

Employment Matters Committee – Supplementary agenda

A meeting of the Employment Matters Committee will be held on:

Date: 17 April 2014

Time: 7.00pm

Venue: Meeting Room 2 - Level 3, Gun Wharf, Dock Road, Chatham ME4
4TR

Items

5 Pay Progression Scheme

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Appendix 2.

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Date: 17 April 2014



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If you have any questions about this meeting and you want to speak to someone in your own language please ring **01634 335577**

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MedPay FAQ / comments

Question / Comments	Response (where applicable)
TU consultation	
Have the Trade Unions been consulted on MedPay?	Yes. Medway Council have been speaking with them since May 2012 and they were provided with additional information in January 2014 and discussions continue through CCC and EMC (17/4)
TU's are saying lack of consultation by Medway Council as opposed to them just being against PRP	As above
Top of grade issue	
What proportion of staff are at the top of their grade so may not be able to get any financial award even if meet required standard?	10% compared to the 30% before MedPay.
Is this a way of the council seeking to save money by making less people eligible for financial recognition	No
If not eligible for 'excellence' payment as at top of grade what is the incentive to do the extra mile or be motivated?	Agreed to propose that top of grade receive excellence payment
No progression for top of grade so only chance is if you move to a new job	Career progression not always available, a fact in all organisations
Unfair not to reward wider contribution or high achievement because you were kept to the top of one range rather than being up a range	
Not fair not to get an award. Should be a one off payment (not capped to top of grade) for excellence.	Agreed to propose that top of grade receive excellence payment
Need some financial reward otherwise people will leave	
By excluding this group it would affect their pension which are now based on average earnings so limiting future pension	
Everyone should have the opportunity to benefit from the incentive of aspiring for excellence – it's a reward not an increment	Agreed to propose that top of grade receive excellence payment
Excluding top of grade is open to an Equality Act challenge of discrimination on the grounds of age	
Financial reward	
As there is no guarantee of a pot of money at the end of the assessment year is this scheme a way of making a saving for the council?	No

Will a cost of living award change the ranges?	
Working without knowing what you're working towards is an issue.	
Issue if there's no money at the end of the assessment year having worked hard during that period (numerous mentions)	
Getting 0% at the end of the assessment year will be worse than having no scheme	
If only get say 1% pay award, based on cost of living, this is still effectively a pay cut	
If get less than 1% worse off than old scheme as would be less than an increment and cost of living award	
Not right that cost of living award would only be applied to levels one and two as cost of living award isn't about performance as it affects everyone	
Prefer 0% to losing more colleagues	
Should we even contemplate this scheme if there is no money guaranteed	
There should be an open book process so staff can see how any % has been determined	
If no % then staff won't try the following year	
How share out the pot within a division?	Pot will be centralised so that those who deserve recognition and meet the criteria get it (if there's a pot)
Needs to be some sort of recognition even if not financial	
Need to review this once scheme is embedded to see if people are at the top of a range due to competence rather than length of service as some will be due to historic service	
Is this related to opting out of the National Terms and Conditions	No – that was related to cost of living award. Could still have done PRP even without opt out. Local authorities in 2015 can no longer have time served increments
Need to have a fixed pay bill rather than a % as unknown numbers that could achieve the standard and amount can't be bottomless	
If divisions make money and can put back in to the council that extra money should be used to reward staff	
Is there any indication from members re the %	No. This is proposed to be set next February.
Suggest a fixed amount across the board rather than a % it would be:	

<ul style="list-style-type: none"> • fair and equitable for a finite pot. • Everyone who excelled would get a fixed amount irrespective of range • It would reduce the pay differential that occur with % increases 	
The excellent payment should be a flat rate payment	
Could the target achievement be rolled over into the next assessment year if there's no financial award available at the end of the assessment year	
Will the pot of money determined by members affect cost of living award	It could and is at the members discretion
Are awards pro rated for part time workers	Yes
Are Agenda for Change staff in public health included in this scheme	Not at the moment as they are protected for a period of time as a result of TUPE
If everyone achieves excellence will it affect the money available?	It could as if there's a finite pot the awards may need to be spread thinner across more people
PDR process	
How will the content of PDR's be dealt with to ensure quality as this is a current issue?	Managers will be required to attend compulsory training on holding a PDR, target setting, monitoring and assessing achievements
Changing / interim manager turnover – how get assessed?	Have clear targets, keep evidence to demonstrate achievement
How often should supervision be?	Fortnightly / monthly as a minimum
Additional time should be made available for managers to do this	Should already be doing it as it's part of their job
Can't set targets by May/June due to a review	OK to set targets from July
PDR focus is on targets at detriment of development and training needs	
PDR notes should be confidential as personal matters are raised	Detailed discussion on personal matters should be a separate meeting and no recorded in detail on a PDR
Long term absence would be demoralising if you can't achieve or demonstrate competence as not there	Case by case review. If absence is disability related, may need adjustments. Need to ensure no detrimental treatment for LTS or Maternity.
If you're working on a project and you need extra skills will there be the opportunity to have training	Yes – there is central funding
Need CPD training – is there the funding as been told in the past that there is none left. Need this to be able to retain professional status and therefore the job	Yes – there is central funding
Current paperwork is too regimented and too	Shouldn't be all about the paperwork, the

much focus on this, make the paperwork disappear.	focus is the discussion, but it needs to be recorded somehow
How use the grievance process?	Grievance with process (rather than targets set) i.e. no PDR. Aim is to resolve it informally and put right any wrongs rather than escalating an issue unnecessarily
May get professional or clinical supervision, but not personal supervision	Should do both
1:1's / supervision is patchy	Should be regular
It's a simple process, but doesn't always happen in some areas. Managers need managing	
Some people get promoted to a manager because they were good at their job, but get no management training, so they miss out the 'people' bit.	There is mandatory training be provided for all managers
Have defacto management responsibility looking after students etc	Need to ensure that the right people are doing the PDR's
Lots of agency managers who are not getting targets so no consistency between workers	Need to have targets if working over 13 weeks. Agency managers need to attend training.
Fear that managers, especially where they've not been applying the PDR process in the past, will not have the capability to apply the new system accurately and fairly. Hope training will close the gap.	There is mandatory training be provided for all managers
I have no manager due to a vacancy that is being recruited to. Who will assess me?	We'll need to discuss with each service where this is an issue to ensure that the target setting and PDR process takes place
A process is needed as to what to do if there has been no manager in place for a long time	
Concern that if another manager is assessing you that they won't know what it is you do	
Targets setting	
What about team targets?	Needs to be aimed at individuals, though there may be similarity between roles in the same team / service
What if there's a change beyond my control? i.e. courts, funding cuts, absence of colleagues putting pressure on whole team	Need to renegotiate targets or agree appropriate targets i.e. don't lose an ET vs Don't lose any ET's on procedural points. Allow tolerances based on each circumstance. Aim is to achieve not set up to fail
Could % vary depending upon the job	Yes, but would be another variable
Could it be a flat rate to prevent disparity	
Can't set targets for parking enforcement offices as it's illegal to target how many tickets are issued	Set targets re quality, development

Everyone should know the competency framework to set targets	
How would you dispute your targets?	Go to the grandparent to facilitate an agreed way forward
Managers need to be told that targets can be amended during the year if there's a change in circumstance	
Social workers have on PCF which are national for social care which is job specific rather than use corporate scheme	There is significant overlap between the two. PCF scheme to be used.
Difficult to set targets in social care. Can end of being very figure based / number crunching as easy to measure, but doesn't measure quality	
Some roles are output driven so easier to set targets and measure. Not all roles are this way.	
How set targets in a service that is still developing and finding its way, with uncertain KPI's	
Whilst it is viewed that targets can be re-negotiated sometimes you don't know the reality until you start working to the revised target	This can be reviewed through regular discussion and 1:1's
Assessment levels	
If Ofsted say we're just satisfactory will there still be a payment	Yes, if £ available. Not to be confused with Ofsted's satisfactory rating – this is about individuals performing at the right level
What if I reach all bar minor targets how do I get rated?	Targets can be reviewed during the year if they are not longer achievable
Either join the bottom two levels or add another level higher up to get the balance	
Why have level 4 as already have capability procedure and matters should be addressed throughout the year	
Take the bottom level out as repetition	
Approval process – concern that the grandparent doesn't know what you do	
Will there be any scrutiny as concerned about consistency	Yes, grandparent and HR
How independent is the grandparent as their job is the support their own direct report	
Will there be an enforced distribution curve to achieve for each level	No it is not part of the requirement, but inevitable that a curve will result as not everyone will perform to the same level
Wider contribution	
How will this be measured?	Not just about putting a name on a group

	list, need active involvement and making an impact
Is this limited to the examples?	No, can be about team involvement, projects outside the role, not just choir, Medway makers etc
Need you do all the items listed to achieve this target	No, they are examples
This would be at the expense of the other job related targets and could then get no payment at all	
This could be challengeable	
Anyone can come up with ideas but doesn't mean they're any good. There is the need to present a decent business case.	An idea would need to be followed through or contribution demonstrated to get the recognition
There needs to be greater clarity regarding what qualifies i.e. level of involvement	Contribution needed, not just belonging to a group for example
Other	
How do people find out about and see the new job profiles	On intranet, but not widely advertised at current time
Is turnover low in children's services	yes
Didn't like implied threats in letters	Had hoped for collective agreement, but as doing indiv letters there's the need to cover risks and legal aspects otherwise council could be in trouble
Fully support PRP	
How do scores relate to range	This information is not being publicised as it's about competency levels and not 'what can I do to get 5 more points for the next range'. Score are available upon request.
There's a gap in communication between senior management and staff	Gap appears to be with middle management who are trying to manage up and down
JE appeals – when will the process be determined for me to submit an appeal	Had 20 days to submit an appeal from receipt of your letter. Process for dealing with those appeals is being finalised now.