

## **Remuneration Strategy Career Progression Guidelines**

### **1. Introduction**

#### **1.1 Aims of the Remuneration Strategy**

The Remuneration Strategy is intended to meet a series of objectives:

- to have one remuneration strategy flexible enough to apply to all staff throughout the authority and support the principle of the Council as a single employer;
- to respond to individual performance and development (without introducing any formal performance related pay system) while keeping within the nationally agreed pay structure;
- to ensure that jobs are graded consistently throughout the organisation and that equal pay/equal value issues are taken on board;
- to create career structures that facilitate recruitment and retention;
- to create a grading/payment structure that helps with organisational flexibility and helps the organisation in responding to change.

#### **1.2 Scope of the Remuneration Strategy**

The Remuneration Strategy applies to all and allied staff employed by the London Borough of Barnet.

For locally managed schools, the existing legislation allows Governors to decide whether to adopt an employment policy of this kind.

#### **1.3 Purpose of guidance notes**

The attached guidance notes explain the Council's Career Progression Scheme, detailing to whom it applies and the mechanisms that exist to assist in potential career development *for employees*.

There are many phrases and terms associated with the career progression scheme and these are explained in the glossary at Appendix 1.

#### **1.4 Organisational Flexibility**

The Career Progression Scheme should allow greater organisational flexibility by encouraging managers to analyse their service area and appoint at the appropriate level to meet operational objectives, e.g. where they require work of a higher level, the manager may recruit (or progress) an employee to a higher level within the band (provided the costs can be met from the existing

budget). If there is a vacancy, there will be the option to reallocate work and to replace the leaver at a lower level.

Managers *must* ensure that work at a higher level is a *permanent* service requirement otherwise an honorarium payment will be more suitable.

## **1.5 Need for published progression criteria**

Published progression criteria usually appear in one of two formats: either as a job description detailing the individual duties expected at each grade or as a career grade matrix.

The purpose of having published progression criteria is to ensure that employees can see:

- what is expected of them in terms of duties and responsibilities at each level and what would be required at a higher level;
- the basic competency levels on duties and responsibilities they need to attain to give them the chance to progress.

With such published progression criteria managers can:

- more readily appreciate the level of duties they require and can expect from employees;
- establish a model 'balance' against fixed criteria to monitor the level of duties and responsibilities expected of employees in the main areas of work.

Additionally, managers and employees can both identify training and development needs at the appraisal meeting to assist progression.

## **2. Elements of Career Progression Scheme**

### **2.1 The main principles of the Career progression scheme entail:**

- that all posts should be job evaluated using the Greater London Provincial Council Job Evaluation Scheme;
- that all posts should be assigned a grade range, with performance bars between each grade;
- progression within grades and to higher grades within the same band;
- appeals process in relation to grading, the decision on the grade allocated and unfair operation of the procedure.

### **2.2 Job evaluation**

Job evaluation helps to ensure that jobs are graded equitably across the whole organisation and therefore assists the authority to meet its statutory obligations in respect of equal pay and equal value.

All jobs must be evaluated (for details of the scheme see Section 5.2) before the Remuneration Strategy is put in place. This will require managers to produce accurate job descriptions in standard format (Personnel Procedures Manual Section 1) and submit them to their service area HR Unit for evaluation.

## **2.3 Career grades**

The Career Progression Scheme is based on the principle that, whenever possible, posts should be graded on linked career grades, with performance bars (#) between each grade, e.g. Sc1#2#3#4. Progression beyond a grading/progression bar (#) is never automatic and depends on the criteria detailed at para 2.4.3 being met and must follow an assessment (see section 3 on Procedure).

Linked career grades will not be appropriate for all jobs and therefore there will still be a requirement for some single graded jobs.

## **2.4 Progression**

There are a number of different types of progression within the Remuneration Strategy Career Progression Scheme and these are clarified below.

### **2.4.1 Incremental progression within a grade**

Such progression is based on a system of annual increments and accelerated increments for exceptional performance. There is no automatic incremental progression solely for gaining qualifications. The achievement of qualifications, however, may be considered an important indicator in determining whether progression within the grade should occur.

### **2.4.2 Merit/Accelerated increments**

Increments may be accelerated within an officer's scale at the discretion of the line manager in consultation with the Chief Officer on the grounds of special merit or ability, exceptional performance subject to the maximum of the scale not being exceeded.

### **2.4.3 Progression to higher grades**

Progression beyond a bar (e.g. from Sc2 to Sc3) but within a grading band will occur where all of the following criteria apply:

- there is an operational requirement for work of that level to be carried out;
- the duties relevant to the existing grade are being carried out to an acceptable standard; (i.e. appropriate skills, knowledge, ability and performance targets have been met);
- the postholder has been considered as having the potential to progress

- to the higher grade.
- the availability of funding to resource progression to the higher grade

The decision to allocate work at a higher level and make a recommendation to progress the employee through the bar will be taken by a line manager in consultation with the relevant HR Unit.

#### **2.4.4 Progression between jobs in different bands**

Movement to a job in a higher band of the career grade range will be by open competition in accordance with the Council's equal opportunities policy. This will require advertisement in the appropriate media.

### **2.5 Appeals**

#### **2.5.1** There are three types of appeal:

- a) A grading appeal, i.e.
  - where the whole career grade is inappropriate;
  - the career band break points are unsuitable;
  - the criteria for progression between grades in a career grade are unsuitable/inappropriate;
  - to consider appeals or disputes relating to jobs that have not been evaluated using the Greater London Whitley Council Scheme.

*In the first instance, there must be consultation with the HR Unit to determine whether there is an issue. If the matter is not resolved at this stage, the Council's Job Evaluation Appeals Procedure may be used.*

- b) A grievance against the line manager's decision on the grade allocated to the employee within a grading band.

*In such cases the grading element should be the subject of consultation with the HR Unit prior to a final decision on the grievance being made.*

- c) A complaint regarding the unfair operation of the procedure.

*In such cases the formal grievance procedure will apply.*

### **3. Procedure**

- 3.1** Managers should ensure that the number of staff required at each level is determined, and reviewed regularly and that these estimates should be in line with service requirements and be fed into the service planning and budget making processes.

**3.2** Work at a certain level may sometimes become available very rarely, especially where work at a high level can be performed by only one postholder, e.g. the requirement to act as a co-ordinator for a number of sections. If this is the case this must be explained to all employees in the group to ensure that they are not misled or given false expectations of progression.

**3.3 Approval mechanisms for implementing the Career Progression Scheme**

a) Any progression scheme under the Remuneration Strategy can only operate where the Appraisal and Development Scheme is in place. The Appraisal and Development Scheme and general supervision will identify where there is potential for the individual to progress. The information from the Appraisal and Development Scheme could be subsequently used within the Career Grade Scheme. Following the Appraisal, an assessment interview is held and a detailed evaluation of the employee will be made to identify if the progression criteria are met.

b) If more employees are assessed as ready for progression than there are opportunities available at the next grade, then the recruitment and selection process should be used to decide the most suitable person to be progressed via selection within the team. Managers should ensure that the rationale for the decision is fully documented and based upon a scoring system similar to the type used in the general recruitment process.

c) Managers must ensure that adequate funding is available within the existing budget to fund the progression.

d) Approval for progression will be given by the Chief Officer in consultation with the relevant HR Unit. Individual Directorates may consider submitting all career progression matters to their management teams to ensure consistency.

e) A written justification (Form A) will then be submitted to the HR Unit in support of progression to the higher grade and the employee notified of the increase in salary and the date it will be effective from.

**4. Glossary of terms**

**Career Grade or Career Grade Range** - refers to the full extent of a career grade as it applies to a particular profession or work group. For example, an Engineers' career grade range may be Scale 2 right up to PO5 and is shown as Scale 2#PO5.

**Career Grade Band or Grade Band** - as a career grade is usually quite long; it is often split into a number of grade bands. For example, an Engineers' career grade of Sc2#PO5 might be split into two or three grade bands of say, Sc2#6, SO1#PO2 and PO3#5 **or** Sc2#PO2 and PO3#5. A band consists of a range of grades where the duties and responsibilities have a degree of natural progression.

Job evaluation will indicate which grade bands are appropriate and where the breaks should be. Where duties change significantly a band break usually occurs. At PO2 the postholder would be expected to be a fully competent professional capable of dealing with all areas of professional work. At PO3, the postholder would be expected to take on additional and permanent supervisory responsibilities for other professional staff. In this sense the job becomes different in its nature and progression to the higher band should be gauged on merit and recruited to via open competition.

**Grade** - refers to the contractual grade upon which a person is employed. For example in a career grade range of Sc2#PO5, within a career band of Sc2#Sc6, a person could be employed on grade Sc5. It is important to note that for APT&C staff (officers) the term 'grade' is usually synonymous with the word 'scale'.

**Incremental Progression** - this refers to progression within a grade i.e. movement up the Spinal Column Point (SCP) scale. For example incremental progression will take place where a person is on SCP 22 within Scale 5 and progresses to any of the other spinal column points within the Scale 5 grade (SCPs 23, 24 and 25).

**Matrix** - refers to a grid which outlines duties and responsibilities expected at each grade which is then further sub-divided into the various major components of the career grade range, e.g. Financial Management, Typing/WP operation, Administrative Systems etc. A shortened example is shown below:

	<b>Financial Management</b>	<b>Typing / WP Operation</b>	<b>Administrative Systems</b>
<b>SO2</b>	Assist in management of other budgets as requested. Advise cost centre manager on budgets within the area of work. Review systems and procedures.	Co-ordination of typing/WP support for service areas.	Market and negotiate service level agreements and performance indicators with service groups and managers. Implement changes within the immediate work area.
<b>PO1</b>	Review and analyse performance. Provide a range of financial and budgetary statements and analysis to senior management. Act as budget holder as defined in Cost Centre Management scheme. Deputise as directed in management of cost centre.	N/A	Contribute to policy development of the admin function within the department. Monitor and review all admin processes to ensure compliance with Council policy and statutory requirements.
<b>PO2</b>	Contribute to corporate financial planning. Recommend budget levels by analysis of performance and future needs.	N/A	Make recommendations for policy changes affecting service area.

Following the job evaluation process, any subsequent changes to grades of posts will need to be processed via delegated powers (if 4 or fewer posts are affected) or a General Functions Committee report. Managers will need to consult with both staff and Trade Unions when they intend to introduce changes and ensure that such a proposal has the support of their management team and has been authorised by their respective service committee.

From time to time, introducing the Career Progression Scheme will lead to different grades to those currently provided for in the budget. If additional costs are identified following job evaluation, compensatory savings will need to be identified to ensure that budgets are not exceeded.

Once the delegated powers/Committee report has been agreed the assimilation process for moving on the Career Progression Scheme following reorganisation is as follows:

- Existing staff whose posts are a direct match with a post in the revised



structure will be directly transferred. For some groups of employees this will be the most common form of assimilation. Staff will be assimilated on their existing spinal column points with no changes to terms and conditions relating to grade.

- Where direct match is not possible, staff will be asked to give up to three preferences. They will then be slotted into posts on the basis of relevant skills and experience in conjunction with any professional skills/competence based matrix. The assessment process will be carried out following the Council's policy on recruitment and selection.



## **Career Grade Assessment Form**

### **Progression Beyond Grade Bar**

<b>Existing Details</b>			
Name of Postholder		Existing grade:	
Job Title		Existing SCP:	
Post No:			

<b>Proposal</b>		
Recommended Grade:	Recommended SCP:	Effective Date:

**Reasons for recommendation under the Council's Remuneration Strategy Progression Criteria (See Guidelines):**

### **Recommendation**

I recommend that, in accordance with the career grade scheme, the above be advanced to Spinal Column Point ....., Grade .....

Name: ..... (Line Manager)

Job Title: .....

Signed: ..... Date: .....

### **Approved by designated Chief Officer:**

Signed: ..... Date: .....

### **Approved and recorded by HR Unit:**

Signed: ..... Date: .....