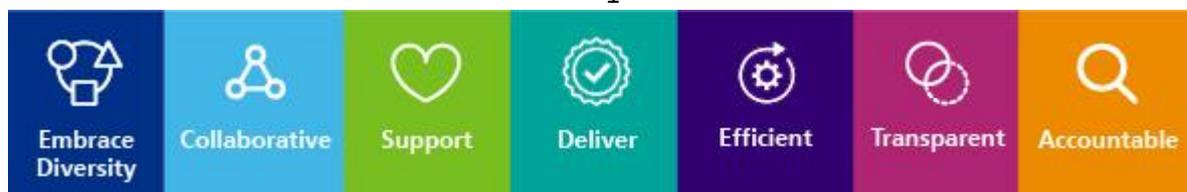


1	<b>Policy Name</b>	<b>Pay Progression</b>			
2	<b>Accountable Director</b>	<b>Director of Corporate Services</b>			
3	<b>Applies to:</b>	<b>All Employees</b>			
4	<b>Groups / individuals who have overseen the development of this policy</b>	<b>HR, Joint Partnership Group, London Shared Services-Payroll team</b>			
5	<b>Groups which were consulted and have given approval</b>	<b>Joint Partnership Group-February 2022 Executive Management Team-February 2022</b>			
6	<b>Equality Impact Analysis</b>	<b>Policy Screened</b>	<b>Yes</b>	<b>Template Completed</b>	
7	<b>Ratifying Committees &amp; Date of final approval</b>	<b>Joint Partnership Group-03 March 2022 Executive Management Team-15 February 2022</b>			
8	<b>Version</b>	<b>1.0</b>			
9	<b>Available on</b>	<b>Intranet</b>	<b>Yes</b>	<b>Website</b>	<b>No</b>
10	<b>Related documents:</b>	<b>Appraisal Policy</b>			
11	<b>Disseminated to:</b>	<b>All Employees</b>			
12	<b>Date of implementation</b>	<b>01 April 2022</b>			
13	<b>Date of next formal review</b>	<b>April 2025 or earlier should there be national NHS terms and condition/legislative changes</b>			



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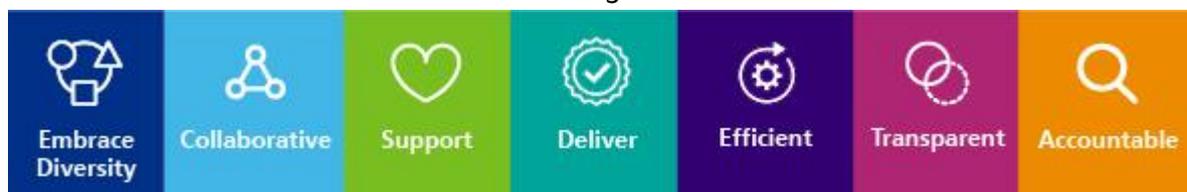
## **PAY PROGRESSION POLICY**

### **1. POLICY STATEMENT**

- 1.1 North Central London CCG (NCL CCG) understands the need to recognise good performance and for robust processes to be in place that enables this to happen in a fair and equitable way.
- 1.2 Pay progression should not be seen as an automatic right by employees but rather is something to be earned and is a reward that is dependent on satisfactory performance, conduct and demonstration of meeting all statutory and mandatory training requirements relevant to their role as well as the CCG's values. Staff will be required to meet specific standards in order for their pay progression to be approved.
- 1.3 The process will be underpinned by the annual appraisal process and regular 1:1s. It is intended to ensure that within each pay band, employees have the appropriate knowledge and skills they need to carry out their roles and so make the greatest possible contribution to patient care.
- 1.4 The CCG have a duty to provide high quality services to our stakeholders and partners, and strives to be a high performing organisation that continuously improves quality, safety and the patient experience. It is a key part of the CCGs' strategy to achieve its goals through maximising the contribution of each employee.
- 1.5 In support of this aim, and in accordance with Agenda for Change, this policy sets out the basis upon which an individual's performance drives pay progression. It is expected, employees who can demonstrate the required level of performance and conduct, who have met their objectives and are compliant as regards their statutory and or mandatory training, will progress through the pay step in their salary band.

### **2. BACKGROUND**

- 2.1 In 2018, the NHS Staff Council agreed to reform the NHS pay structure. Key changes included removal of pay band overlaps, fewer pay points and significant pay increases on average at each pay-step point. There are increases in the starting salaries and reduction in the length of time required to move to the top of pay bands.
- 2.2 Alongside this reform, a new pay progression framework (replacing the previous automatic annual increment progression) was introduced to ensure it was underpinned by a mandatory annual appraisal process and a manager & staff pay step submission process as a pre-cursor to any individual pay steps (or increments) being achieved.
- 2.3 By establishing this link between pay and performance, the importance of good appraisals, line management and staff development will be strengthened allowing greater staff engagement and a tighter focus on the training and skills employees



need to deliver high quality patient care.

In summary, the pay progression principles will:

- remove pay band overlaps and provide an increase in starting salaries;
- describe minimum periods of time before progression to the next pay-step point;
- not be automatic;
- give staff the opportunity to demonstrate they have met the required standards for their role;
- require line managers and staff to follow the pay-step submission process in order to access the next pay-step point;
- remove pay spine column points (scp) and replace with years of experience in the pay band;
- require employers to provide information to enable the NHS Staff Council to undertake monitoring of pay progression and re-earnable pay in relation to employees with protected characteristics.

This procedure describes the approach to be followed with regard to pay progression within the CCG for all employees from 1 April 2022.

### 3. DEFINITIONS

3.1 **Pay step point:** is the salary point in the pay band. These will replace the pay increments which are known as annually earned pay points, on the anniversary of the date an individual commences employment in their current band. (Annual increments have been phased out to be replaced by pay step points).

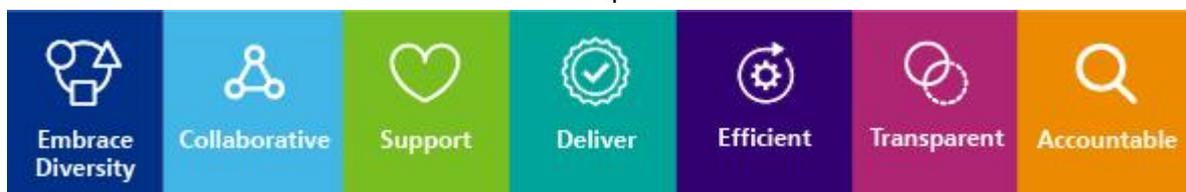
3.2 **Pay step date:** is the anniversary of the date an individual commences employment in their current band and can expect a pay step to take place. Under the new framework these will not be annually but will be dependent on the individual's pay band and when the pay steps fall within that payband. Appendix 3 gives a breakdown on when pay step dates will happen for each pay band

3.3 **Pay step review meeting:** this meeting will take place between the line manager and staff member, in order to review whether the pay progression standards have been met. This discussion will draw on the most recent appraisal, which does not need to be linked to the pay step date.

**Pay step submission:** Managers will be required to submit details of the pay step review to payroll to action the pay step point.

### 4. RESPONSIBILITIES

#### 4.1 Managers



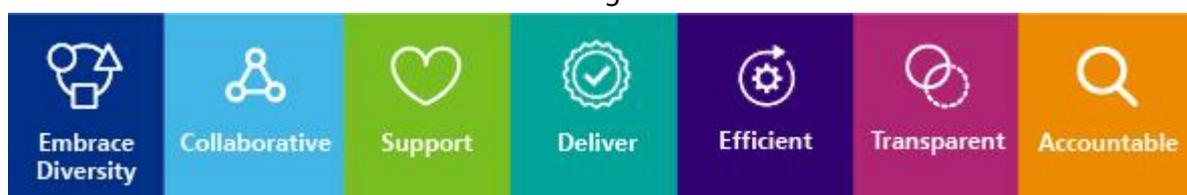
It is the responsibility of the line manager to:

- Be aware of your team's appraisal and pay-step dates.
- Plan your staff's appraisal and wider performance review meetings. These include: probationary meetings (for new starters), appraisal meetings and regular 1-1 meetings.
- Plan your staff's pay progression meeting in advance of their pay-step date. This should be held in plenty of time to ensure the pay-step can be processed by payroll
- Ensure cover is in place, if your absence or other circumstances prevents you from completing these meetings in a timely manner. This should be flagged with your manager at the earliest opportunity.
- Ensure you assist staff to achieve compliance against the set of standards for pay progression approval, in advance of their pay-step point. This will include statutory /mandatory training and any essential skills training for the post.
- Hold regular appraisal discussions in the 1:1 meetings with staff on the basis of "no surprises", so that if an individual may not be on track to reach their pay step point, any areas for development or improvement are identified and remedial action is taken at the earliest opportunity.
- Record the completion of appraisal outcomes (on Workforce).
- Record the outcome of a pay progression decision on the Pay Progression Review Form / Re-earning Pay Decision Form and submit the outcome to payroll for processing.
- Attend training on the Appraisal & Pay Progression.
- Be familiar with the Appraisal Policy
- Ensure they are having regular conversation with their staff outside of the appraisal cycle and pay progression review meetings about performance so there are no surprises for staff if there are concerns that may mean appraisal objectives and therefore pay progression standards are not met.

## 4.2 Employees

It is the responsibility of each employee to:

- Actively participate in the appraisal and pay step review meetings.
- Take personal responsibility for proactively maintaining expected levels of performance and to notify the line manager of any issues which may impact upon continued performance and therefore the appraisal / pay step review.
- Be aware of your own appraisal date and pay-step date.
- Ensure you have dates agreed with your manager for the following meetings: probationary meetings (if you are a new starter), appraisal meetings and regular 1-1 meetings
- Ensure you have a pay progression meeting booked in advance of your pay-step date.



- Ensure you meet and can demonstrate the standards for pay progression, prior to your pay-step date which will include statutory /mandatory training and any essential skills training for the post.
- Follow the appeals process should you disagree with the outcome of your appraisal or pay progression decision
- Attend training on the Appraisal & Pay Progression

#### **4.3 Human Resources**

It is the responsibility of the Human Resources team to:

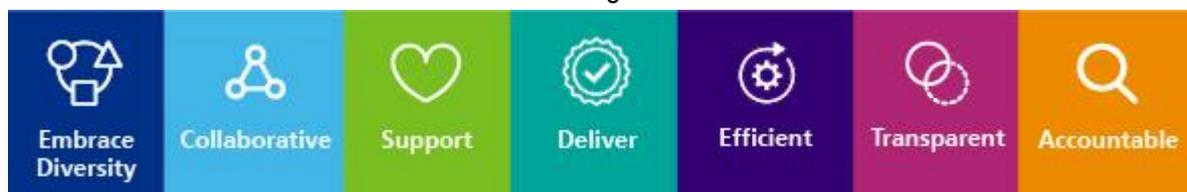
- Advise line managers on the application of this policy and links to appraisal, performance management and the disciplinary policies as appropriate
- Advise on the application of this policy and the links to the Agenda for Change terms and conditions as appropriate
- To provide training and development where appropriate
- Update this policy by the review date or earlier if appropriate

#### **5. SCOPE**

- 5.1 This policy applies to all NCL CCG employees on Agenda for Change terms and conditions of employment.
- 5.2 All pay bands will have either 1 or 2 pay step points with specified minimum periods before staff become eligible to progress to the next pay step. An employee's pay step point is set in relation to their start date in that pay band and those who meet the required standards at their pay step date will progress to their next pay step point.
- 5.3 Appraisals will continue to take place annually and will be used to inform the next pay step submission when this is due. Annual appraisal review meetings will be required to continue to take place for all staff regardless of whether or not they are due a pay step. This is considered best practice with research indicating NHS organisations which operate effective appraisal systems, see a significant improvement in staff motivation and improved patient outcomes. New starters on probation, will continue to be managed in line with the probation process.

#### **6. PAY PROGRESSION STANDARDS**

- 6.1 Staff will progress to their pay step point, on their pay step date where the following standards can be demonstrated:
- The appraisal process has been completed within the last 12 months and outcomes are in line with the organisation's standards (i.e. performance, as



measured through achievement of objectives and competencies is judged to have met the required level).

- There is no formal capability process in place.
- There is no formal disciplinary sanction live on the staff member's record.
- Statutory and/or mandatory training has been completed.
- For line managers only - appraisals have been completed for all their staff as required.
- Staff have demonstrated the [CCGs values](#)

6.2 “Capability processes” are defined in the CCG’s Capability Policy and covers processes for dealing with lack of competence, including professional and clinical competence and clear failure by an employee to achieve a satisfactory standard of work through lack of skills, aptitude, ability or knowledge in relation to the job they are employed to do or consistent poor performance over a period of time. ‘Process’ means there has been an outcome placing the employee in a formal stage of the process. Investigations, informal stages and processes for dealing with sickness absence due to ill health/ disability are all excluded from this pay progression standard, except for those in a formal process to manage intermittent sickness absences where there is no underlying ill health.

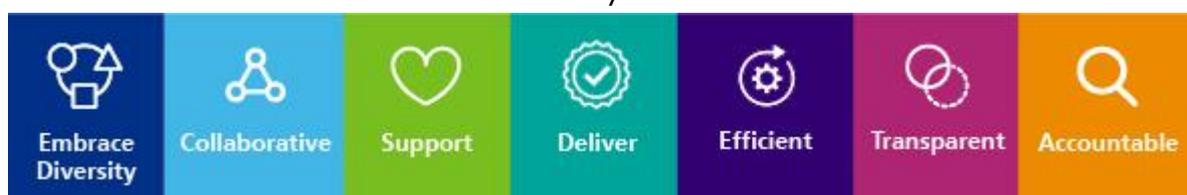
6.3 “Disciplinary sanction” refers to sanctions in relation to conduct only, and excludes warnings applied in relation to sickness absence due to ill health/ disability. (This excludes intermittent sickness absences where there is no underlying ill health). It refers to formal disciplinary sanctions such as formal warnings. It does not include investigations, informal warnings, counselling or other informal activities that may come within a disciplinary policy. If a disciplinary sanction in place at the time of the pay step date, is subsequently repealed, for example as a result of a successful appeal, the pay step will be backdated to the pay step date if all other standards have been met.

6.4 Where factors beyond the individual’s control or operational issues have prevented compliance with any of the pay progression standards, these should not prevent the employee from progression. Staff should bring these to the attention of their line manager as soon as possible (not waiting until the pay step review) so these can be addressed and remedied. This may equally be addressed by the line manager in the regular 1:1 meetings with their staff member.

## 7. PAY PROGRESSION PROCESS

7.1 The workforce HR team will generate monthly notifications to line managers (for their direct reports) advising a pay step is due, within the next two months.

7.2 These notifications are to prompt managers to initiate the pay progression review meeting to review whether the standards for progression have been met. It is expected staff will achieve the required standards prior to this meeting and any

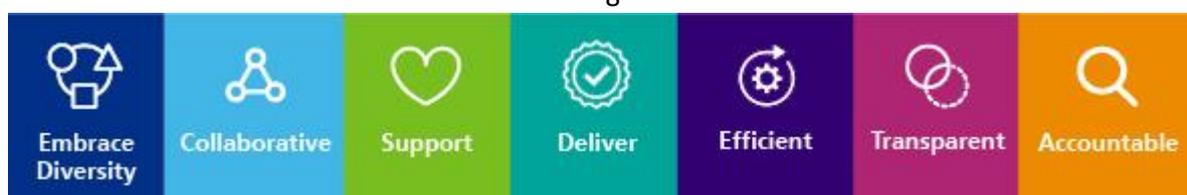


issues or problems which could affect their progression, are brought to the manager's attention in adequate time to allow for solutions to be found to enable pay progression to happen on time.

- 7.3 The review meeting can be held up to six weeks in advance of the pay step date and will draw on the most recent appraisal outcome. It is not necessary to schedule appraisals to coincide with the pay step dates. The Pay Progression Review Form (Appendix 1) must be completed and signed by the staff member, line manager and approved by a senior manager if the pay step is to be deferred. This information will be used as the basis for confirmation of movement or non- movement to the next pay step point for the individual.
- 7.4 Pay-step points will be closed on the payroll system. Therefore, once the pay progression review meeting has been completed, the line manager must record the decision outcome via the HR payroll team to open the pay-step point. This is done via the submission of the Pay Progression Review Form. This will need to be done by the payroll cut-off date, to ensure the staff member receives their pay progression in the month it is due.
- 7.5 If the last appraisal outcome was not satisfactory but remedial actions have been successfully completed by the time of the pay-step date, the staff member will be able to progress without delay if they meet all the other pay progression standards.

## **8. DECISION TO DELAY A PAY STEP**

- 8.1 In situations where pay progression standards have not been met and there are no sufficient mitigating factors, it is expected the staff member's pay-step will be delayed, subject to arrangements outlined below.
- 8.2 The line manager must use the pay progression review meeting to discuss the standards which have not been met and ensure previous discussions about this have been undertaken with the member of staff; consider any mitigating factors and record their decision using the Pay Progression Review Form (Appendix 1). The staff member and a senior manager must also sign this form. If the employee refuses to sign the form, this will be noted but will not hold up the process.
- 8.3 If the decision is taken to defer the pay step, the line manager is responsible for confirming this in writing to the employee, clearly detailing why the pay-step point has not been agreed. The line manager should advise the member of staff of their right to contest any decision where the required level of performance is deemed not to



have been met in line with the recent appraisal. If the appeal is upheld, the pay-step should be applied backdated to the pay-step date.

- 8.4 The line manager should also discuss and agree a plan with the staff member for any remedial action needed to ensure the required standards for pay progression are met, including a timescale and how any training and support needs will be met.
- 8.5 The staff member must take all necessary steps to meet the requirements as soon as possible and the line manager must provide the necessary support.
- 8.6 A further pay progression review meeting should be arranged as soon as the staff member is expected to become compliant against the criteria to review progress and where satisfactory, the line manager should initiate the opening of the pay-step on ESR via the HR payroll team by submitting the pay progression review form. The effective date for progressing to the next pay-step should be the earliest date that the criteria has shown to have been met. The pay-step date for future years will remain unchanged.

### **Pay Progression Review Form**

- 8.7 The manager must submit the form to the HR payroll team to reflect the new pay progression decision. In this instance, the staff member's pay-step point would be paid from the point at which they became compliant, without any back-pay. Their pay-step date for future years will remain unchanged.
- 8.8 Where a pay-step is delayed due to a live disciplinary sanction, or a formal capability process, the line manager should initiate a pay progression review meeting before the expiry of the sanction or capability plan. This should be used to confirm that all other requirements have been met and to ensure the staff member progresses to the next pay-step; effective the day after the sanction expires. The pay-step date will remain unchanged. No pay will be back dated. If however a disciplinary sanction is live at the time of the pay step date is subsequently removed following an appeal, the pay step will be backdated accordingly, if all other pay progression standards have been met.

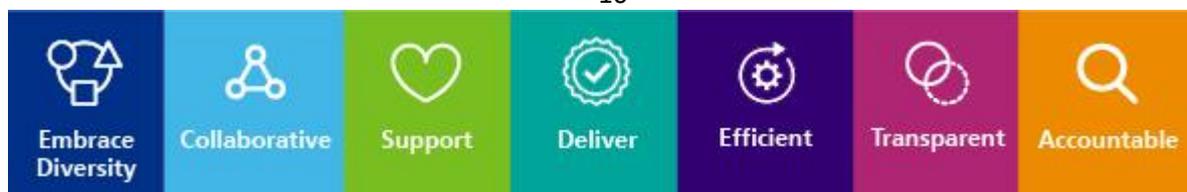
8.9 A disciplinary sanction cannot be applied retrospectively to delay pay progression if it comes into effect after the pay-step date.

## 9. RE-EARNABLE PAY PROCESS FOR BANDS 8C, 8D AND 9

**NHS EMPLOYERS HAVE NOT MADE A DECISION ON WHAT CONSTITUTES A 5% OR 10% DEDUCTION. UNTIL THIS TIME, THE RE-EARNABLE SALARY REVIEW PROCESS WILL BE ON HOLD.**

- 9.1 The principles and standards for pay progression are the same in these bands as they are for staff in the other bands. Once staff have reached the top of their band, the expectation is that staff will meet the required standards and will re-earn the relevant element of pay, annually.
- 9.2 The re-earnable element will become relevant after the employee has been in post after 12 months and has passed through their pay step point to reach the top of their band. At this point, 5% or 10% of basic salary will become re-earnable. It is important to note when standards are met basic pay will be maintained, not increased by 5% or 10%. Basic pay will only be deducted by 5% or 10% where standard are not met. No pay will be back dated if deductions are made.
- 9.3 The employee will be able to restore their salary to the top of the pay band at the next annual review, by meeting the required standards. The employee has the right to contest a decision to reduce their pay (refer to section 11).
- 9.4 The workforce HR team will generate monthly notifications to line managers (for their direct reports) advising of those staff eligible to be considered for re-earnable pay, within the next two months. These notifications are to prompt managers to initiate the annual re-earnable pay review meeting.
- 9.5 A Re-earnable Pay Decision Form (Appendix 2) must be completed during an annual meeting with the staff member to discuss their re-earnable pay. This must be signed by the line manager and staff member and stored on file. The form must also be signed in addition by the relevant Director and Executive Director. The form must be submitted to HR payroll at [nelcsu.ccgforms.north1@nhs.net](mailto:nelcsu.ccgforms.north1@nhs.net) detailing the reduction in pay.
- 9.6 Any decision to reduce pay, should be confirmed in writing to the employee, clearly detailing the decision. The line manager should also discuss and agree a plan with the staff member for any remedial action needed to ensure the required standards for re-earnable pay are met, including a timescale and how any training and support needs will be met. If the required standards are met, the re-earnable pay can be restored at the next annual review.

## 10. ABSENT FROM WORK WHEN PAY-STEP IS DUE



- 10.1 If a staff member is absent from work for reasons such as sickness or parental leave when a pay-step is due, the principle of equal and fair treatment should be followed so no detriment is suffered as a result.
- 10.2 In the case of planned long-term paid absence such as maternity, adoption and shared parental leave the pay progression review meeting can be conducted early if this is reasonable and practical, allowing the pay-step to be applied on the due date, in their absence.
- 10.3 If an individual is on long-term paid absence such as maternity, adoption and shared parental leave and a pay progression review meeting cannot be conducted prior to the pay-step date, the pay-step should be automatically applied in the individual's absence.
- 10.4 If there was a live disciplinary sanction in place at the point the individual went on leave, the pay-step point should be applied in their absence if appropriate; effective the day after the sanction expires.
- 10.5 If there was an active formal capability process underway at the point they went on leave, the pay-step point can be delayed. The improvement process should be resumed immediately upon their return. On satisfactory completion, the period of their absence should be set aside and the pay-step point backdated to an agreed date as if they had completed the improvement process without being absent. The pay progression review should continue as normal, upon the employee's return to work.
- 10.6 Suspension from work on full pay is a neutral act. In order to ensure this is the case, employers should ensure the pay-step point is applied from the due date, where an individual is suspended on that date, provided they were meeting the pay progression standards at the point of suspension.
- 10.7 Employees on external secondment to another NHS organisation will undertake the pay progression procedure of the employing organisation. This may involve the substantive line manager working in conjunction with the line manager of the partner

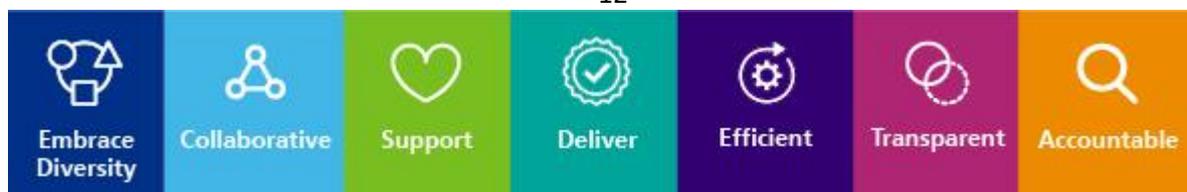
organisation to undertake a review of performance over the previous 12 months, where the objectives will be reviewed.

- 10.8 Employees acting up, will undertake the pay progression review with their current line manager. Information may need to be obtained from the substantive line manager in order to complete the process. The review will only need to be undertaken by the current line manager.
- 10.9 In line with the CCG's arrangements for career breaks, the pay-step of all employees on the scheme will be frozen until they return to work. The employee will therefore return to work at the same pay point they left on. On their return, if their pay step is imminent, they will progress as normal to the next pay point, within their pay band to ensure they are not penalised. However it is recommended a review takes place to ensure their statutory and mandatory training is up to date and recorded as compliant. If the pay point date is 3 months or more in advance of their return, the normal pay progression process will apply.

## **11. PAY PROGRESSION APPEAL PROCESS**

- 11.1 Individuals may seek a review of their appraisal outcome meeting if they are not satisfied it is an accurate reflection of their performance. Equally they can contest a decision not to approve their pay progression, if they consider they have demonstrated their ability to meet the pay progression standards.
- 11.2 Any individual wishing to seek a review should submit this in writing, together with the evidence they provided, to their manager's manager, within five working days of receiving their notification of the outcome of their appraisal and/or pay progression decision. Upon receipt, the senior manager will review the information and feed back in writing to the individual within 10 working days. The manager may seek advice from their Human Resources Business Partner. It is envisaged the majority of reviews can be resolved using this informal process.
- 11.3 If, after the management review, the individual believes the process has been unfair, they can request a formal appeal of the outcome decision. This must be in writing, detailing the grounds of appeal; within five working days of the review by the senior manager. The appeal will be submitted to the senior manager and an appeal panel will be convened with an independent manager and a representative from human resources. The decision of the appeal panel will be final. Employees have the right to representation from a work colleague or trade union representative not acting in a legal capacity at the appeal meeting.

## **12. MONITORING PAY PROGRESSION DECISIONS**

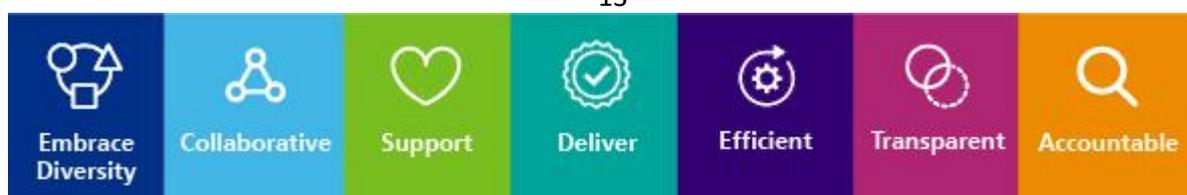


- 12.1 Data on pay progression and re-earnable pay outcomes will be collected, audited, published and monitored locally in partnership with trade unions, including by protected characteristics and contract status, and in line with the NHS Staff Council guidance.
  - 12.2 The CCGs will have a clear line of accountability for investigating and taking action on any evidence of disadvantage or discrimination in the process and outcomes.
  - 12.3 The CCGs will collect and submit the required data necessary to support national monitoring of the pay progression system by and on behalf of the NHS Staff Council.
- 13. EQUALITY IMPACT STATEMENT & PRINCIPLES BASED ON THE NHS AND CCG VALUES AND EQUALITY DUTY**

13.1 In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to caring responsibility, offending background, trade union membership, or any other personal characteristic.

13.2 During application of this policy managers will consider any protected characteristic to ensure that the staff is not placed at a disadvantage or in receipt of unfavourable treatment when being considered for pay progression.

13.3 All pay progression decisions will be made in discussion with the member of staff, considering any reasonable adjustments that may need to be put in place to allow the member of staff to participate in the process in a fair and equitable way.



## Appendix 1:

### Pay Progression Review Form

Employee Name:

Payroll Number:

Job Title:

Manager Name:

Job Title:

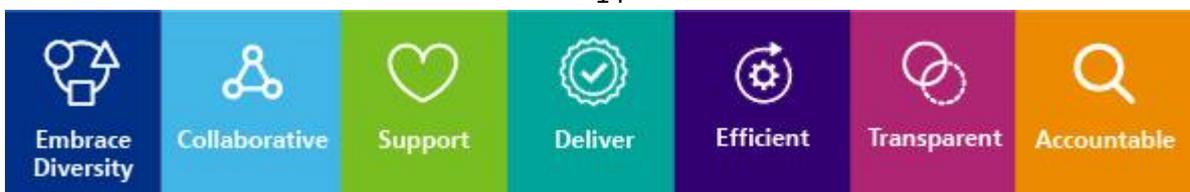
Date of pay step review meeting: \_\_\_\_\_

Date pay step/increment due:

Date of last appraisal:

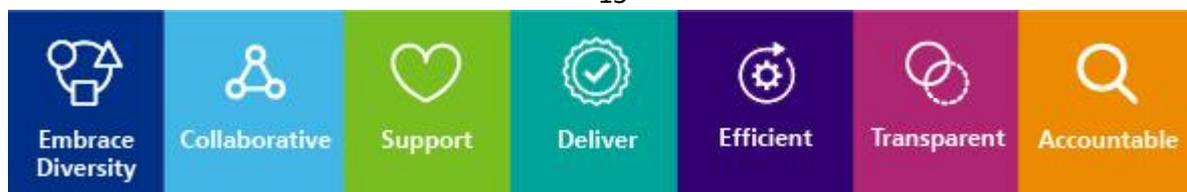
### Summary of Pay Step Review Meeting

#### Employee's Summary:



**Manager's Summary:**

<b>Standards for Progression</b>	<b>YES</b>	<b>NO</b>
Has the appraisal process been completed within the last 12 months and are outcomes in line with the CCG's Standards?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a formal capability process in place?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a live formal disciplinary sanction on the staff member's record?	<input type="checkbox"/>	<input type="checkbox"/>
Is all statutory and/or mandatory training complete?	<input type="checkbox"/>	<input type="checkbox"/>
Has the member of Staff have demonstrated the CCGs values	<input type="checkbox"/>	<input type="checkbox"/>
<b>For line managers only</b> – have appraisals been completed for staff they manage, as required?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Notification to HR / Payroll of action to be undertaken:</b>		
<b>Assessment of Standards</b>	<b>Approved</b>	<b>Deferred</b>
	<input type="checkbox"/>	<input type="checkbox"/>
Is the incremental advancement of pay step approved or deferred? (Please tick		



above) Effective / increment date: _____ Confirm salary to be applied: Years of experience in grade:
Reasons for this decision

**Line Manager Signature:**

**Date:**

**Employee's Signature:**

**Date:**

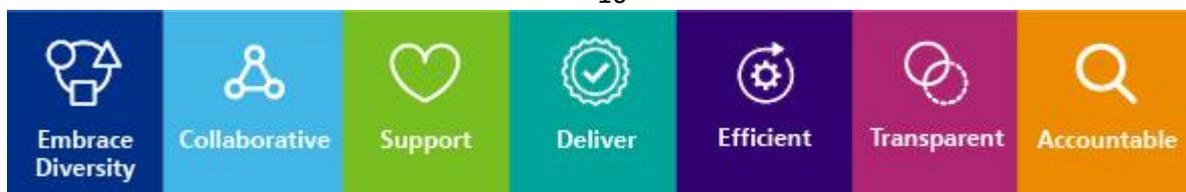
**If the pay step is deferred include the senior manager's signature as indicated:**

**Senior Manager's Signature:**

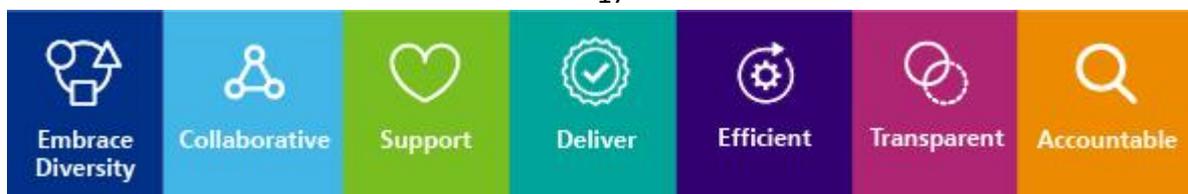
**Date:**

The completed form should be submitted to HR payroll team email address:  
[nelcsu.ccgforms.north1@nhs.net](mailto:nelcsu.ccgforms.north1@nhs.net) by the 2<sup>nd</sup> working day of the month to action the pay step.

<b>HR/Payroll Use only:</b>  Reviewed by Payroll Associate:  Print name: _____ Signature: _____ Date: _____  Confirmed change actioned by Payroll:
--



Print name: _____	Signature: _____	Date: _____
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## Appendix 2:

### Re-earning Pay Decision Form (Bands 8c, 8d and 9)

**NHS EMPLOYERS HAVE NOT MADE A DECISION ON WHAT CONSTITUTES A 5% OR 10% DEDUCTION. UNTIL THIS TIME, THE RE-EARNABLE SALARY REVIEW PROCESS WILL BE ON HOLD.**

This form should be completed in line with section 9 of the Pay Progression policy. A year after the staff member has reached the top of band 8c, 8d or 9, 5 % or 10% of the basic salary will become re-earnable. Managers must meet with the staff member in advance of this point to complete this form. A copy should be retained on file and the changes to be applied must be notified to Payroll on Page 2 of this form.

Employee Name:

Payroll Number:

Job Title:

Manager Name:

Job Title:

Date of Re-earnable pay review meeting:

Date Re-earnable pay step due:

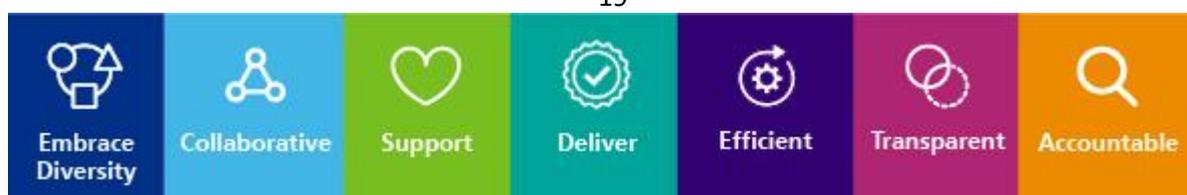
Date of last appraisal:

### Summary of Re-earnable Pay Review Meeting

#### Employee's Summary:

**Manager's Summary:**

Standards for Progression	YES	NO
Has the appraisal process been completed within the last 12 months and are outcomes are in line with the CCG's Standards?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a formal capability process in place?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a live formal disciplinary sanction live on the staff Member's records?	<input type="checkbox"/>	<input type="checkbox"/>
Is all statutory and /or mandatory training complete?	<input type="checkbox"/>	<input type="checkbox"/>
Has the member of Staff have demonstrated the CCGs values	<input type="checkbox"/>	<input type="checkbox"/>
<b>For line managers only</b> – have appraisals been completed for staff they manage, as required?	<input type="checkbox"/>	<input type="checkbox"/>



<b>Notification to HR/Payroll of action to be undertaken:</b>		
<b>Assessment of Standards</b>	<b>Approved</b>	<b>Reduced</b>
	<input type="checkbox"/>	<input type="checkbox"/>

Is the re-earnable pay approved or reduced? (Please tick above)

Effective / increment date: \_\_\_\_\_

Percentage of pay to be reduced (following discussion with HR) (5% or 10%):

---

Reasons for this decision:

**Line Manager's Signature:**

**Date:**

**Employee's Signature:**

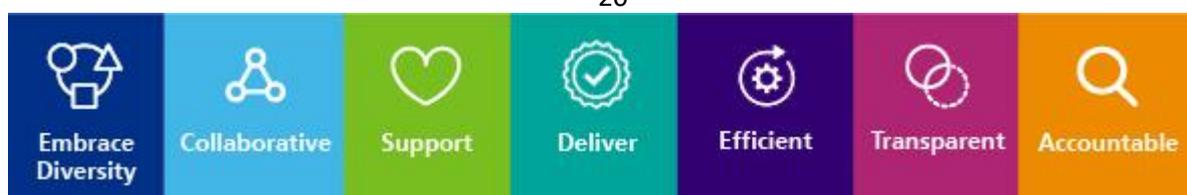
**Date:**

**If the pay is being reduced please include the senior manager's signature as indicated:**

**Senior Manager's/Executive Manager Signature:**

**Date:**

The completed form should be submitted to HR payroll team email address: [nelcsu.ccgforms.north1@nhs.net](mailto:nelcsu.ccgforms.north1@nhs.net) by the 2<sup>nd</sup> working day of the month to action any reductions to the pay.



**HR/Payroll Use only:**

Reviewed by  
Payroll Associate:

Print name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Confirmed change actioned by  
Payroll:

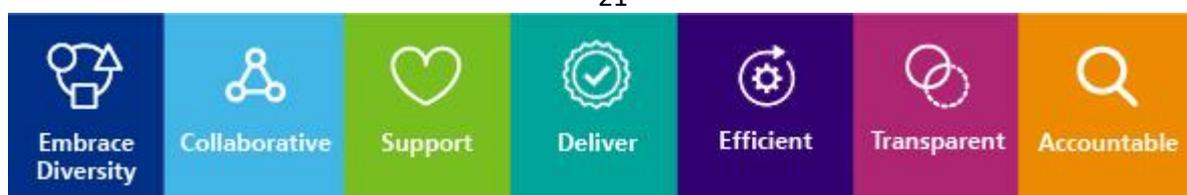
Print name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Appendix 3: Where pay steps will fall following years of progression**

Pay Band/Number of Years progression	1yr	2yrs	3yrs	4yrs	5yrs	5yrs+
Band 2						
Band 3						
Band 4						
Band 5						
Band 6						
Band 7						
Band 8a						
Band 8b						
Band 8c						*
Band 8d						*
Band 9						*

**Key**

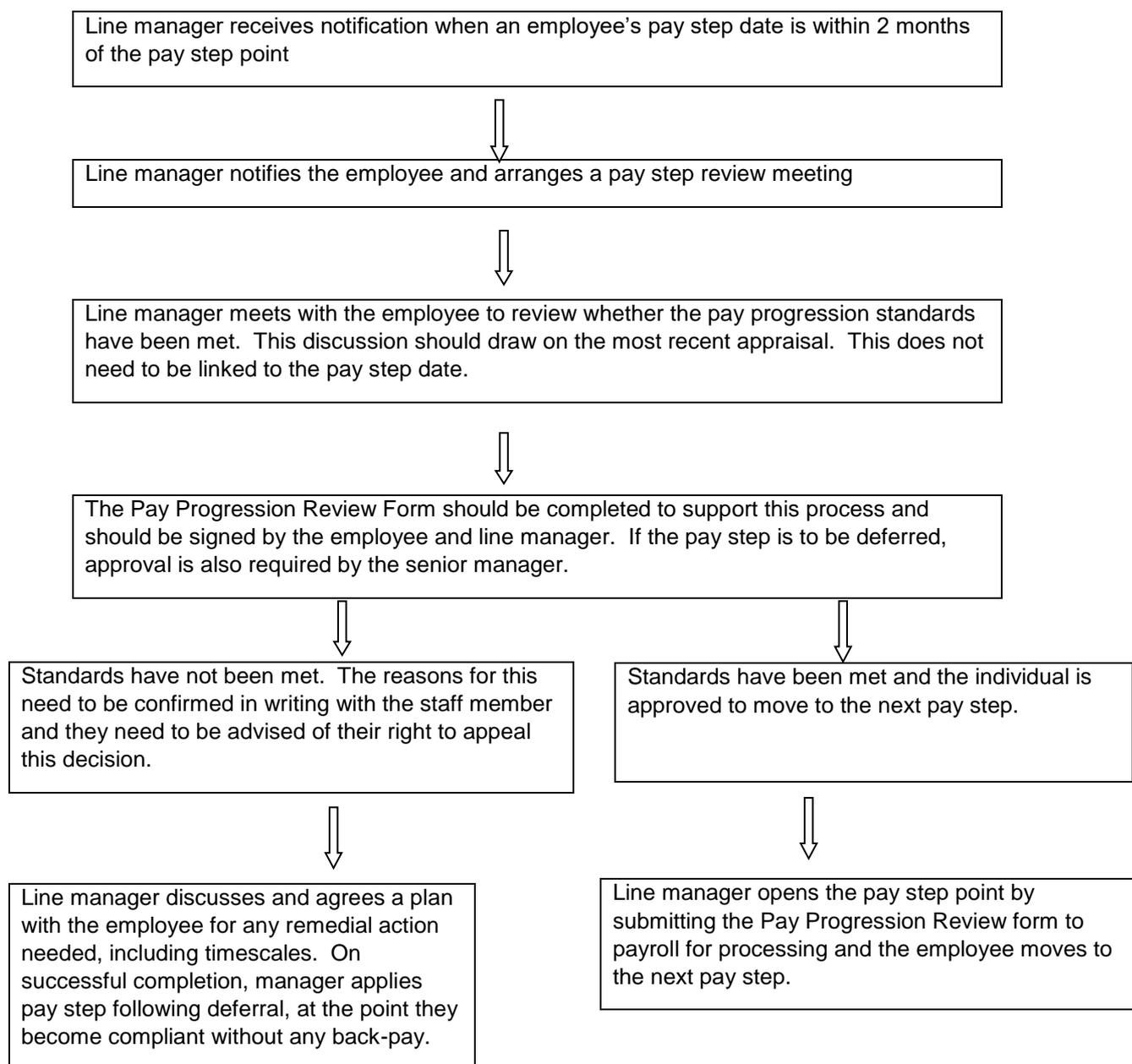
Intermediate step-point	
Top step point	
Discretionary annual re-earnable pay point	* (currently on HOLD)



**Appendix 4**

**Flow Chart Pay Step Submission Process**

This flowchart explains the pay step submission process for the pay progression system

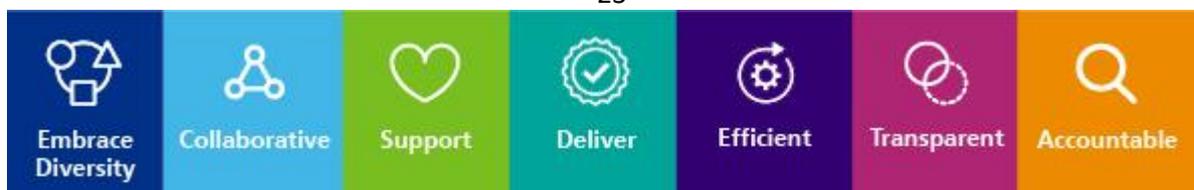


**Reasons for non-progression:**

1. Appraisal outcomes are not in line with the CCGs' standards
2. Formal capability process is in place
3. Formal live disciplinary sanction on record
4. Statutory and or mandatory training not completed
5. **For line mangers only-** not completed appraisals for all their staff



**North Central London**  
Clinical Commissioning Group





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