



**PAY AND PERFORMANCE MANAGEMENT
FOR SUPPORT STAFF**

September 2015

SECTION ONE – PAY AND GRADING

1. INTRODUCTION AND PURPOSE

All our staff are valued and should receive proper recognition and remuneration for their work and contribution to The White Horse Federation (TWHF). This policy seeks to ensure that the pay and grading of jobs is fair and non-discriminatory and complies with equal pay legislation and associated codes of practice. It also seeks to provide the Federation with a pay framework which allows them to compete effectively with other employers in the local area and recognise skills and experience.

A consistent approach to pay and grading is applied across TWHF. This applies to all support staff, for example Teaching Assistants; clerical/administrative staff; Caretakers; Cleaners and Mid-day supervisors. Teaching staff should refer to the Pay Policy for Teaching Staff.

2. SALARY QUERIES

If a member of staff has a query about his/her salary s/he should, in the first instance, seek to resolve the matter informally with their line manager. If the matter remains unresolved it should be discussed with Central HR Services who will advise on next steps.

3. JOB DESCRIPTIONS AND PERSON SPECIFICATIONS

The HR Central Team will provide job descriptions for all members of staff on behalf of the Board of Directors. Job descriptions and person specifications need to be in place at the time of appointment and should be reviewed regularly as part of the performance management process to check that they are still appropriate. Any changes will be made in consultation with the employee. Job descriptions should identify key areas of responsibility and line management structures.

Job descriptions for new posts should be evaluated prior to advertisement to determine the correct grade – see section 9.

4. SALARY ON APPOINTMENT

The Board of Directors has the overall responsibility for pay and grading for support staff as long as this complies with the TWHF's pay framework.

It is important for the Federation to meet its obligations under the equal pay legislation however there is still discretion when appointing within this framework as outlined below:

- there is the opportunity for TWHF to appoint at any point/salary within the evaluated grade both within the NJC and Hay scheme therefore account can be taken of relevant experience and qualifications
- TWHF does not have to appoint to the generic roles that have been produced by the Local Authority. If TWHF agrees a new and unique role then this can be evaluated as such
- the introduction of performance related pay for support staff allows TWHF to reward high performance.
- allowances for honoraria and higher duty can be paid at the discretion of the Board of Directors – further guidance on these payments is given at paragraph 7
- introduction of market factor supplements, which TWHF can use for recruitment/retention purposes so long as they are consistently applied.

Where an appointment is made above the bottom of the grade, the budget holder should clearly document the rationale for doing so. Central HR Services should retain a note on the individual's personnel file clearly stating the reasons for doing so. In relation to appointments within the Hay grades, appointments should be made between the bottom of the scale and 90% of the mid-point (for example for a Q grade this would be between £29,556 and £30,893). If appointments are made above this level, then this decision should be made by the Board of Directors and that Central HR Services keep appropriate documentation to justify such a decision.

To allow for a salary match with the candidate's current salary where s/he transfers from one local authority to another on the same grade, the individual would normally transfer on his/her current pay. If the new post is a promotion then it is usual for one extra increment to be offered.

5. MARKET FACTOR SUPPLEMENTS

Any market factor supplement considered for a post should be effected in line with the Market Factor Supplement guidance – copy attached at **Appendix 6**

If a market factor supplement is payable with the role, then this can be included in the advertised salary. It must be made clear that this allowance is reviewable.

6. BASIC PAY/INCREMENTAL PROGRESSION FOR NEW EMPLOYEES

The basic pay of staff evaluated under the NJC evaluation scheme consists of incremental points within Grades J to N.

The Hay grades (Grades Q to U) do not have specific spinal column points within them, however for the purposes of managing potential progression within TWHF, the Board of Directors would recommend that an increase in the region of 3.9% be applied.

Increments are paid subject to satisfactory service in line with the guidance on performance management.

An increment may be withheld if the probationary period has not been satisfactorily completed after six months and is to be extended.

Once the top of the grade is reached there is no automatic progression to a higher grade. Movement to a higher grade will only be achieved if the roles and responsibilities of the existing post have changed significantly and the post is re-graded following job evaluation or the employee is appointed to a new post of a higher grade following a recruitment and selection process, or the post is part of a career graded framework, i.e. some Teaching Assistant posts.

7. PAY PROGRESSION/ACCELERATED INCREMENTS

Employees salaries will be reviewed annually and any eligibility for salary progression will be considered in line with performance management processes and any increase awarded will be effective from 1st April.

Depending on budget constraints the Board of Directors will reserve the right to either restrict or withdraw pay progression.

The member of staff must have completed at least six months service before being considered for pay progression.

8. HIGHER DUTY PAY/HONORARIA PAYMENTS

A **higher duty payment** is payable only where an employee takes on the duties and responsibilities of a higher graded post for a continuous period of at least four weeks. This may occur as a result of:

- Temporarily filling a post until a substantive appointment can be made
- Filling a key post while another employee is on maternity leave
- Filling a key post to cover long term sickness absence
- Filling posts due to other temporary extended leave arrangements e.g. secondments

It is not appropriate to use higher duty payments as a means for covering annual leave.

An **honorarium payment** may be granted in the following circumstances:

- Where an employee undertakes a significant proportion of higher level duties and responsibilities outside the scope of their normal post for a limited period of time
- Shared responsibility with more than one employee undertaking a specific and or separate part of a wider role which has been evaluated as having higher level duties
- Where an employee undertakes work from a different job in addition to their own role, with no additional staffing resource, and that work is evaluated on the same band.

Honoraria will not usually be paid where additional work is undertaken which is of a like nature to the individual's existing job description.

9. **PROGRESSION FOR TEACHING ASSISTANTS**

In order to attract, develop and retain high calibre Teaching Assistants, a career-graded structure exists for this group of staff, which incorporates four levels for the role as follows:

- TA Entry Grade J
- TA Standard Grade K
- TA Specialist Grade L
- HLTA Grade M

TA Entry post-holders will have the opportunity to move to a TA Standard job description and grading when they have successfully completed two years in a TA Entry post, or have at least two years evidenced experience in a similar role. On moving to the TA Standard role, they will be required to undertake the criteria outlined in the job description/person specification for that post.

There is no automatic movement from TA Standard to Specialist or from TA Specialist to HLTA. Individuals wishing to undertake a higher graded role will need to apply for a post at that level when a suitable vacancy exists.

Progression through the various grades is not automatic and is dependent upon individual review and assessment in line with performance management guidance.

10. **JOB EVALUATION**

Job evaluation may be carried out on posts for a number of reasons including: when posts are newly created or vacant; as part of a restructuring exercise or when it is considered that the duties of the post have changed since it was last evaluated (re-evaluation).

Job evaluation is necessary to determine the appropriate level of remuneration as a fair reflection of the duties and responsibilities of the job. Job evaluation also helps to ensure that the pay and grading of similar posts across schools is consistent and establishes the extent to which there is comparable work between jobs so that equal pay can be provided for work of equal value. It is important to remember that job evaluation is an evaluation of the job that is required, not the person.

There are a number of generic job descriptions covering a wide range of roles within TWHF. These posts have been evaluated using the Local Authority's job evaluation scheme and it is expected that most posts within TWHF will be in accordance with these generic job descriptions.

There may be occasions when the duties and responsibilities undertaken or required by TWHF fall outside these generic roles and in these instances the following procedure should be adopted.

The basis for job evaluation is the information contained in the job description, person specification and structure chart. The HR Manager should work with the Executive Principals/Principals, to ensure that these documents accurately reflect the full responsibilities and duties of the post and the skills, knowledge and experience required to carry out the duties. Where the post holder is in place at the time of evaluation these documents should be drawn up in consultation with the post holder and agreed.

Job evaluation should not be used to recognise temporary additional duties where employees act up in the absence of more senior employees. Temporary responsibility and honorarium payments can be used for this purpose as outlined in paragraph 7.

11. **RE-EVALUATION**

There may be occasions when a job changes substantially in terms of the duties and responsibilities attached to it. In these circumstances, line managers should firstly agree a revised job description with the employee. This revised post needs to be mapped against the generic job descriptions in the first instance to establish whether the revised duties and responsibilities are encompassed within an existing evaluated job.

If this is not the case, then the process outlined in paragraph 9 should apply and a questionnaire would be applicable in these circumstances.

Re-evaluation of *newly appointed or previously restructured posts* will only be considered once the postholder has been in the post for a period of twelve months, unless it is agreed that the role of the post is significantly

different from that envisaged or if there has been a significant change in the duties and/or responsibilities of the post since the date of appointment.

Re-evaluation of *existing posts* may only occur where it is considered that there has been a *significant change* in the duties and/or responsibilities since the previous evaluation, or it is perceived that a *comparator post* is graded higher and the employee has identified the job title and location of that comparator post.

If evaluation is being requested as a result of a change in responsibility for managing other posts this should be included on the form and whether they are new or existing posts. If any other post loses direct responsibility for managing posts as a result of the re-evaluation, then they will also need to be re-evaluated as part of this process.

Following evaluation, the line manager will be informed of the evaluated grade.

12. **APPEALS AGAINST JOB EVALUATION**

Appeals can be made against Job Evaluation on the following grounds:-

- The employee thinks that the scheme has been wrongly applied, e.g. factor levels have been wrongly allocated. The post-holder should indicate where s/he considers them to have been wrongly applied by giving examples and providing evidence. The post-holder should not suggest the level s/he thinks is appropriate.
- The employee believes that an equivalent job within the school is more highly graded. The post-holder should give specific examples.
- The Job Description/Person Specification has been misinterpreted. The post holder should give examples and evidence to indicate where s/he believes the information was misinterpreted. The submission should clarify information, not include additional information. Re-written job description/person specifications should not be submitted at this late stage and will not be considered.

The post-holder has 10 calendar days from the date s/he was notified to submit his/her appeal in writing to the Federation.

There is only one level of appeal and the outcome of the appeal could result in the evaluated grade going up, staying the same or going down.

Following the appeal, the Federation will be informed of the outcome. If the grade has changed the Central Team should notify its payroll provider and ensure that the correct contract documentation is in place.

13. **INTERNAL RE-DEPLOYMENT INTO A LOWER GRADE (Protection Arrangements)**

Up to 31st March 2011 all employees will remain on their current base salary, as part of the pay and grading implementation. With effect from 1st April 2011, for those staff whose new salary is lower than their pre-April 2010 salary, base pay will decrease to the agreed amount within the salary band for the grade of their new role.

For staff who are re-deployed to a lower level job due to restructuring, their new substantive level of pay will be to the top of the new grade for NJC grades and to the mid-point of the grade for Hay grades. Pay protection will apply for 1 year from the date of appointment and will be applied as follows:

- If the new grade is one level below the old grade, then salary will be protected at the current level.
- If the new grade is more than one level below the old grade, then salary will be protected to a level relevant to one grade above the new grade. This will be at the top of that grade for NJC grades and to the mid-point of the grade for Hay grades.

Examples:

Current grade T, salary £50,842, new Grade Q. New substantive salary will be £34,326 (mid-point of Q), protection for 1 year at £38,997 (mid-point of R)

Current grade N, salary £28,305, new Grade M. New substantive salary will be £25,178 (max of M), protection for 1 year at current rate of £28,305

SECTION 2 – PERFORMANCE MANAGEMENT

1. INTRODUCTION

Pay progression for support staff is directly linked to the outcome of the performance management process.

Performance Management for support staff is a process designed to support the development of staff in order to continually improve professionally, raise standards and drive improvement across TWHF

This guidance is intended to ensure that each member of staff's performance is reviewed and targets set on an annual basis and that an exchange of views will take place between the jobholder and their line manager.

The benefits of performance management in terms of improved communication and enhanced performance, both for the individual and the TWHF, will only be achieved by the continuous commitment of all those involved in the process.

The performance management scheme has been designed to meet the following specific objectives:-

- To assist staff in performing their roles to the best of their ability and maximise their contribution to the overall objectives
- To identify individual training needs
- To highlight the potential that each individual has to develop within his/her current position or for another role
- To give the basis for determination of pay progression within the Pay and Grading system

The Performance Management Cycle



Stage 1 – Organisation and preparation

School Leaders and Team Managers set a timetable for the Performance Review process. The agreed meeting timetable should be closely adhered to.

Invitation is sent to Appraisee (Appendix 1) with Self review sheet (Appendix 2) and Progress against previous objectives sheet if applicable (Appendix 3). It is also useful to include a copy of the Appraisee's Job Description. Appraisees should return Self review sheet to Appraiser 5 working days prior to the review meeting.

Stage 2 – Discussion

The Performance review discussion should

- Discuss individual performance against previously agreed objectives
- Celebrate achievement
- Raise any workplace issues
- Identify learning and development needs
- Agree objectives for the next period
- Agree interim review dates
- Clarify expectations, in particular - behaviour. Refer to the 'In Touch' competencies.
- Ensure objectives are SMART (Specific, Measurable, Achievable, Relevant, Time based)

You must ensure that the discussion is written up, reflecting on the key points of performance and objectives: (Appendix 5)

To enable an individual to be considered for pay progression, the assessment of performance will need to show

- a sustained level of good performance and conduct throughout the year
- achievement of set objectives (or where not achieved agreed reasons for this)

A signed and completed copy of Appendix 4 must be sent to HR Central team to ensure any pay progression awarded is processed. Pay progression will take effect from 1st April each year. Original paperwork is held by the Appraisee, copies should also be filed by the Line Manager for a minimum of 6 years.

Stage 3 – Monitoring and Review

During this phase the line manager will undertake regular observations of the individual both formally and informally and be in a position to make an informed judgement of their performance and progress against their objectives by the end of the review year. At least one mid-year formal review discussion should take place and be documented by the end of February (assuming the review period is Sept – Aug).

Objectives should be monitored by a named person within the school/department with responsibility for Staff Development to ensure that common standards are applied and that whole-school/department's training needs are addressed.

Individuals are encouraged to keep a record of their own professional development, agreed objectives, courses and training undertaken.

(Appendix 1)



Invitation to your Performance Management Review Meeting

To					
From					
Date		Time		Venue	

The White Horse Federation takes professional development seriously, and is committed to supporting your development. The Performance Management Cycle enables you to perform your role to the best of your ability and maximise your contribution to the overall objectives. It identifies training needs and highlights the potential that you have to develop professionally. It also gives the basis of determination of pay progression within the Pay and Grading system.

Attached you will find:

- A copy of your last PMR (if applicable) to reflect on your progress
- A Self review sheet - Appendix 2. This must be completed and returned to me at least 5 working days prior to our meeting.
- A Progress against previous objectives sheet – Appendix 3. This should also be completed and returned to me at least 5 working days prior to our meeting, unless of course this is your first review.

Returning Appendix 2 & 3 to me as described above, demonstrates your commitment to your own professional development, and will ensure our discussion is both constructive and beneficial.

Please bring to the meeting anything else you feel will be helpful in building a picture of your work and personal development.

In the meantime, if you have any questions about the process, please do not hesitate to come and see me.

I look forward to meeting with you,

Regards,

Self review – Preparation for discussion

Name
Reviewer
Reporting period / / to / /
<p>Use this form to help you think about your role before your Review discussion. You may write as little or as much as you wish (please add extra pages if you want to). Many people use this form to help them collect their thoughts. Bullet points may be a useful technique to write the most important information. Refer to your job description when considering the questions. Everything you write will help your Appraiser to make the discussion positive and useful.</p> <p>This form should be returned to your Appraiser at least 5 working days prior to your meeting.</p>

Within your role, what do you consider your main area of responsibility?
--

At work, what matters most to you?

Which parts of your job do you consider you do well?
--

Are there any parts of your job that you have difficulties with? What do you think could be done to overcome any problems?

What have been your most important achievements over the last year?

What would help you do your job better?

What do you think your objectives for next year should be?

Where do you see yourself professionally in three years?

Are there any other points you would like to raise at your review discussion?

(Appendix 3)

Progress against previous objectives*



Please use the Key provided.

Appraisee to complete:			Reviewer to complete:
Previous objective	Objective met?	Level of challenge	Comments Please also refer to 'objectives met' Key
1.			
2.			
3.			
Additional comments	Key NT - Not attempted NA - Not achieved PA - Partly achieved AC - Achieved EX - Exceeded	Key VC - Very challenging CH - Challenging QC - Quite challenging NC - Not challenging	Additional comments

* If this is your first review, it will not be necessary to complete this form.

Tracking sheet – Performance Management Cycle

Name	
Job Role	
School/Site	
Appraiser name	
Review Period	/ / to / /

Self review received	/ /
Review discussion	/ /
Review meeting(s) agreed	/ / (and / /)

Pay progression agreed	Yes / No	If no, date by which Principal must respond	/ /
Training plan agreed	Yes / No	If no, date by which Reviewer must respond	/ /
Appraisee signature		Dated	/ /
Appraiser signature		Dated	/ /
Principal / Line Manager signature (If different to reviewer)		Dated	/ /
Comments:			

Review meetings:

Appraisee signature		Dated	/ /
Appraiser signature		Dated	/ /

Appraisee signature		Dated	/ /
Appraiser signature		Dated	/ /

Please forward a signed and completed copy of this form to HR Central team for processing.

(Appendix 5) - **Performance Management discussion**



Name		Job Role	
Appraisee name		School/Site	
Review Period	/ / to / /		
Objectives should be linked wherever possible to linked to professional standards, whole school/site goals, team goals, and include appropriate aspirational elements.			
Objectives are expected to be challenging, but attainable and must be SMART – Specific, Measurable, Achievable, Relevant and Time based.			

Objective 1.	Success criteria – how will you know if you’ve achieved this objective?	Time lines
How might this objective be achieved? What training, support or resources are required?		Time lines

Objective 2.	Success criteria – how will you know if you’ve achieved this objective?	Time lines
How might this objective be achieved? What training, support or resources are required?		Time lines

Objective 3.	Success criteria – how will you know if you’ve achieved this objective?	Time lines
How might this objective be achieved? What training, support or resources are required?		Time lines

(Appendix 6)

MARKET FACTOR SUPPLEMENT

All employees are appointed to posts, which have been evaluated under either the NJC or Hay job evaluation scheme and pay grade structures and salaries are determined under these schemes. External labour market conditions can produce a situation in which staff with scarce skills and expertise can command higher salaries than the maximum provided under the current grading mechanism for that post. The relevant labour market may include another local authority or elsewhere in the public or private sectors.

The Equal Opportunities Commission (EOC) recognises that an employer may wish to pay one group of workers more than another, even though their work is of equal value, because the “going rate” for the job is higher. This may be due to geographical reasons or a skills shortage in one job compared to another.

Market factor supplements are not linked to an individual’s actual or anticipated performance within the role. They are linked to the difficulty in recruiting to certain posts requiring specific skills or qualifications.

In these exceptional circumstances, the HR Director can, at his / her discretion, make additional payments to recruit and retain such employees.

The rationale for applying a market factor supplement is to:

- Support the recruitment and retention of quality employees to key roles within TWHF.
- Ensure there is strong evidence to support a supplement/adjustment, so that the Federation is not at risk of being challenged on the basis of Equal Pay.
- Ensure that additional supplements/adjustments will be applied to achieve effective recruitment and retention in a fair, consistent, transparent and robust manner and in a way that does not discriminate against any individual or groups of employees.
- Ensure that TWHF remains competitive within the market place.

The HR Director must be able to demonstrate that there are objectively justified grounds to enhance the pay of a particular job by the payment of a market factor supplement.

The assessment should be based on all or some of the factors below, by demonstrating that:

- There is difficulty in recruiting to a post resulting in actual or foreseeable operational and/or organisational problems;
- A high turnover rate is linked to employees leaving due to salaries not being high enough;
- These problems will be removed or reduced by paying a market factor supplement and that it will be subject to review as circumstances change;
- The external market rate for the job is higher than the internal rate. This includes knowledge of pay offered by competitor organisations, locally or nationally, and other local authorities that employ similar roles (evidence of pay rates based on adverts etc. must be provided);

This research for evidence will vary depending on the nature of the role(s) and the type of information available but must be robust to support any supplement that may be challenged through an Equal Pay Claim. The evidence may include some or all of the following:

- Recent salary surveys supplied through recognised providers (e.g. Hay);
- Internet research of similar jobs being advertised by other organisations;
- Details of minimum, maximum and median salaries of the role(s) in the other organisations being investigated.

The cost of any market factor supplement must be met by TWHF.

Market factor supplements will not be included as part of an employee’s total salary when responding to e.g. mortgage application references. They may, however, be stated separately.

Any request for market factor supplements must be determined by the HR Director. To assist their deliberations, the following must be provided

- Evidence of comparable posts in three relevant organisations
- Evidence of inability to recruit to the post on the evaluated scores/grades
- Outline of operational problems caused by non-filling
- Amount of supplement recommended (having regard to comparative salary levels)
- Timescale of review

The value of the market factor should be capped and will not exceed the maximum market rate that has been identified as part of the evidence gathering.

The value of the supplement/adjustment will be the difference between TWHF pay level and the market rate, as detailed above. It will be a specific amount and it is not linked to the annual cost of living increase or performance pay progression.

Records must be maintained to demonstrate the purpose, justification and extent of any proposed supplement. If a market factor is applied to a particular post, it will be applied to all current and new employees in that post. For current employees, the increase will take effect the month after the review.

TWHF should send written confirmation to the employee detailing the basis for the application of the market factor, the amount of the market factor supplement, the effective date, the duration for which the payment will be applied, arrangements for review and how any subsequent changes will be implemented.

The Federation should ensure that their payroll provider is given notification of any supplement to be paid. The payment of market factor supplements is temporary and may cease if the market conditions change and market pay rates fall or rise, or the employee leaves, transfers to another role or is seconded to a different post that does not attract a market factor supplement/adjustment. Similarly in the event that the post is vacant and subsequently filled, the market factor is not inherited and will need to be determined at the point of offer of that post.

In the event of there no longer being a justification to pay a market supplement, it will be withdrawn. Following the review, a notice period of 3 months will be given of the intention to reduce or withdraw the additional payment. The market factor supplement will then be reduced or withdrawn.

If the post holder is promoted or appointed to another position, which is not subject to a market factor supplement, the market factor will cease with effect from the last date of their existing post.

The market factor will not be subject to any annual pay award. The market factor will be applied in addition to the incremental point at which the individual is paid for NJC graded posts and in addition to their basic pay for Hay graded posts.

The amount of any market factor should be clearly identified as a separate temporary payment/adjustment and not incorporated in the basic grade/rate of pay for the post. It will not alter the grade of the post which is determined by the job evaluation process.

Payments will be made on a pro-rata basis to the hours worked for staff working part-time in the post, based on the amount for full-time employees. The payment will be subjected to tax and national insurance contributions.

As the market factor supplement forms part of the employee's contractual pay, it is therefore pensionable. Employees are required to pay pension contributions on the value of the market factor supplement if they are a member of the Local Government Pension Scheme.

The market factor supplement will be included in gross pay and will be included in calculations for e.g. sick pay, maternity/paternity/adoption pay, holiday pay, overtime pay, redundancy pay and when making any deductions.

The HR Director must review at agreed intervals the payment of a market factor supplement in order to ensure that it continues to be justified and the amount paid is still appropriate. The review date may differ from the salary review date, but must be done at least every two years, depending on the circumstance of the case.