author	HR Officer – HR Officers
Next Author Review Date	1 st December 2023
Approving Body	People and Organisational Development Sub-Committee 11 th May 2021
Version No.	1.0
Policy Valid from date	1 st June 2021
Policy Valid to date:	31 st May 2024

‘During the COVID19 crisis, please read the policies in conjunction with any updates provided by National Guidance, which we are actively seeking to incorporate into policies through the Clinical Ethics Advisory Group and where necessary other relevant Oversight Groups’

DOCUMENT HISTORY

(Procedural document version numbering convention will follow the following format. Whole numbers for approved versions, e.g. 1.0, 2.0, 3.0 etc. With decimals being used to represent the current working draft version, e.g. 1.1, 1.2, 1.3, 1.4 etc. For example, when writing a procedural document for the first time – the initial draft will be version 0.1)

Date of Issue	Version No.	Date Approved	Director Responsible for Change	Nature of Change	Ratification / Approval
Dec. 2020	0.1		Director of People & Organisational Development	New policy draft for consultation	Staff Partnership Forum
11 May 2021	1.0	11 May 2021	Director of People & Organisational Development	Policy approved at	People and Organisational Development Sub-Committee

NB This policy relates to the Isle of Wight NHS Trust hereafter referred to as the Trust

Contents

1	Executive Summary	4
2	Introduction & Purpose.....	4
3	Scope	4
4	Definitions.....	5
5	Roles and Responsibilities	5
6	Policy detail/Course of Action.....	7
7	Appeal process - All	9
8	Consultation.....	10
9	Training.....	10
10	Monitoring Compliance and Effectiveness	10
11	Links to other Organisational Documents	10
12	References.....	11
13	Appendices	11
	Financial and Resourcing Impact Assessment on Policy Implementation.....	13
14	Manpower	14
15	Equipment and Provision of Resources.....	14

1 Executive Summary

As a Trust our aim is to ensure that you feel supported to progress through the new NHS pay progression process.

In order to achieve this aim we are committed to ensuring you have access to the right training and development opportunities and for you to work in an environment where you feel safe, happy and supported to perform to the highest standards. When we work in a healthy and supportive culture this helps us to achieve our overarching aim of providing great care to our patients and local community, whilst bringing out the very best in one another.

Whilst our pay journey is individual to us it is important to reflect and consider how we support and work with each other to achieve our aims and goals as a team.

2 Introduction & Purpose

In April 2018 the NHS Staff council agreed a new pay framework on the reform of Agenda for change pay. Part of the new framework changed the way those of us employed under AfC terms and conditions progress through our respective pay bands. These changes mean that the way we perform will determine whether our pay will progress.

The framework will help ensure that you have the appropriate knowledge and skills needed to carry out your role so that we make the greatest contribution to patient care. It introduces fewer steps in each pay band and means that we will spend more time between pay steps but will reach the top of our band more quickly as long as we meet our performance objectives.

How we live by our Trust visions and values on a day to day basis plays an important part in your pay progression journey and will help to maximise the contribution you make as employees.

The purpose of this procedure is to clearly identify your roles and responsibilities and the process we all need to commit to, to ensure that we are all able to progress. In addition it aims to provide a fair and consistent approach to your pay progression journey.

If you are able to demonstrate the required level of performance and conduct, whilst meeting your objectives and are compliant as regards to you statutory and mandatory training you will progress through the pay steps (previously referred to as increments) in your salary band.

3 Scope

The pay progression procedure applies to all staff employed by the Trust on Agenda for Change terms and conditions of employment.

This procedure does not apply to Doctors and Dentists, those employed on VSM (Very senior managers) contracts and those employed on other terms and conditions of employment.

Following the changes to the NHS pay progression process all pay bands will have either one or two step points with specific periods before staff become eligible to progress.

Depending on your band you will be eligible for progression after two, three or five years. Staff performance appraisals will still take place on a yearly basis.

4 Definitions

Pay progression – Refers to the movement of your salary through the Agenda for Change pay scales.

Pay step date – The pay step date is the anniversary of the date that you commenced employment in your current band.

Re-earnable pay - the pay points in the pay scale if you are a band 8c, 8d or 9

Mandatory Training – Refers to any mandatory and statutory you are required to complete as part of your role.

Live Disciplinary sanction – is whether you are subject to either a **First or Final** written warning following a disciplinary process. Please refer to the Disciplinary and Dismissal policy for clarity. NB: This does not include disciplinary file notes as they are not live sanctions.

Formal stage capability – is whether you are currently being managed in line with the formal stages of the Capability Policy for **performance** related matters only.

Key – Certain sections of this policy contain a key for ease of use and understanding of responsibilities. For sections not highlighted these also apply to all staff.

All – Should be read by all

Line Manager – Specific to line manager responsibilities and actions

5 Roles and Responsibilities

It is important that we all understand our roles and responsibilities. This understanding helps us to work together effectively and achieve the standards required from all of us on a daily basis. Having a clear understanding of your responsibilities within the pay progression process should help to ensure that you progress through your pay journey seamlessly.

5.1 Your responsibility as an employee

As an employee it is your responsibility to ensure that you:

- Actively engage and participate in the annual appraisal process and mutually agree your objectives.
- To take personal responsibility to request an annual appraisal
- Make your line manager aware of any organisational constraints that are preventing you as the earliest opportunity from meeting your objectives and mutually agree a solution.
- Identify your personal training needs to support and enable you to meet your goals and objectives.

- Ensure your conduct is at a satisfactory level and you are not subject to any live disciplinary sanctions.
- Ensure that your performance is at a satisfactory level and you are not being managed in line with the formal stages of the capability policy.
- Have completed your statutory and mandatory training in relation to your post.
- To make your line manager aware of any organisational constraints that are preventing you from completing your training and agree a way forward.
- Have completed the appraisal process for any staff that you may line manage.

5.2 Your responsibility as Line Manager

As a line manager it is your responsibility to ensure the following:

- You provide support and encouragement to members of your team to help them achieve the pay progression standards.
- You provide a clear and objective review of your team member's performance at regular intervals throughout the year.
- You provide fair and constructive feedback where concerns arise and focus on achieving a positive resolution.
- You have undertaken appraisals for all members of the team/s you manage in line with the Trust Appraisal policy.
- You ensure that the appraisal discussion date is recorded via Manager Self Service in the Electronic Staff Record (ESR).
- You provide appropriate time for members of your team to undertake their statutory and mandatory training requirements.
- You discuss any potential pay progression deferrals with the respective staff member and provide your rationale for the deferment.
- You provide appropriate support when performance concerns arise in order to address the concerns; managing any concerns in line with the Trusts Capability policy where required.
- You discuss and proactively manage behavioural concerns, referring to the Trust Disciplinary policy where required.
- You record the outcome of the pay progression review meeting at least 45 days prior to the pay step date.

5.3 HR & OD Teams

- Will ensure that training and guidance in relation to the appraisal process is available, up to date and reflective of current requirements.
- Will ensure that adequate levels of mandatory training sessions are available in order to meet demand.
- Will ensure that guidance and training is available so line managers are able to effectively record the outcome of the pay progression process on your Electronic staff Record (ESR).
- Will provide advice and guidance to you in relation to the pay progression process.

6 Policy detail/Course of Action

6.1 Pay progression standards - All

In order for you to be able to progress to the next pay step point on your pay step date you must be able to demonstrate the following:

- **You have completed the appraisal process within the last 12 months and your outcomes are in line with Trust standards.**
- **You have completed your Statutory and Mandatory training.**
- **You are not subject to any live disciplinary warning as outlined in 4.0.**
- **You are not currently being managed in line with the formal stages of the Capability process, as defined in section 4.0.**
- **If you are a line manager you will need to have completed all appraisals for the members of staff you manage.**

6.1.1 It is important to note that there may be circumstances beyond your control that prevent you from complying with the standards outlined above. When it is apparent that these circumstances might arise it is important that you discuss these with your line manager as soon as you are aware so remedies can be identified.

6.1.2 If you are a line manager, factors that are outside your member of staffs control should not prevent them from progressing. It will be important for you to take full account of such factors and work together with your member of staff so these factors can be resolved.

6.2 Pay progression process - All

6.2.1 Pay progression is a jointly held responsibility between you and your line manager. Your pay step date should be regularly discussed with your line manager in 1-1 meetings to ensure that you are on track to be able to progress on your pay step date. If there are any concerns around progression these should be discussed proactively to ensure that any concerns can be rectified before your pay step date.

6.2.2 If you are a line manager you will receive a monthly email which will detail individuals pay step dates that are due within the next 90 days. Once you have received this notification you will need to arrange a meeting with your member of staff.

6.2.3 The pay step meeting must take place at least 45 days before the pay step date is due.

6.2.4 As part of your line management responsibility you will need to record the outcome of the meeting on ESR via your manager self-service log in and whether or not your member of staff has been approved for pay progression.

6.2.5 Sections 6.3 and 6.4 outline the steps to follow when considering whether your member of staff should be approved or deferred.

6.3 Approving pay progression – Line managers

- 6.3.1 The approval of pay progression will be conditional on being able to successfully demonstrate that the progression standards outlined in section 6.1 have been met.
- 6.3.2 If you are a line manager you will need to review your member of staff's performance against these standards and complete the pay step submission review form (**Appendix A**) together during the meeting.
- 6.3.3 As a line manager you will need to be assured that the individual has not fallen short of any of the standards outlined in section 6.1. If your member of staff has not met the standards their pay progression will not be approved unless section 6.3.4 applies.
- 6.3.4 If the individual member of staff has not been able to meet the standards for progression due to valid organisational constraints that are beyond their control the pay progression should be approved. Examples of factors outside of a staff members control include; any technological or practical reasons why mandatory training is not being provided by the provider or through lack of training provided to be able to complete appraisal objectives.
- 6.3.5 If the individual member of staff has met the standards for progression then pay progression should be approved and you will need to record the outcome of the meeting on ESR to ensure the pay progression is actioned.

6.4 Deferring pay progression – Line Managers

- 6.4.1 Where pay progression standards have not been met at the time of the pay step date, pay progression will be deferred. If you are a line manager you should develop a personal development plan with the individual staff member after the pay progression appraisal meeting which sets out the areas of improvement required before pay progression is approved, ensuring that you provide the appropriate support to help your member of staff succeed.
- 6.4.2 Once the areas of improvement have been met the individuals pay progression can be approved on ESR and will be effective from the date that the improvements were achieved. You will need to follow the steps set out in section 6.3.
- 6.4.3 It is vitally important that you offer the appropriate support to your member of staff so that they have the best opportunity to meet the areas of improvement required.
- 6.4.4 Any decision to defer pay progression should have been discussed with the individual prior to the deferral.
- 6.4.5 Deferral of a pay step will not affect the employees next pay step date.
- 6.4.6 If a pay step date has been deferred due to either a live disciplinary warning or formal performance capability process your member of staff will progress to the next pay step the day after the sanction expires, providing the other pay progression standards have been met.
- 6.4.7 The individual will have the right of appeal and this is explained in section 7

6.5 Prolonged period of agreed or recognised leave - ALL

- 6.5.1 If you are on a period of long term sickness absence, maternity, paternity, adoption leave or shared parental leave, your line manager will need to consider the 12 month period prior to the start of the current episode of leave to make a decision regarding your pay progression. If at all possible your line manager should complete the performance appraisal prior to the period of leave.
- 6.5.2 If you are on a secondment you will undertake the pay progression procedure of the host organisation which may involve your line manager working with your host line manager to undertake the review of your performance over the previous 12 months.
- 6.5.3 If you are on a career break your pay step will be frozen until you return to work in line with the Trusts Employment Career Break policy.

6.6 Employees on bands 8c, 8d and 9

- 6.6.1 If you are employed on bands 8c, 8D and 9, you will also be subject to the pay progression standards outlined in section 6.1.
- 6.6.2 Once you have reached the top of your respective band the expectation is that you will have met the required standards and will re-earn the relevant element of pay on an annual basis.
- 6.6.3 The first point at which your re-earnable element becomes relevant will be 12 months after you have reached the top of your band.
- 6.6.4 In the year after you have reached the top of your pay band you will be able to re-earn 5 or 10 percent of basic pay. Where you have been able to meet the standards set out in section 6.1 your salary will be retained at the top of the band.
- 6.6.5 If you have been unable to meet the standards set out in 6.1 your salary may be reduced by either 5 or 10 percent. You will be able to restore your salary at the top of the band at the end of the following year by meeting the required standards.

7 Appeal process - All

- 7.1 Where an employee disagrees with the decision made to defer pay step progression, the employee has the right to request a review of the decision. This request must be made in writing to the manager who deferred pay step progression within 10 working days of the decision to defer pay step progression.
- 7.2 An appeal hearing will be set up to review the decision and will be arranged within a reasonable timescale of receipt of the written appeal. The review will be undertaken by the next line of management. A HR representative may also be in attendance.
- 7.3 The line manager will be required to attend the appeal to explain why the pay step progression cannot be agreed.
- 7.4 The employee has the right to be accompanied by their recognised trade union representative, or a friend (acting in a non-professional capacity).
- 7.5 It will be for the appeal panel to decide, on the basis of the evidence provided by both the employee and the line manager, whether or not pay step progression is approved.

- 7.6 Where the panel considers that pay step progression has been inappropriately deferred, the pay progression will be reinstated from the step point date and retrospective payments made from that date.
- 7.7 The employee will be informed of the outcome of the review in writing within 5 working days of the date of the hearing. The appeal stage is the final decision in the pay step review process.

8 Consultation

The pay progression policy will be consulted on via Partnership Forum and published on the Trusts corporate draft policy site. The consultation process will be communicated to staff via the Trusts e-bulletin.

9 Training

- 9.1 This (state name of policy here) does not have a mandatory training requirement but the following non mandatory training is recommended:-
- Line managers undertaking appraisals have access to appropriate training and development in relation to undertaking appraisal.
- 9.2 Line managers will have familiarised themselves with this policy and associated resources in advance of conducting pay step review meetings.

10 Monitoring Compliance and Effectiveness

- 10.1 The overall responsibility for the monitoring of effectiveness of this policy lies with the Executive Director of People and Organisational Development.
- 10.2 Responsibility for monitoring and effectiveness at business divisions and corporate directorate level sits with the management teams of those divisions and departments.
- 10.3 Data on pay step and re-earnable pay outcomes will be collated, audited, published and monitored locally in partnership with trade unions, including by protected characteristics and contract status and in line with national NHS guidance.
- 10.4 The Trust will comply with requests for the collection and submission of data necessary to support national monitoring of the pay progression system.

11 Links to other Organisational Documents

Agenda for Change Terms and Conditions Handbook
IOW NHS Trust Appraisal Policy
IOW NHS Trust Capability Policy
IOW NHS Trust Employment Career Break policy
IOW NHS Trust Secondment Policy
IOW NHS Trust Disciplinary and Dismissal policy
IOW NHS Trust Employment Career Break policy

12 References

NHS Employers – Guidance for Managers <https://www.nhsemployers.org/pay-pensions-and-reward/2018-contract-refresh/pay-progression/guidance-for-managers>

NHS Employers – Guidance for Staff <https://www.nhsemployers.org/pay-pensions-and-reward/2018-contract-refresh/pay-progression/guidance-for-staff>

Agenda for Change Terms and Conditions Handbook – Annex 23

13 Appendices

Appendix A - Pay step submission review form

Appendix B - Financial and Resourcing Impact Assessment on Policy Implementation

Appendix C - Equality Impact Assessment (EIA) Screening Tool

Pay step submission review form

Pay Progression review policy – Please visit our Pay Progression Resource Hub to obtain an up to date copy of the form.

Uncontrolled when printed

Financial and Resourcing Impact Assessment on Policy Implementation

NB this form must be completed where the introduction of this policy will have either a positive or negative impact on resources. Therefore this form should not be completed where the resources are already deployed and the introduction of this policy will have no further resourcing impact.

Document title	Pay Progression policy		
Totals	WTE	Recurring £	Non Recurring £
Manpower Costs	Already covered with current staff resources		
Training Staff	No training requirement.		
Equipment & Provision of resources	Already covered with current Trust resources		

Summary of Impact: None

Risk Management Issues: Non completion of pay progression appraisal meetings will present a risk to the organisation.

Benefits / Savings to the organisation: Improvement to the organisations appraisal and mandatory training completion rates. The link between performance and pay should also support the improvement of performance across the Trust. This policy should also help staff to understand the purpose of the new pay progression process.

Equality Impact Assessment

- Has this been appropriately carried out? YES
- Are there any reported equality issues? No

If "YES" please specify:

Use additional sheets if necessary.

Please include all associated costs where an impact on implementing this policy has been considered. A checklist is included for guidance but is not comprehensive so please ensure you have thought through the impact on staffing, training and equipment carefully and that ALL aspects are covered.

Manpower	WTE	Recurring £	Non-Recurring £
Operational running costs	0		
Totals:	0		

Staff Training Impact	Recurring £	Non-Recurring £
Totals:	0	0

Equipment and Provision of Resources	Recurring £ *	Non-Recurring £ *
Accommodation / facilities needed	0	0
Building alterations (extensions/new)	0	0
IT Hardware / software / licences	0	0
Medical equipment	0	0
Stationery / publicity	0	0
Travel costs	0	0
Utilities e.g. telephones	0	0
Process change	0	0
Rolling replacement of equipment	0	0
Equipment maintenance	0	0
Marketing – booklets/posters/handouts, etc.	0	0
Totals:	0	0

- Capital implications £5,000 with life expectancy of more than one year.

Funding /costs checked & agreed by finance:	
Signature & date of financial accountant:	
Funding / costs have been agreed and are in place:	
Signature of appropriate Executive or Associate Director:	



Equality Impact Assessment (EIA) Screening Tool

Document Title:	Pay Progression Policy
Purpose of document	To outline the purpose and process to enable staff to undertake and complete the new NHS pay progression requirements.
Target Audience	All Agenda for Change employees
Person or Committee undertaken the Equality Impact Assessment	Antony Nobes

1. To be completed and attached to all procedural/policy documents created within individual services.
2. Does the document have, or have the potential to deliver differential outcomes or affect in an adverse way any of the groups listed below?

If no confirm underneath in relevant section the data and/or research which provides evidence e.g. JSNA, Workforce Profile, Quality Improvement Framework, Commissioning Intentions, etc.

If yes please detail underneath in relevant section and provide priority rating and determine if full EIA is required.

		Positive Impact	Negative Impact	Reasons
Gender	Men	yes		<i>All staff will be negatively impacted if the pay progression process is not completed within required timeframes.</i>
	Women	yes		
Race	Asian or Asian British People	yes		
	Black or Black British People	yes		
	Chinese people	yes		
	People of Mixed Race	yes		
	White people (including Irish)	yes		

	people)			
	People with Physical Disabilities, Learning Disabilities or Mental Health Issues	yes		
Sexual Orientation	Transgender	yes		
	Lesbian, Gay men and bisexual	yes		
Age	Children	n/a		
	Older People (60+)	yes		
	Younger People (17 to 25 yrs.)	yes		
Faith Group		All		
Pregnancy & Maternity		yes		
Equal Opportunities and/or improved relations		Yes		

Notes:

Faith groups cover a wide range of groupings, the most common of which are Buddhist, Christian, Hindus, Jews, Muslims and Sikhs. Consider faith categories individually and collectively when considering positive and negative impacts.

The categories used in the race section refer to those used in the 2001 Census. Consideration should be given to the specific communities within the broad categories such as Bangladeshi people and the needs of other communities that do not appear as separate categories in the Census, for example, Polish.

3. Level of Impact

If you have indicated that there is a negative impact, is that impact:			
		YES	NO
Legal (it is not discriminatory under anti-discriminatory law)		nan	n.a
Intended			

If the negative impact is possibly discriminatory and not intended and/or of high impact then please complete a thorough assessment after completing the rest of this form.

3.1 Could you minimise or remove any negative impact that is of low significance? Explain how below:
Yes – By ensuring the process is monitored and reported which should minimise the potential

negative impact.	
3.2 Could you improve the strategy, function or policy positive impact? Explain how below:	
n/a	
3.3 If there is no evidence that this strategy, function or policy promotes equality of opportunity or improves relations – could it be adapted so it does? How? If not why not?	
n.a	
Scheduled for Full Impact Assessment	Date: 16 12 2020
Name of persons/group completing the full assessment.	A. Nobes
Date Initial Screening completed	

Uncontrolled when printed