



Medway Council

Draft Enhanced MedPay Policy

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1.0 - Introduction

1.1 - This policy statement provides the principles within which the enhanced MedPay Scheme will operate. Further detailed guidance is available in the Performance Appraisal and Career Conversation Guide (Appendix 1) and the Career Progression Framework Guidance (Appendix 6) along with other tools which can be found on MedSpace.

1.2 - This enhanced scheme provides a mechanism for managers to assess and measure employees' performance against the achievement of a set of individual targets and objectives, to evidence and be rewarded fairly and equitably based on their individual competence to do their job, and to receive an annual cost of living award (COLA.)

1.3 – A career conversation and an employee wellbeing discussion will also form part of the performance appraisal process along with the option of a personal development plan.

1.4 – Career progression frameworks enable individuals to assess their ability against the criteria for A, B & C and provide demonstrable evidence to progress through the pay range of their post.

1.5 – The pay protocol process is the mechanism by which the COLA is negotiated with trade unions and a decision made annually at full council in February.

1.6 – This policy is written to support the Council's recruitment and retention strategies and in conjunction with the Employee Value Propositions and the Council's commitment to valuing staff.

2.0 - Equalities Statement

2.1 - Medway Council is committed to providing equal opportunities and access to all. This policy statement embraces the spirit of managing a diverse workforce and those responsible for making pay decisions must ensure that no employee or group of employees are discriminated against either directly or indirectly or victimised on the grounds of their race, disability, sex, sexual orientation, religion or belief, age, marital or civil partnership status or any stage of gender reassignment.

3.0 - Scope

3.1 - This policy applies to all employees (who have been subject to the MedPay review which commenced October 2022) and employed on a MedPay contract of employment.

4.0 - Principles

4.1 – Provide a structure for individuals and line managers to have regular conversations about performance, careers, and wellbeing.

4.2 – To support career development and aspirations, providing personal development and clear career pathways.

4.3 – To give employees ownership of their performance and progression within the Council.

4.4 - All managers undertaking the performance appraisal and career progression framework assessment of another member of staff must have undertaken the specified mandatory training (as detailed in the corporate induction.)

4.5 - All recommendations for career progression will be authorised by either the Head of Service (for those in roles Range 1-6) or the Strategic Service Manager or the Assistant Director (for those in roles Range 7) and finance.

4.6 - HR Services will be responsible for advising on the application of MedPay, monitoring consistency of application across the council and reporting on overall performance appraisal assessment levels and career progression awards.

4.7 - Should the employee disagree with their career progression award they may ask the Head of Service/ Strategic Service Manager / Assistant Director (as applicable) to review the evidence. Their decision is final.

4.8 – Career progression award changes will be administered in January and July each year.

5.0 Performance Appraisal

5.1 – What is a performance appraisal?

5.2 – A regular review of an employee's performance of their role with their line manager based upon a set of agreed objectives and targets, with a final assessment at the end of the annual performance appraisal cycle.

5.3 - Tools and process

5.4 - The performance appraisal and career conversation form (appendix 3) and personal development plan (appendix 4) has been designed to provide a structure for employees and managers to have regular conversations, and combines appraisal, career conversations, employee health and wellbeing and a personalised development plan.

5.5 - The performance appraisal process (appendix 5) will start with the setting of performance objectives and targets. A performance appraisal conversation will take place annually between the individual employee and their line manager. The objective setting conversation will usually take place in April.

5.6 – Objectives and target setting

5.7 - Objectives/targets should be SMART – Specific, Measurable, Achievable, Realistic and Timed.

5.8 - Targets and objectives may change during the assessment period and if so, recorded on the performance appraisal form.

5.9 - The review of objectives must take place as a minimum at mid-year and end of year performance appraisal meetings with regular monitoring during the year through individual 1-2-1 meetings as a minimum quarterly.

5.10 – End of year assessment

5.11 - The end of year performance appraisal conversation will normally take place in February or March and line managers will assess individuals' performance as:

- Outstanding performance (On track to meet all set objectives and exceed performance)
- As required performance (On track to meet objectives and achieve the outcomes in the role)
- Less than required performance with development needs (Not on track to meet objectives, and some development required)
- Objectives not met (Not on track and unlikely to meet most of the objectives. Achieving less than expected in the role)

5.12 - Where performance is, 'less than standard performance with development needs', the line manager will produce a development plan in consultation with the individual to support them to meet the required performance.

5.13 - Where an individual is assessed as, 'objectives not met', there would usually already be an informal or formal performance improvement plan in place under the capability procedure.

5.14 – The performance appraisal assessment level has no direct link to pay progression or a performance related pay element. However, to be considered and awarded pay progression against the career progression framework, the employee must be on track to be assessed or assessed at 'as required performance' or above in their performance appraisal.

5.15 – Managers should record the performance appraisal assessed outcome on My View.

6.0 Career Progression Framework

6.1 – What is a career progression framework

6.2 – A career progression framework is a tool to support individuals to consider, discuss and plan their career and development in the Council. It details the core knowledge, skills, and experience at professional levels within job professions. It enables recognition of transferable skills and competencies and an assessment of competence against these. It may detail development activities that could support vertical and lateral career progression.

6.3 – Aims of the career progression framework

- to help staff have better career conversations and to plan meaningful development, and to experience fulfilling careers as part of performance appraisal.
- To support practitioners to develop skills, expertise and professional confidence at every stage of their career;
- To provide practitioners with opportunities to agree a learning and development plan linked to their career progression, which recognises and rewards the acquisition and application of additional knowledge and skills;
- To enable practitioners to progress in their career within Medway by using their knowledge and experience.
- To support recruitment and retention.

6.4 – Tools and process

6.5 - The framework allows staff to demonstrate their ability against each of the criteria in the applicable career progression framework at A, B & C, and apply for progression and advancement through the pay range of their post.

6.6 - The focus will be on the criteria for progression and how these have been met, although the line manager should also encourage the employee to discuss their ambitions, training needs, strengths, and areas for improvement.

6.7 - There will be 3 competency levels within the pay range for roles within the Council:

Level A -	Developing	Lower end of the pay range
Level B -	Practising	Mid-point of the pay range
Level C -	Accomplished	Upper end of the pay range

6.8 - The application form for career progression can be found at Appendix 6 and should be used in conjunction with the Career Progression Framework guidance document (Appendix 7.) The process is documented in Appendix 8.

6.10 - Following the submission managers will meet and review the evidence submitted against the framework criteria, individual performance goals/objectives and any other relevant criteria as part of the next planned 1-2-1/supervision meeting.

6.11 - At this meeting the employee must demonstrate, with the supporting documents as evidence, that they have met the criteria as set out in the Career Progression Framework in conjunction with their role profiles, personal performance goals and, where applicable, evidence of Continuous Professional & Personal Development.

6.12 - After consideration of all the evidence, the manager will make a recommendation as to whether the employee has been successful with their

application to progress to the next pay level to the Head of Service or Grandparent Manager (where applicable).

6.13 - All requests will require approval from the Head of Service / Strategic Service Manager / Assistant Director (as applicable), and Finance.

6.14 - If approved the pay change will be applied as of January or July, as applicable, and will not be backdated.

6.15 - If progression is not recommended the employee will be given full feedback on the areas where they did not meet the required standard, together with suggestions on how they can develop in those areas. The earliest an individual can submit another request is the next window.

6.16 - In addition to be considered for in role progression, the employee must:

- have passed their probation period, and
- not be subject to performance capability, and
- have met (or are on track to meet) their appraisal objectives and targets.

6.17 – Appeal

6.18 - The employee has the right to appeal to their Head of Service if they consider that they have grounds for appeal as set out below:

- The process has been incorrectly applied
- There is evidence that the outcome was unfair or bias
- The criteria has been applied unfairly

6.19 - The appeal must be made in writing to the Head of Service / Strategic Service Manager / Assistant Director (as applicable), within five working days of receipt of notification that the request to progress has been declined, giving clear reasons why.

6.20 - The Head of Service/ Strategic Service Manager / Assistant Director (as applicable), will review the CPF submission and provide a response within a reasonable timeframe.

6.21 – New appointments to role

6.22 - New appointees, both internal and external, will be assessed against the career progression framework as part of the selection process and appointed at the appropriate level, A, B or C. They will not be able to progress through further competency levels until they have passed their probation period and then brought in line with the process.

7.0 Cost of living award (COLA)

7.1 - Full Council may, on an annual basis, decide to award an additional across-the-board pay increase for all staff. This will follow negotiation by officers with the trade unions, (in accordance with the Council's pay protocol), presented to Employment Matters Committee who make a recommendation to Full Council. Full Council, usually in February, decide as part of the formal budget setting meeting to award a cost-of-living payment and the value of that award.

8.0 - Casual Staff

8.1 - Casual staff are not usually subject to MedPay scheme assessment. If the scheme is applied an individual will normally be required to have achieved a six-month working aggregate to be assessed against the Career progression framework.

9.0 - Roles and Responsibilities

9.1 - Managers role and responsibilities

9.2 - Managers will discuss progress against individual performance appraisal goals and objectives during the year as part of 1-2-1s (informal) but also, as a minimum, at two formal performance appraisal meetings during the year.

9.3 - In providing assessment and feedback managers will be constructive, evidence based, honest and provide solutions and support in raising an individual's performance level.

9.4 - The line manager will meet with the employee to discuss and review the employee's evidence/portfolio for career progression when submitted for assessment and provide a written confirmation statement, (Appendix X) which states whether the relevant requirements have been met.

9.5 - Where the criteria have not been met, managers will provide constructive feedback, ideally face to face, on the areas where they did not meet the required standard, together with suggestions on how they can develop in those areas.

10.0 - Employees role and responsibilities

10.1 - Employees are expected to engage in the performance appraisal process, contributing to the objective and target setting process and the regular 1-2-1 and formal review discussions.

10.2 - Employees are expected to take responsibility for their development and progression (with support from their manager). Any request to progress within role must be clearly evidenced and meet the criteria detailed in the framework.

10.3 - Each level, A, B & C, represents a progression in the role within the pay range and accompanying criteria. The employee will retain all the criteria of previous levels alongside providing evidence of meeting the next levels criteria to progress.

10.4 - Please see the Guide to Performance Appraisals for further support.

10.5 - Progression through the pay range is not based on the time in post, although time in post may be a factor, as such automatic progression due to length of time in post will not occur. Some employees will take longer than others to progress through the levels and some employees may decide to practice at a particular level for several years without wishing to progress. All employees and their contribution to work are equally valued.

Appendices

Appendix 1 - Performance Appraisal and Career Conversation Guide

Appendix 2 - Performance appraisal and career conversation form

Appendix 3 – Personal development plan

Appendix 4 - Performance appraisal process

Appendix 5 – Application for Career Progression

Appendix 6 – Career progression framework template and guidance

Appendix 7 – Career progression process



Performance Appraisal and Career Conversation

Guidelines for managers and employees

Performance Appraisal and Career Conversation Principals

Under the new improved MedPay+ Scheme, the Performance Appraisal process will look slightly different. With the introduction of the Career Progression Frameworks Medway Council's approach to Performance, Progression and Pay will help employees have better career conversations, plan meaningful development and to experience fulfilling careers.

For some individuals thinking about their career in a professional context will be familiar and for others it will be a shift. Integrating those frameworks into the employee experience at the right points offers a real opportunity for all individuals to actively map out their own career progression journey, as they understand how to gain skills, experience and identify the right learning for themselves in a structured way and at the right time.

The Performance Appraisal and Career Conversation provides a structure for individuals and managers to have regular conversations, and is intended to combine employee health and wellbeing, appraisal, career conversations, and a personalised development plan into a series of regular and joined up conversations.

The Performance Appraisal and Career Conversation has been designed to be used for employees at all levels, regardless of their professional background. A degree of flexibility is built into the conversation for it to be relevant and meaningful for different individuals and therefore all sections may not be relevant for every conversation, but it is a personal and individualised conversation that enables people to reflect upon, discuss and agree where the individual is at a given point in time.

For those on a Career Progression Framework, depending on where you are in your career journey, you can use the relevant sections in the Performance Appraisal and Career Conversation to provide a foundation for discussions and opportunity to explore what opportunities exist, your ongoing training and development needs and how ready and able you are to be able to make this transition or preparation for the next stage in your career.

At a given point in time (and for a combination of reasons) most of us are content to stay on our current role and do not feel the need to explore other options. In these cases a full in depth career conversation is not required, but you will need to reflect upon your level of satisfaction within the role and what can be done to ensure that it becomes or remains fulfilling and worthwhile.

The quality of the ongoing conversations should be the main focus promoting a respectful relationship between the individual and manager with the conversation being based on the person, their role, their well-being and their career.

Having the conversation

In the beginning, both the employee and the manager may find the conversation easier to have if it is spread across two separate meetings. A natural way to split the conversation would be to start with sections 1 and 2 in one meeting and then return to discuss and agree on sections 3 and 4. If the meetings are split, generally, it is best to ensure that the gap between them is no more than a fortnight.

When the initial conversation has been undertaken, given the changes occurring at work and in life, it is recommended that elements of this conversation form part of an ongoing dialogue between the employee and manager. Section 2, the review of an employees goals and objectives for example could form part of weekly or monthly one to ones. Ideally a light touch review should happen at least once a quarter with a more in-depth conversation at least every 6 months.

To maximise the quality of the conversation and benefit employees derive it is recommended that you take some time to reflect and work through a number of the sections of the conversation in advance. This will in turn ensure that the conversation will be more focused, of higher quality, and should also be shorter. The elements you will need to prepare for include:

Section 1 - About the employee

The employee should complete all this section on their own before they meet with their manager and can choose whether to share this with the manager beforehand or wait until you meet.

Use this section to help you reflect upon how satisfied you are within your role, how well this fits within your life and the impact this has on you. This isn't an exhaustive list and you may think of other factors that are affecting the balance between your work and home life. If this is the case, then you can take the opportunity to write these down on the same page. Start by indicating where you are on each of the scales and then take some time to reflect upon your scores. Next, give some thought to the practical steps that you could take over the next 2 – 3 months that would make noticeable difference to your quality of life in and out of work. You may find it helpful to consider how your manager, colleagues, friends or family could support you in taking these steps. Also be sure to include any goals that relate to the workplace in section 4 when agreeing your development goals.

Section 2 – Reviewing my goals and objectives

Reviewing successes and progress is a vital part of any review conversation. This section provides the employee and manager the opportunity to establish how much progress has been made in relation to the set development goals and work objectives.

Summarise the goals and objectives agreed during your last conversation in this section.

Employees can use this section to help you review what you've been doing and how effectively you've been going about it. It is designed to help you evaluate your progress against development goals and work objectives. Start by summarising the goals agreed during your last conversation. The employee and manager can then use the rating scale to indicate the extent

to which these have been or are being met. When you have done this, you may want to agree which of the ongoing goals you wish to include when you reach section 4.

Section 3 – Reviewing my career

This section has been designed to ensure that regardless of aspirations and ambition everyone is provided with a structured and meaningful conversation about their career, to talk through their hope and needs in the short and longer term.

This section will help you to reflect and discuss where you are at a given point within your career.

At any given point in time most of us are content to stay in our current role and not everyone will be considering moving to another role or even progression within their current role. If this is the case, your primary focus is about getting the most from your current role. You may find it helpful to reflect back to the previous sections and to think about what is important for you to either achieve or be able to do within your role. Also consider what support you may need and how this sits alongside your life outside work. Having discussed the questions on this page, take a few minutes to record your thoughts and then move on to the final section 4 'Agreeing your goals and Development Objectives'

For those who are considering a change of role these may include a range of options including a sideways move, stepping down into a less senior role, progression within their current role, or promotion to a more senior position. If this is the case, this section will help you to reflect more specifically on what this is and why you are keen to make a transition.

Employees should reflect and try to capture their thoughts on this section before you meet with your manager. For those interested in moving to another role now or in the near future may find using the Performance-Potential Matrix of the 9 Box grid helpful.

Section 4 – Agreeing development goals and work objectives

At this point in the conversation the manager should share their goals and those of the wider team to ensure that the employees objectives are linked to the wider organisational objectives and values and that people are working together in a supportive and joined up manner.

The employee and manager should aim to agree the most important goals and priorities so that there are no more than 8 split between the short and longer term sections.

Depending on the nature of the role or the type of development priorities you may want to substitute some of the longer term goals for short term or vice versa.

Treat the development goal with the same importance as work-objectives including a combination of each and aiming to make the goals SMART.

Finally, ensure when you finish the conversation that you and your manager have your next conversation scheduled in the diary.

Performance Appraisal and Career Conversation Form

Employee's name:	
Job title:	
Directorate:	
Team:	
Job role start date:	
Manager:	
Date of objective setting meeting:	
Date of mid-year review meeting	
Date of end of year review meeting	
Current Career Progression Framework Level	
Assessment level at mid-year	

Getting the most from my Performance Appraisal and Career Conversation

About this form

This Performance Appraisal and Career Conversation form has been designed to provide a structure for individuals and managers to have regular conversations, and is intended to combine employee health and wellbeing, appraisal, career conversations, and a personalised development plan into a series of regular and joined up conversations.

Whilst the quality of the conversation is the primary consideration, there are also sections for you to record information, evaluate progress, and self-assess yourself. The conversation enables you to focus on your needs as an individual, to review your progress against goals and objectives, and to receive feedback on how you've been working. Where applicable, it also provides you with the opportunity to reflect upon your career and have an honest conversation about your hopes and aspirations for the future.

Given these factors are continuously changing it is recommended that elements of these conversations form part of an ongoing dialogue with your manager at your 1:1s and occur at least once a quarter.

Sections:

Section 1 - About the employee

Section 2 – Reviewing my goals and objectives

Section 3 – Reviewing my career

Section 4 – Agreeing development goals and work objectives

SECTION 1 - About the employee

Use this page to reflect upon your satisfaction with your current role and to consider the balance between your work and personal life. Indicate below how much each of these employment needs are met within your current role.

	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I look forward to my working day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am enthusiastic when I am working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel valued for the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am sufficiently challenged by my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work gives me a sense of personal accomplishment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a good relationship with my manager and colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What do you find most rewarding in your role?

What would make the greatest difference to my overall satisfaction and fulfilment at work during the next few months:

- 1.
- 2.
- 3.

SECTION 2: Reviewing my goals and work objectives



Objective (What – outcomes, tasks and technical aspects - and How – behaviours for how the objective may be achieved)	Measure(s) of success (including Key Performance Indicators (KPI's))	Date set	Objectives not met (Not on track and is unlikely to meet most of their objectives. Achieving less than is expected in this role)	Less than standard performance with development needs (Not on track to meet most of their objectives, but some development required)	As required performance (on track to meet their objectives and to achieve the expected outcomes in this role)	Outstanding performance (The employee is on track to meet all their set objectives and exceed performance)
Progress on short term goals and work objectives List the key SMART* objectives that you have recently achieved or are currently working on. Indicate for each the extent to which you are meeting or have already met the agreed expectations (include reference to any supporting evidence)						
1.						
2.						
3.						
4.						
Progress on long term goals and work objectives List the key SMART* objectives that you have recently achieved or are currently working on. Indicate for each the extent to which you are meeting or have already met the agreed expectations (include reference to any supporting evidence)						
1.						

Appendix 2

2.						
3.						
4.						
Additional Comments and Feedback: (Capture any other significant performance or contributions outside of set objectives and provide feedback that reinforces or redirects future performance and behaviours)						
*Specific, Measurable, Achievable, Realistic, Timebound		Overall rating: (The column with the most ticks should be used for your overall rating)				

Section 3: Reviewing my Career

This section will help you to reflect and discuss where you are at a given point in time within your career. Take some time to consider which of the two columns are most relevant to where you are today and then use that column as the basis for your discussions. You can also use the Suggested Questions for a Career / Development Conversation to get inspiration on Conversation Openers, Exploring Questions, Identifying Options and Agreeing Actions

<p>At this point in my career I am content to stay in my current role and do not feel the need to explore other options</p>	<p>OR</p>	<p>I am considering moving to another role now or at some point in the future and would like to explore this in greater depth</p>
		
<p>What would I like to learn more about?</p>		<p>Where do I see myself in 12 months' time? What are my intentions?</p>
<p>What support do I need to achieve this?</p>		<p>What is my motivation?</p>
<p>What other considerations in my life do I need to balance with this?</p>	<p>What support do I need to achieve this? What might I need to do differently?</p>	

Section 4 – Agreeing development goals and work objectives

Your manager should share their goals and those of the wider team at this point to ensure that your objectives are linked to the wider organisational objectives and that people are working together in a supportive and joined up manner. You may choose to vary the ratio of short versus longer term objectives, although you should aim to end up with no more than 8 overall

Objective (What – outcomes, tasks and technical aspects - and How – behaviours for how the objective may be achieved)	Measure(s) of success (including Key Performance Indicators (KPI's))	Date set	Target Completion Date
Progress on short term goals and work objectives List the key SMART* objectives that you have recently achieved or are currently working on. Indicate for each the extent to which you are meeting or have already met the agreed expectations (include reference to any supporting evidence)			
1.			
2.			
3.			
4.			

Progress on long term goals and work objectives			
List the key SMART* objectives that you have recently achieved or are currently working on. Indicate for each the extent to which you are meeting or have already met the agreed expectations (include reference to any supporting evidence) * Specific, Measurable, Achievable, Realistic, Timebound			
1.			
2.			
3.			
4.			
<p>Training and Development: This section should be used to record any areas of the employee's work where further training and/or support is required, and any areas where performance is particularly strong and should be developed further. These activities are not restricted to training courses and may include projects, coaching, planned experience or any other suitable activity that will enhance the skills, knowledge and behaviour required in the role or to develop the employee further. List any mandatory training required in this performance appraisal period. Employees may also wish to complete a Personal Development Plan</p>			
Employee Signature			
Manager Signature			
Agreed date for next conversation			

My Personal Development Plan

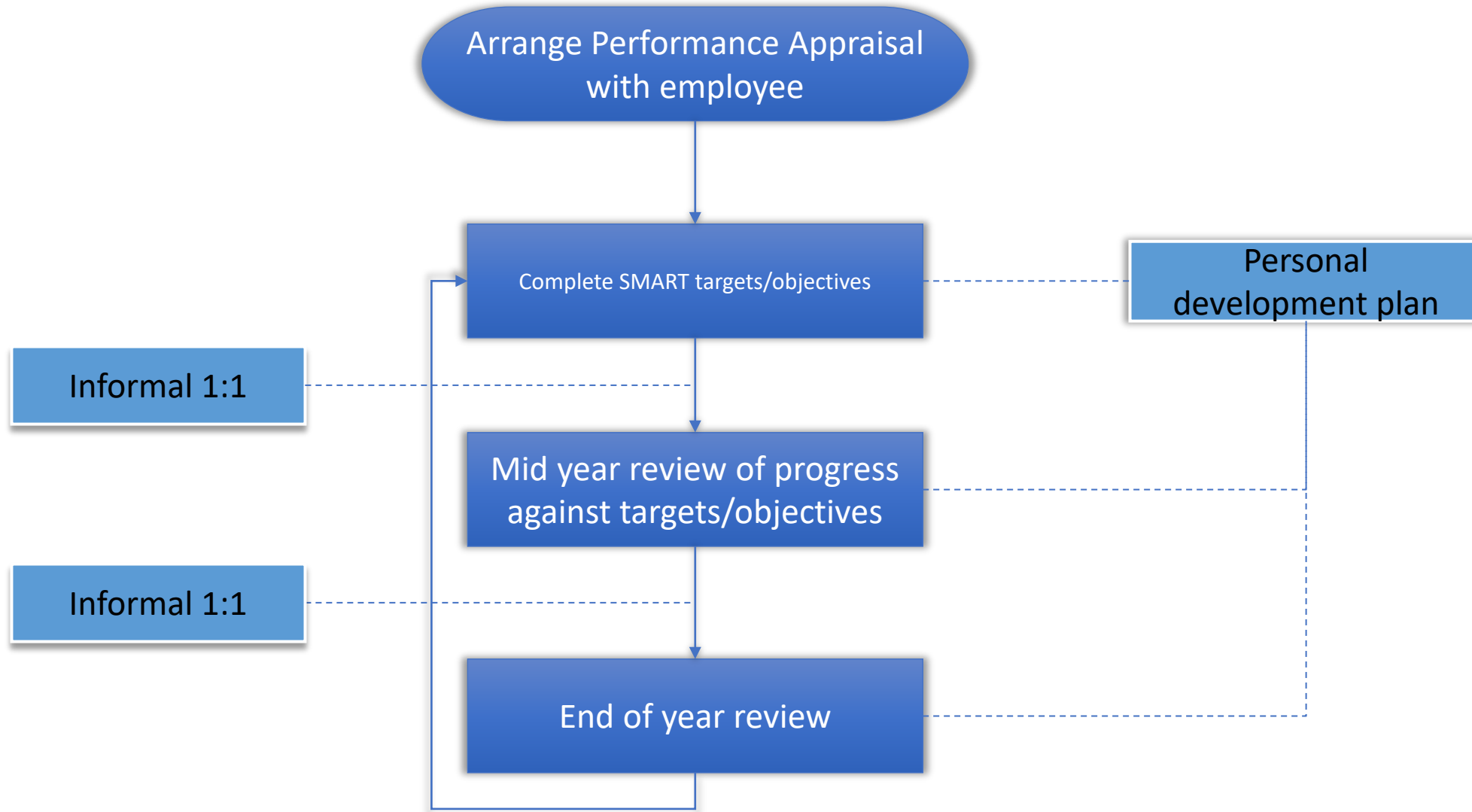
Name:	Job role:	Year:
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This is your personal development plan, it should be personal to you and may include development opportunities that you want to achieve in your personal life as well as your professional over the next 12 months.

What do I want to develop? What development goals are you aiming to achieve?	Which values or behaviours will I need to display to achieve this? For example, teamwork, active listening, empathy, integrity etc	What support do I need? What support is available, where else could support come from?	How will I know I have progressed? What will you and others notice that is different?	Reflection / learning What did you learn about yourself?

Appendix 3

Performance Appraisal Process



Performance Appraisal Cycle



**Application for Career Progression
Evidence of competencies**

(To be completed by the Employee seeking progression)

For you to be considered for progression you should have worked with your line manager to ensure you meet all competencies for the appropriate level.

Before requesting progression, please give evidence of meeting the required competencies in the table below. Evidence should be in the form of examples of your practice and not detail theoretical knowledge or awareness of the competency and should be supported by a portfolio of evidence and or certificates as required.

Part 1: Employee Details:

Name:	
Current Job Title:	
Team / Location:	
Name of Framework employee is using:	
Date commenced Employment with Medway:	
Current Range and level (i.e. 3A / 5B etc)	
Requesting Progression to (which level):	
Has there been a previous request for progression? If so, when did this occur?	

<p>Please evidence below how you meet the requirements for progression within the role (refer to your Career Progression Framework, guidance and job profile)</p>

Employees Signature:	
Date:	

Have you included the following documents with your submission (where appropriate)?

Copies of certificates of relevant qualifications		
Examples of practice		
Completed statement by Line Manager		

Part 2: To be completed by Line Manager:

Name of Line manager:	
How long have you been the line manager for this employee:	
Do you support the application for progression?	YES <input type="checkbox"/> NO <input type="checkbox"/>

Line Manager's Statement (no more than 500 words)

This statement should clearly explain either:-

- i) how the employee has developed in their role and provide evidence on their readiness to progress (refer to the Career Progression Framework, guidance and job profile), OR,
- ii) where the employee has failed to meet the criteria for progression (Provide feedback and support on how the employee can work towards achieving progression)

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Managers Signature:	
Date:	

Authorisation:

I confirm that the above employee has demonstrated the necessary skills, qualifications, experience and competencies to progress to the next level within the Career Progression Framework

Service Manager / Strategic Service Manager / Assistant Director (delete as appropriate):	
Date:	



NAME Career Progression Framework Template & Guide



April 2023

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What should the Career Framework be used for?

- Reflecting on opportunities and career pathways within your own job profession
- Considering career and progression options across other professions, or the wider organisation
- Understanding behaviours linked to a successful career within NAME
- Thinking about transferable skills and personal strengths
- Identifying your skills and experience gaps in reference to career progression
- Building a personal development plan
- Preparing for development or career conversations
- Learning more about NAME colleagues and how they have successfully navigated their careers

NAME Career Progression Framework

The **NAME** Career Progression framework is designed to help staff have better career conversations, plan meaningful development, and to experience fulfilling careers. This supports our long-term strategy, Employee Value Proposition and Medway Council's commitment to valuing staff. These frameworks will also help support any recruitment and retention issues as well as support managers with succession planning.

Having career progression frameworks will mean there will be one place where individuals can gain an understanding of the skills and experience needed in each role.

For some individuals thinking about their career in a professional context will be familiar and for others it will be a shift. Integrating those frameworks into the employee experience at the right points offers a real opportunity for all individuals to actively map out their own career progression journey, as they understand how to gain skills, experience and identify the right learning for themselves in a structured way and at the right time.

For information on Career Frameworks and pathways in other areas within Medway Council, please search for 'Career Frameworks' on the Council's Intranet site, MEDspace.

The Framework provides the following information within each job profession:

- Core Knowledge, skills and experience at professional levels within job professions
- Transferable skills and competencies associated with each professional level
- Development activities that may support vertical and lateral career progression

The **NAME** Career Progression Framework should not be considered as an exhaustive resource, or as a guarantee of progression along any defined career pathway, but rather as a tool to support you to consider, discuss and plan your career and development at Medway Council.

What is the **NAME** Career Progression Framework?

The framework is a development tool designed to support your thinking about career progression and development with the **NAME** team. It provides clarity and detail about the different job roles in these areas, signposts potential opportunities to seek out for personal and professional development and highlights transferable skills against each role.

Career progression frameworks are a key element of supporting individuals to grow and develop their career within a profession, which in turn support creating career pathways across Medway Council.

Job Profession: **NAME**

Give a description of what the team is about, whether they are professional, specialist or generic job roles. List the titles of the job roles within the framework, and hyperlink these to the role profiles

TEMPLATE

How might you use the Career Framework?

The **NAME** Career Progression Framework aims to support your career. It provides clear and consistent information to help you to develop, and to plan your progress.

Depending on where you are in your career journey, the Framework could be used to inform conversations with your line manager by providing a foundation for discussions about your ongoing training and development needs, or preparation for the next stage in your career.

For Individuals:

You will be able to use the available frameworks to identify the skills and experience you need at any point in time for any given professional role. You will clearly be able to see how you can progress within each Role as well as how to progress through the career framework.

The frameworks will support you to plan and manage your own career, helping you plan your learning journey to support your career aspirations.

The frameworks will help you take control of and steer your development conversations more effectively, so they reflect your professional priorities and needs.

An understanding of the professional technical and experience needed for a role will also support you if you want to look for a move, as the professional requirements are reflected in recruitment.


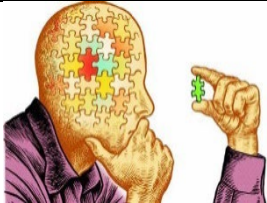


For Managers:

The frameworks will help you structure conversations with individuals in your team providing a narrative for you to use in development conversations.

The frameworks provide a way to build a joint understanding with individuals in your team, or the professional expectations, especially where you may be in a different profession.

Using frameworks and Job Descriptions to inform discussions on recruitment can help you ensure you get the right person in post, with the right skills needed.

Are you a browser, a thinker, a mover or a supporter?

How can you use the Career Progression Framework?			
			
Browsers	Thinkers	Movers	Supporters
<p>Are you reflecting broadly on a career with Medway Council?</p> <p>If so, use the framework to look at the kinds of experiences and development you might need to join different job professions at different ranges.</p> <p>You may also be interested in transferable skills to see what pathway best suits you.</p>	<p>Are you thinking about your longer-term career and may be deliberating between a few directions?</p> <p>If so, you can use the framework to understand how to gain the kind of experience you need to progress your longer-term ambitions.</p> <p>You can gain insight into the kinds of development you might consider to take action</p>	<p>Are you ready to progress, you know exactly where you want to go?</p> <p>If so, you can use this framework to gain information for your next move. You can locate the professional job role and level you are interested in and find relevant information on job titles, experience, skills, and development.</p>	<p>Are you a manager, a coach, a mentor or a supportive friend?</p> <p>If so, you can use the framework to recruit, inspire and develop staff through meaningful conversations, even if you are not a subject matter expert in the professional field.</p>

How the Framework is organised

This framework is organised in the following way:

Job profession

A job profession represents a group of jobs that have similar professional characteristics. Although the level of responsibility will differ, the essential nature of activities carried out is consistent across the profession and there is a reasonable expectation that people would progress within the profession between levels.

This framework covers the following job profession(s):

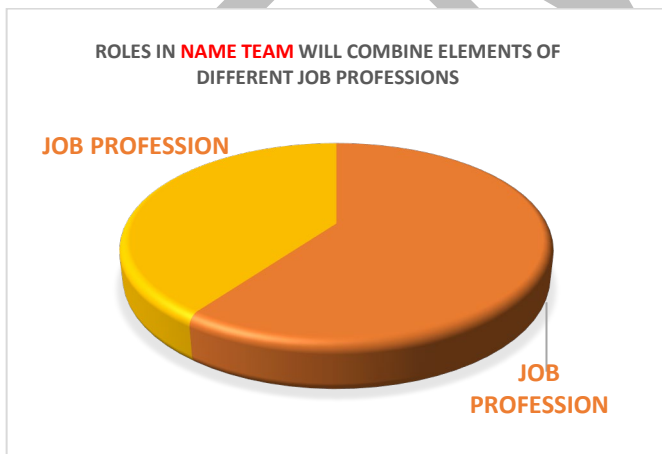
NAME

A single job profession tends to represent an area of specialist expertise, described at different role levels.

Some job roles may combine more than one job profession, meaning that the post holder has expertise in more than one specialism. In these circumstances, consider how your role is reflected in one or a combination of professions, and how you would like to build your career going forward. Consider where you would like to focus your energies in building experience in your area of interest and potentially increasing your specialisation within a certain profession. Use the information in the framework relating to development and transferable skills and competencies to support your thinking.

Roles within the NAME team cover NUMBER professions.

EXAMPLE



Personal and Professional Development

The Career Progression Framework highlights different ways in which staff can actively develop their personal and professional skills.

This may include:

On the job learning (learning by doing)

Learning from others (through observing and interacting with other people or groups)

Formal learning (classroom based)

There are other ways in which staff can actively develop their personal and professional skills, such as:

Stepping Up (covering an employee's annual or sick leave to gain relevant experience and development (unpaid))

Acting Up (covering the duties of a higher-graded post on a longer-term basis (paid))

Secondments (a temporary transfer of an employee to another section or department. Usually within Medway Council but can also be an external organisation)

The Career progression framework points to relevant learning and development suggestions to reach the level at which they are displayed. For example, information displayed at a Level C refers to the development required to reach an Accomplished level within that job role.

In some cases development options should not be considered as essential, but as useful suggestions to build, encourage and support staff to build expertise, confidence and experience to enable their next chosen move.

Transferable Skills

The transferable skills section supports a flexible approach to career planning through highlighting abilities, attributes and behaviours that underpin effective performance. They can give a preliminary basis for identifying where transferable skills could be helpful to job mobility and provide a starting point for understanding strengths. These skills can be developed and refined through working experience or learning interventions as part of any personal and professional Development.

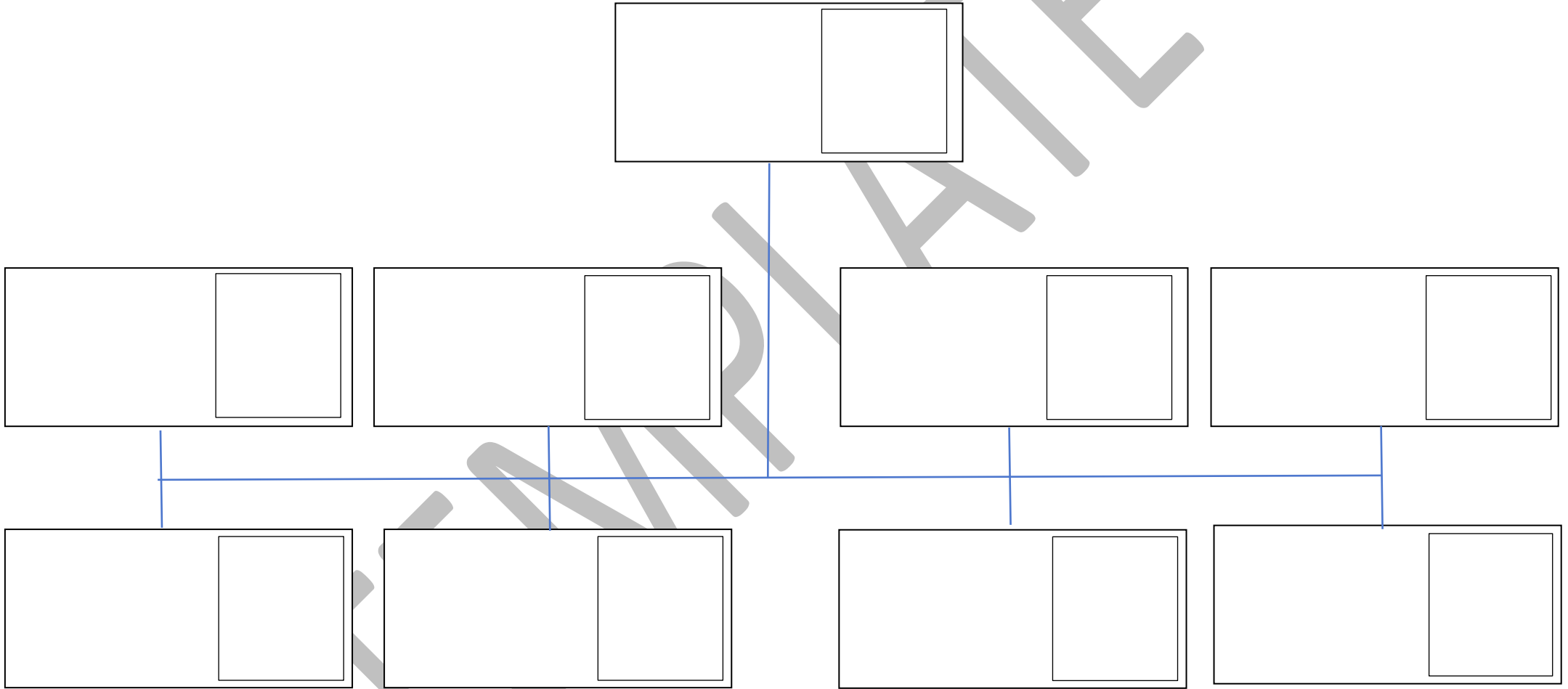
Career Case Studies

<p>PHOTO</p>	<p>NAME JOB TITLE</p>
<p>BIO</p>	

<p>PHOTO</p>
<p>NAME JOB TITLE</p>
<p>BIO</p>

Meet the **NAME TEAM**

NAME OF TEAM



Application for Career Progression

Appendix 7

