

JNCC Meeting

30 March 2011

Title:	Performance Linked Incremental Progression
Prepared By:	Sue Steen, Director of HR and Workforce Development
Presented By:	Sue Steen, Director of HR and Workforce Development
Main aim:	To propose the introduction of review of incremental progression based on ability to perform to satisfactory standards. A reflection of current Agenda for Change provisions
Recommendations:	To develop a policy and process for annual incremental progression to be reviewed against formal action where failure to comply with satisfactory standards in conduct; absence and capability apply
Previous Forum:	None
Implications	Implementation of Agenda for Change provisions
Statutory or Legal References	Compliance with Contracts of Employment under A4C terms and conditions.

This report references:

Assurance Framework		Corporate Objectives	CO4
Care Quality Commission Regulations	O14 O16	Auditors Local Evaluation	5.3

Performance Linked Incremental Progression

1. Introduction

- 1.1 The Trust currently operates incremental progression under the general terms of the NHS Agenda for Change 2004 agreement. In practice all employees' progress through their incremental stages annually to the top point of their pay band or pay range.
- 1.2 Agenda for Change agreement states that this incremental progression is "provided their performance is satisfactory and they demonstrate the agreed knowledge and skills appropriate to that part of the pay band or range."
- 1.3 The Trust have not routinely or consistently considered performance, satisfactory knowledge and skills assessments to make a decision on whether an incremental progression should apply.

2. Implementing Incremental Reviews

- 2.1 The Trust is reliant on its employees to deliver high quality clinical and professional support in order to ensure that the service is fit for purpose; is an employer of choice; and to ensure that we remain the obvious choice for our commissioners for our three main service areas.
- 2.2 The Trust places great emphasis on training; development; clinical supervision; and a fair blame culture. This working environment is intended to ensure that staff are able to grow and progress within their chosen career pathway and receive appropriate support to achieve success.
- 2.3 There are however situations where staff are not delivering on the requirements of their conditions of employment and these may be for reasons of capability; attendance; attitude; or failure to work within agreed policies or protocols.
- 2.4 The ability to reward, recognise and acknowledge work of a good quality and to acknowledge regular attendance is compromised by the current lack of monitoring and review of annual progression through incremental pay points.

3. Recommendation

- 3.1 That the intent of the Agenda for Change agreement is introduced and a mechanism for reviewing incremental progression is implemented.
- 3.2 That all incremental dates will be reviewed on a monthly basis by HR and the Heads of Operations / Section Manager to identify where failures in performance are being addressed.
- 3.3 Areas that will be highlighted for suspension of incremental progression:

- **Disciplinary Outcomes** – no employee will receive an incremental uplift whilst they are subject to a “live” formal disciplinary warning. Where formal investigations are ongoing any increment due will be “suspended” until the outcome is known and if the process does not result in a formal warning the increment will be backdated to its original due date.

Where a formal warning is issued the new incremental date will be set to the date the warning is lifted and a further 12 month review period will be applied. This is to assess the performance post disciplinary to ensure that the learning and change of practice has been demonstrated and embedded.

- **Sickness Formal Warnings** – where an employee is on a formal warning under the Trust’s sickness management procedures there will be no incremental progression. Given the high level of absence that results in the trigger to formal action and the failure for an employee to render regular and consistent attendance it is not appropriate to progress through incremental stages whilst formal warnings are in place. The same process would apply (as above) following the end of a formal review that the incremental year would commence and on satisfactory completion of a year service increments would be reinstated.
- **Capability** – where an employee is being managed formally through the Trust’s capability procedures it will not be appropriate to progress through incremental progression. During this process it is clear that there will be areas of performance, knowledge or skills that are being reviewed due to lack of delivery or failure to meet set targets and outcomes. The same process will apply to reset the incremental date and review should the capability process result in satisfactory improvements or a suitable redeployment opportunity is identified.

- 3.4 A formal process/policy will be developed for implementation and this will be subject to consultation through the Trusts PPPG (Personnel Policies and Procedures Group) and agreement at the Trust Board.
- 3.5 The JNCC group are asked to note the contents of this paper.

Sue Steen
Director of HR and Workforce Development