



Medway Council

MedPay Performance, Progression & Pay (PPP) Policy

Issued: December 2024

Review Date: December 2026

Lead Officer: Nicola Trainor, Head of Council Planning & Programmes



1.0 Introduction

- 1.1 Medway Council recognises the need to have a robust and transparent performance appraisal process to ensure the development needs of our employees, and the goals and outcomes of the organisation are aligned and being met.
- 1.2 This policy outlines the performance appraisal process and highlights the links to Career Progression Frameworks (CPF) and the Council's Pay Protocol process as well as to the [One Medway Council Plan](#) and the [Our values and behaviours](#).
- 1.3 Performance appraisals are essential to ensure all employees are achieving their potential for their own personal development and satisfaction and achieving high performance for the Council to enable delivery of the One Medway Council Plan for the residents of Medway.
- 1.4 Career Progression Frameworks are a tool to help employees and line managers assess individual competence against the levels A, B & C, inform the level of pay and help plot potential horizontal and vertical moves within the organisation in line with employees' career aspirations.
- 1.5 Employee's pay can change following submission for progression against the Career Progression Frameworks and/or via the annual pay protocol process where a cost-of-living-award may be determined by Full Council, following negotiations between officers and trade union representatives.

2.0 Scope

- 2.1 This policy sets out the Council's MedPay PPP scheme. This policy applies to all employees of the council, (who have been subject to the MedPay review which commenced October 2022) and employed on a PPP-MedPay contract of employment.
- 2.2 Casual staff are not usually subject to MedPay scheme assessment. Normally, an individual will be required to have achieved a six-month working aggregate to be assessed against the Career Progression Framework.

3.0 Equalities Statement

- 3.1 The Council is committed to ensuring that no service user, employee, job applicant, those with care experience, partner, contractor, supplier or member of the public will be unlawfully discriminated, harassed or victimised on the grounds of race; ethnicity; nationality; ethnic or national origin; colour; disability; gender identity or presentation; marital or civil partnership status; maternity or pregnancy; family and caring responsibilities; sex; sexual orientation; age; HIV status; religion or belief; political beliefs; social class; trades union activity; or irrelevant spent convictions.

4.0 Our Values and Behaviours

- 4.1 This policy supports the Our Values and Behaviours. The Council believes that a consistent approach to employee management and wellbeing is fundamental to the delivery of quality services, one of the aims of the policy is to support this belief.

5.0 Policy Statement

- 5.1 Provide a structure for employees and line managers to have regular conversations about performance, careers, and wellbeing.
- 5.2 To support career development and career aspirations, enabling personal development and providing clear career pathways.
- 5.3 To give employees ownership of their performance and progression within the Council.
- 5.4 To support the attraction, recruitment and retention of talented employees and support the aspiration of being an employer of choice.
- 5.5 To align performance, progression and pay.

6.0 Performance Appraisal

6.1 What is a performance appraisal?

- 6.2 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.
- 6.3 The performance appraisal form has been designed to provide a structure for employees and managers to have regular conversations, and combines appraisal, career conversations, employee health and wellbeing, Our Values and Behaviours, and a personalised development plan.
- 6.4 Performance appraisal data will be collated to provide an overall picture of performance levels across and between teams, services and for the Council as a whole. It can also be used to inform other employment processes.

6.5 Tools to support performance appraisal

- 6.6 Performance appraisal form – see Appendix A
- 6.7 Performance appraisal process - see Appendix B
- 6.8 Personal Development Plan – see Appendix C
- 6.9 Performance appraisal and career conversation – Guidelines for managers and employees – see Appendix D

6.10 Suggested questions for a career conversation – see Appendix E

6.9 Objectives and target setting

6.10 Objectives/targets should be SMART – Specific, Measurable, Achievable, Realistic and Timed. The objective setting conversation will usually take place in April.

6.11 Targets and objectives may change during the assessment period, if so, these should be recorded on the performance appraisal form.

6.12 There must be a review of objectives at mid-year and end of year, as a minimum, with regular monitoring during the year through individual 1-2-1, meetings, as a minimum quarterly.

6.13 End of year assessment

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

- Objectives exceeded (The employee is on track to meet all their set objectives and exceed performance)
- Objectives met (On track to meet objectives and to achieve the expected outcomes in this role)
- Objectives not met (Not on track and is unlikely to meet most objectives. Achieving less than is expected in this role)

6.15 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.

6.16 Where the employee has not been present at work for a significant period of the performance appraisal review period, it may not be appropriate to review their previous performance, but an objective setting and development review should take place.

6.17 There is no direct link to pay progression under the performance appraisal process. However, there is the expectation that an individual is at, 'objectives met' to be considered for pay progression as a result of demonstrating the required competence against the applicable Career Progression Framework.

6.18 Managers will record the assessed outcome on My View.

7.0 Career Progression Framework

7.1 What is a Career Progression Framework

7.2 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 qualifications, 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.

7.3 **Tools to support career progression process**

7.4 Application for Career Progression – see Appendix F

7.5 Application for career progression flowchart – see Appendix G

7.6 Career Progression Framework Template – see Appendix H

7.7 Career Progression Framework Guidance Document Template – see Appendix I

7.8 Career Progression Frameworks Application Process – see Appendix J

7.9 Designing Career Progression Frameworks: Guidance for managers – see Appendix K

7.10 **Aims of the Career Progression Framework**

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

7.11 **Career Progression Framework assessment process**

7.12 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.

7.13 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.

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

Level A - Developing Start of the pay range

Level B - Practising Mid-point of the pay range

Level C - Accomplished Top of the pay range

- 7.15 The process and form for applying for a career progression award can be found at [insert hyperlink](#) and should be used in conjunction with the Career Progression Framework guidance document.
- 7.16 Employees can apply and submit evidence for career progression, for consideration by their line manager, at any point in the year in order for any pay progressions to be implemented in January or July each year.
- 7.17 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.
- 7.18 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 and personal development.
- 7.19 The line manager will consider the evidence and provide feedback to the employee in all circumstances. If the application is successful, it will be passed to the grandparent manager for approval, but if it doesn't meet all the criteria to progress the manager will log this with HR.
- 7.20 If approved the pay change will be applied as of July or January, as applicable, and will not be backdated.
- 7.21 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.
- 7.22 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 their appraisal objectives.
- 7.23 **Appeals**
- 7.24 The employee has the right to appeal to their Head of Service (or Grandparent manager where applicable) 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 biased

- The criteria have been applied unfairly

7.25 The appeal must be made in writing to the Head of Service or Grandparent (as applicable) within five working days of receipt of notification that the request to progress has been declined, stating the ground for appeal (as detailed above).

7.26 The Head of Service, Strategic Service Manager or Assistant Director will review the career progression assessment submission and provide a response within a reasonable timeframe.

7.27 New appointments to role

7.28 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. Employees new to role will not be able to submit a progression assessment until they have passed their probation period or completed a minimum 6 months in post.

8.0 Pay Protocol including the cost-of-living award (COLA)

8.1 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 at the formal budget setting meeting to award a cost-of-living payment and the value of that award. This award is usually applied from 01 April.

9.0 Employees responsibilities

9.1 Employees have a responsibility 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.
- Be familiar with the performance appraisal documents, guidance and undertake any relevant mandatory training or briefings.
- Attend performance appraisal meetings prepared and be ready to discuss their performance, development and how they live the Our Values and Behaviours.
- Ensure all mandatory training is in date and accurately recorded.
- Take responsibility for their development and progression (with support from their manager).

10.0 Managers responsibilities

10.1 It is the responsibility of line managers to:

- 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.
- Be familiar with the performance appraisal documents, guidance and undertake any relevant mandatory training or briefings.
- Be well prepared for the performance appraisal meetings including the completion of all documents where applicable.
- Ensure that all objectives that are agreed are linked to the organisational goals and objectives.
- Check that all mandatory training, including refresher training, is in date and accurately recorded.
- In providing assessment and feedback be constructive, evidence based, honest and provide solutions and support in raising an individual's performance level.
- Where the criteria have not been met for progression against the relevant Career Progression Framework, managers will provide constructive feedback, ideally face to face, on the areas where the employee did not meet the required standard, together with suggestions on how they can develop in those areas.

11.0 Legal Framework (legislation that directly or indirectly affects the policy)

11.1 The Equality Act 2010

11.2 National Minimum Wage Act 1998

11.3 Employment Rights Act 1996

12.0 Data Protection and Privacy

12.1 Medway Council will manage records efficiently and systematically, consistent with the General Data Protection Regulation (GDPR), the Data Protection Act 2018 (DPA18) and the Lord Chancellor's Code of Practice on Records Management, supporting the business objectives of the Council and meeting legislative, regulatory, funding and ethical requirements.

Version history

- Draft MedPay Performance, Progression & Pay (PPP) Policy v1 published May 2023
- Draft MedPay Performance, Progression & Pay (PPP) Policy v2 published December 2024, replacing v1
Author: Nicola Trainor, Head of Council planning & Programmes

Supporting policies

Skills Shortage and Retention Allowance Policy

Acting up and Additional Duties Policy

Appendices

Appendix A - Performance Appraisal and Career Conversation Guide

Appendix B - Performance Appraisal and Career Conversation Form

Appendix C - Suggested questions for a career conversation

Appendix D - Personal Development Plan

Appendix E - Performance Appraisal Process

Appendix F - Application for Career Progression

Appendix G - Application for career progression flowchart

Appendix H - Career Progression Framework Template

Appendix I - Career Progression Framework Guidance Document Template

Appendix J - Designing Career Progression Frameworks: Guidance for managers

Appendix A



Performance appraisal and career conversation



Performance Appraisal and Career Conversation - Principles

Under the new improved Performance, Progression, Pay 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.

The Performance Appraisal and Career Conversation is about:

- Regular conversations, not just ticking boxes
- Individuals' wellbeing, not just the work
- Showcasing your daily contribution
- Ongoing reflection and review
- Assessing and managing your own performance
- Being your authentic self
- Showing behaviours consistent with our values and behaviours
- Individuals' own priorities and own progress

Performance appraisal and career conversation

- Purpose and benefits

The new Performance Appraisal and Career Conversation is a versatile tool that can be configured and presented in a number of ways. There are many benefits to the Performance Appraisal and Career Conversation process for individuals and the Council.

The main purpose and benefit is to facilitate regular, honest and open conversations between the employee and the line manager. However, some other purposes and benefits of the Performance Appraisal and Career Conversation are discussed below:

- **Building a key relationship**

The relationship between an individual and their line manager is critically important. Key to this are open and honest Performance Appraisal and Career Conversations that support, develop and benefit both parties, as well as the organisation.

- **Self-Awareness**

A central purpose of the Performance Appraisal and Career Conversation process is to provide individuals with the opportunity to reflect on their own development. This process encourages individuals to be reflective and to improve their own self-awareness. This skill should be continuously maintained and enhanced to support an individual's professional development.

- **Career development**

The Performance Appraisal and Career Conversation is an opportunity for individuals to discuss future career aspirations. They can then, ideally with their line manager's assistance, identify future learning and development needs and produce short, medium, and long-term plans to help them reach their goals.

- **Setting Objectives**

Performance Appraisal and Career Conversation objectives most often take the form of SMART targets that outline specific goals. They might be based on personal aspirations, team or department priorities, or mandatory objective set by a Service/team. Regular conversations allow employees and managers to review your appraisal objectives and monitor progress, contribution, or development against these objectives.

- **Talent management**

This process is about identifying, supporting, and developing individuals' talents. The overall goal of talent management processes is to facilitate high-performing learning workplaces that

contribute to organisational goals and objectives. They can also be used to aid local succession planning. The Performance Appraisal and Career Conversation links to this process by recognising individual performance and aspirations.

- **Continuing professional development (CPD)**

CPD is a cycle of learning activities and reflection that helps to maintain or enhance professional knowledge and skills. The Performance Appraisal and Career Conversation could be a place to record and review what CPD you have done and how you have applied it. It can also provide a place to identify future activities and opportunities.

- **Career progression / promotion**

The Performance Appraisal and Career Conversation process is a good opportunity for individuals to talk with their line manager about how their current performance and achievements compare with relevant career/role progression criteria or future aspirations. Objectives and performance will need to be met or exceeded in the event of individuals applying for career/role progression.

- **Our values and behaviours**

The Performance Appraisal and Career Conversation process is an opportunity for individuals to identify how they support and embed the Council's values and behaviours into their everyday work.

- **Practice requiring improvement**

In some instances, the Performance Appraisal and Career Conversation could be used as a place to record any management interventions and development needs, including those identified through the Council's capability procedure. Should this be required please view the Council's process on this and speak to a member of the HR team for advice and guidance.

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 section 3. 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. 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.

The openness of the answers will depend on how psychologically safe the employee feels, so it is important for the manager to show genuine concern and empathy to build a trusting relationship.

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 how you are feeling and take some time to reflect upon your answers. Next, give some thought to the practical steps that you could take over the next 2 – 3 months that would make a 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 3 when agreeing your development goals.

Whilst not mandatory, this section may open the conversation into the many aspects of Wellbeing: including Physical Health; Mental Health; Financial Wellbeing and Social Wellbeing. Employees do not have to share or disclose anything they don't want to and can decide what they'd like to talk about. The main aim is to empower the employee to nurture their own wellbeing by building a strategy to manage any high-impact work or home situations, and to make a wellbeing plan to reduce the negative effects these may have. Further support can be found on the [MedSpace pages](#).

Section 2 – 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 hopes and needs in the short and longer term. This will give employees the opportunity to talk about their own development and how they feel their career is going at Medway Council, and what aspirations they have for the future.

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 on 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 these 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 3 'Agreeing and Reviewing development goals and work 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 3 – Agreeing and Reviewing development goals and work objectives

Setting:

At this point in the conversation the manager should share their goals and those of the wider team to ensure that the employee's objectives are linked to the wider organisational objectives, values and behaviours 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 any development goals with the same importance as work-objectives including a combination of each and aiming to make the goals SMART.

Reviewing:

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.

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 the development goals and work objectives. The 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, if any, of the goals requires a new target completion date.

As part of ongoing conversations further training and development may be identified. The **Training and Development** section should be used to record any areas of the employee's work where further training and/or support is required. The activity recorded here is not restricted to training courses, but 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. Any mandatory training should also be listed in this section. Employees and managers may also wish to complete a Personal Development Plan.

The Council's Values and Behaviours are currently being redefined. Our values and behaviours are important as they shape our culture, guide how we behave and treat each other, as well as our residents and customers. It is important that employees reflect upon how their role and work embeds these values and behaviours.

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

Appendix B

Performance Appraisal and Career Conversation Form

Employee name:	
Job title:	
Directorate:	
Team:	
Manager Name:	
Date of objective setting meeting:	
Date of review meeting 1:	
Date of review meeting 2:	
Date of review meeting 3 (end of 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. This form should be used in conjunction with the *Performance Appraisal and Career Conversation guidelines for managers and employees*.

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 career

Section 3 – Agreeing and Reviewing development goals and work objectives

SECTION 1 - About the employee

The conversation begins with an opportunity for you to reflect and discuss how satisfied you are in your role and how well this fits and balances with life outside work. You are also encouraged to think about the work that you find most rewarding and energising and how much you currently get to experience this. 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.

Thinking about	I feel...
How fulfilled I am in my current role	
How realistic and manageable I find my workload	
How equipped and confident I am to do my job	
The quality of relationships I have with my colleagues and manager	
My clarity of purpose and sense of direction	
What do you find most rewarding/enjoyable in your role?	
What would make the greatest difference to my overall satisfaction and fulfilment at work during the next few months:	

SECTION 2: 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 three 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>I am content to stay in my current role, continue learning and developing</p>	<p>OR</p>	<ul style="list-style-type: none"> I am content to stay in my current role but open to broadening my experience and developing skills: <p>OR (delete as appropriate)</p> <ul style="list-style-type: none"> I would like to explore a move to a role at a similar range, or take part in a project 	<p>OR</p>	<p>I am considering moving to another role, at a higher range, 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>What would I like to learn more about? How could I broaden my experience?</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 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 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>		

Any additional comments?

SECTION 3 – Agreeing and Reviewing development goals and work objectives

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 verses longer term objectives, although you should aim to end up with no more than 8 overall.

Reviewing development goals and work objectives: At each conversation you should review the goals and objectives previously set to determine if they have been met. Once reviewed, you and your manager may want to agree which, if any, of the ongoing goals are outstanding and where appropriate update the target completion date and to keep them as an ongoing objective for further reviews.

Objectives result:

Not met - Not on track and is unlikely to meet most objectives. Achieving less than is expected in this role.

Objectives met - On track to meet objectives and to achieve the expected outcomes in this role.

Objectives exceeded - The employee is on track to meet all their set objectives and exceed performance.

Short Term Objectives (What – outcomes, tasks and technical aspects - and How – behaviours for how the objective may be achieved) *Specific, Measurable, Achievable, Realistic, Timebound	Measure(s) of success	Target Completion Date	Actual Completion Date	Objectives result: Not met (NM) Met (M) Exceeded (E)
Objective setting and review for the next 1-3 months (Short term goals and work objectives): Summarise the key goals, priorities or SMART* objectives over the next 1 – 3 months. This includes goals that relate to your career, personal development and wellbeing				
1.	Objective Set:			

	Review Progress:				
	Review Progress:				
	Review Progress:				
2.	Objective Set:				
	Review Progress:				
	Review Progress:				
	Review Progress:				
3.	Objective Set:				
	Review Progress:				
	Review Progress:				

	Review Progress:				
4.	Objective Set:				
	Review Progress:				
	Review Progress:				
	Review Progress:				
Long Term Objectives (What – outcomes, tasks and technical aspects - and How – behaviours for how the objective may be achieved) *Specific, Measurable, Achievable, Realistic, Timebound		Measure(s) of success	Target Completion Date	Actual Completion Date	Objectives not met (Not on track and is unlikely to meet most objectives. Achieving less than is expected in this role)
Objective setting for the next 4-12 months (Longer term goals and work objectives) Summarise the longer-term goals and SMART* objectives you will be working on over the next 4-12+ months. This includes goals that relate to your career, personal development and wellbeing					
1.	Objective Set:				
	Review Progress:				

	Review Progress:				
	Review Progress:				
2.	Objective Set:				
	Review Progress:				
	Review Progress:				
	Review Progress:				
3.	Objective Set:				
	Review Progress:				
	Review Progress:				
	Review Progress:				

4.	Objective Set:				
	Review Progress:				
	Review Progress:				
	Review Progress:				

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. 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.

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.

--

Reflect on how your role and work embeds our values and behaviours: Our values and behaviours are important as they shape our culture, guide how we behave and treat each other, as well as our residents and customers. More information on our values and behaviours can be found on MedSpace.
(These won't need to be discussed in every review session, but may need to be reviewed if the job role changes)

Proud to be Medway – taking pride in what we do	
Caring - compassionate towards our communities and colleagues	
Respectful – Valuing Medway's diversity, heritage and each other	

Trusted – we do what we say, are open and accountable				
Ambitious for Medway – innovative, bold and positive				
Collaborative – working together – One Medway				
Employee Signature:				
Manager Signature:				
Agreed Dates for next conversations: (suggested no longer than three months to set new goals and objectives)	3 months	6 months	9 months	12 months
	Date:	Date:	Date:	Date:

Appendix C



Suggested questions for a career / development conversation

Conversation openers

- What would you like to achieve within your role?
- What would you like to gain from this conversation?
- What do you enjoy doing most at work at the moment? What features of your current role do you like? Why?
- What have been the best times at work for you in the last year? Why?
- What are the core skills and competencies that you often get positive feedback about?
- What do you enjoy doing least at work? How would you like things to be different?
- What job changes have you made in your career so far and why?
- Which roles or parts of roles have you particularly enjoyed? What was it that made them enjoyable?
- How clear are you on your career goals? What would help you get clearer?

Exploring questions

- What do you see as your strengths? What would help you realise them more?
- What personal values would you like to be central to your career?
- How well do your strengths and values fit with your current role?
- What would you like to start, or do more of, in your working life?
- What would you like to stop, or do less of, in your working life?
- What would increase your motivation and energy at work?
- What are the features that your future career must have?
- How would you describe your ideal career? Think about people, activities, environment, issues, challenges and results.

Identifying options

- How clear are you on your options currently? How could you get clearer?
- What are the top 3 things that would make you choose one job over another? That would make you feel energised in a role?
- What are the top 3 things you'd like to avoid in any role? That would sap your energy?
- How could you shape your career to spend more time using your strengths and on the things you enjoy?
- If you have a role in mind, what is it about that role which excites or inspires you? What are you looking forward to? What concerns you about the role if anything?
- What are the skills and competencies that you need to develop based on your career goals?
- If we forget about any barriers for a minute, what options come to mind for you?
- What kind of roles would you like to be doing in 3-5 years' time? Beyond that?
- What skills or experience will you need to develop to achieve your career goals?
- What have you already done about your career development?

Agreeing actions

- How clear are you on actions you need to take to achieve your career goals? What would help you be clearer?
- What are some of those actions? What options do you want to follow up?
- What's a realistic timetable for those actions?
- What will be your quick wins?
- What support do you need from your line manager?
- What other support can you call on? e.g. people, advice, development
- What barriers can you see? How will you prepare to overcome them?
- What's the first thing you are going to do?
- When do you want to review progress? What will you have achieved by then?

Appendix D



My personal development plan

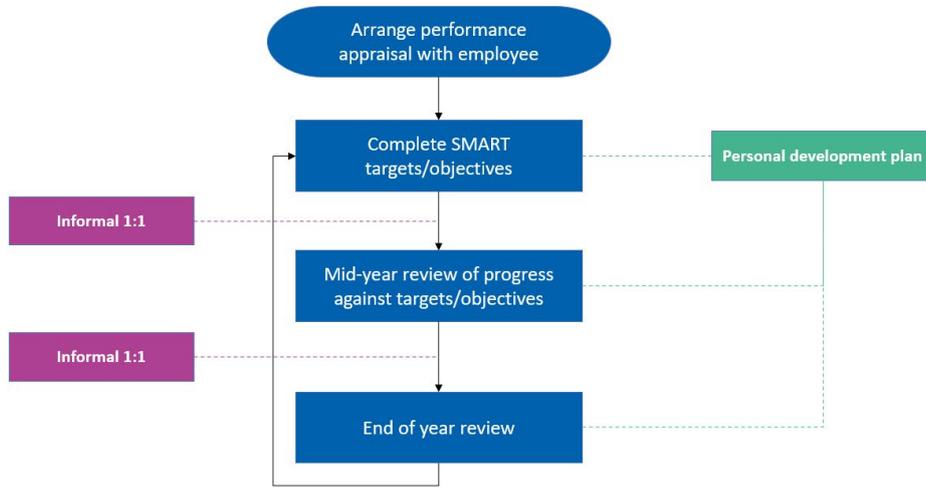
This is your personal development plan, it should be personal to you and may include development opportunities that you want to achieve in your personal life as well as your professional life over the next 12 months.

Name:	Job role:	Year:
-------	-----------	-------

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 E

Performance appraisal process



Performance appraisal process



Appendix F



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.

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 (e.g. 3A / 5B etc)	
Requesting Progression to which level:	

Has there been a previous request for progression? If so, when did this occur?	
---	--

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

--

Employee Signature:	
Date:	

Please provide details of relevant supporting evidence with your application (where appropriate):

This may include certificates for relevant qualifications; examples of practice/performance in role; current Performance Appraisal rating; line manager observation notes, etc.

Part 2: To be completed by Line Manager:

Name and job title of line manager:	
How long have you been the line manager for this employee?	
Has the employee successfully passed their probation period?	
Do you support the application for progression? (Yes/No) If no, please provide reasons for this decision in the box below.	

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

(please refer to the Career Progression Framework, guidance, and job profile)

This statement should clearly explain either: -

- i) how the employee has developed in their role and provided evidence on their readiness to progress.
or,
- ii) where the employee has failed to meet the criteria for progression, please provide feedback and support on how the employee can work towards achieving progression.

--

Manager's signature:	
Date:	

Authorisation:

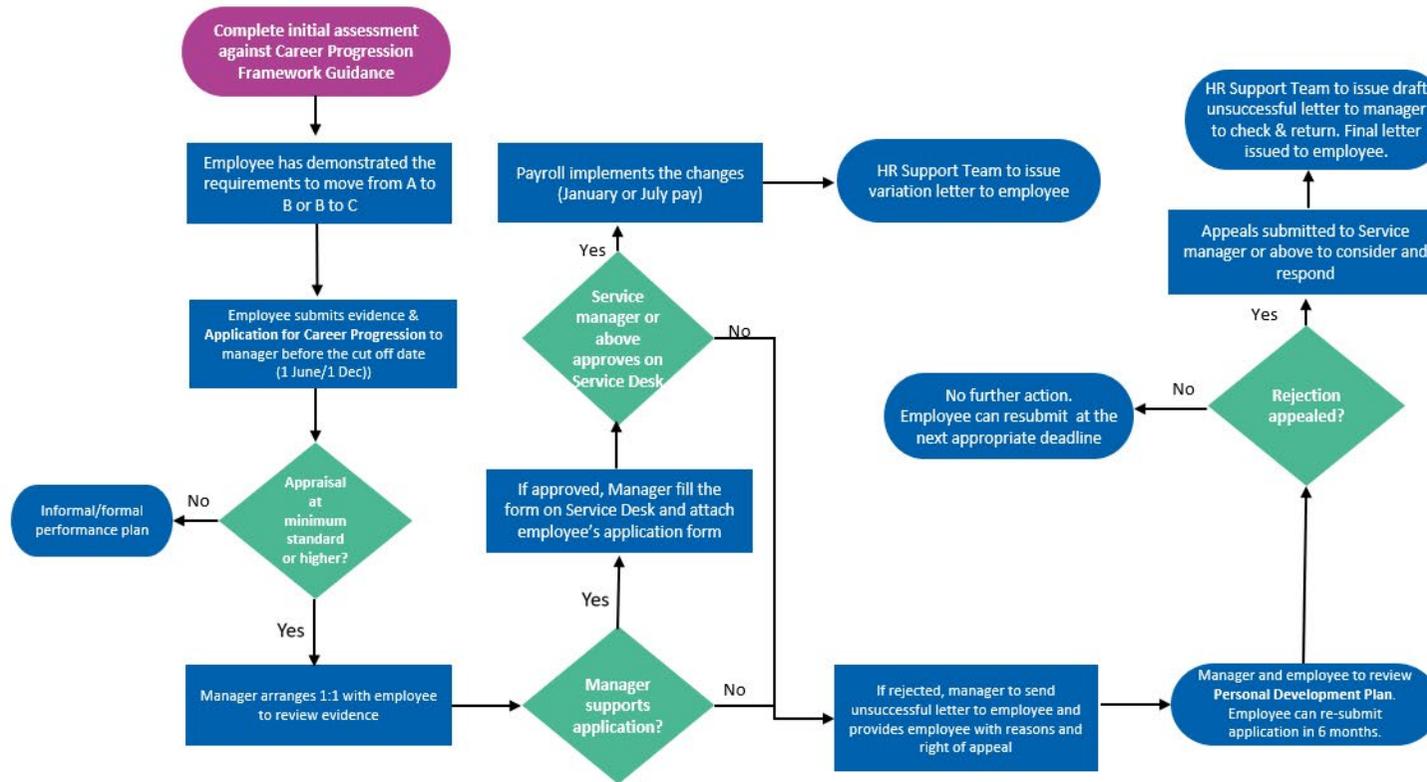
I confirm that the above employee has demonstrated the necessary competencies (i.e. qualifications, knowledge, experience, and skills) to progress to the next level within the Career Progression Framework

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

Once approved this completed form should be uploaded on Service Desk by the line manager by 1 June or 1 December.

Appendix G

Application for career progression



Appendix H – Career Progression Framework template

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
	Range 2		Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			Qualifications •	Qualifications •	Qualifications •
			Knowledge •	Knowledge •	Knowledge •
			Experience •	Experience •	Experience •
			Skills •	Skills •	Skills •
	Range 3		Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			Qualifications •	Qualifications •	Qualifications •
			Knowledge •	Knowledge •	Knowledge •
			Experience	Experience	Experience

			•	•	•
			Skills •	Skills •	Skills •
	Range 4		Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			Qualifications •	Qualifications •	Qualifications •
			Knowledge •	Knowledge •	Knowledge •
			Experience •	Experience •	Experience •
			Skills •	Skills •	Skills •
	Range 5		Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			Qualifications •	Qualifications •	Qualifications •
			Knowledge •	Knowledge •	Knowledge •
			Experience	Experience	Experience

			•	•	•
			Skills •	Skills •	Skills •
	Range 6		Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			Qualifications •	Qualifications •	Qualifications •
			Knowledge •	Knowledge •	Knowledge •
			Experience •	Experience •	Experience •
			Skills •	Skills •	Skills •
	Range 7		Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			Qualifications •	Qualifications •	Qualifications •
			Knowledge •	Knowledge •	Knowledge •
			Experience	Experience	Experience

			<ul style="list-style-type: none">•	<ul style="list-style-type: none">•	<ul style="list-style-type: none">•
			<u>Skills</u> <ul style="list-style-type: none">•	<u>Skills</u> <ul style="list-style-type: none">•	<u>Skills</u> <ul style="list-style-type: none">•

Appendix I



TEMPLATE

NAME Career Progression Framework Template & Guide



Contents

NAME Career Progression Framework
..... 3

What is the **NAME** Career Progression Framework
..... 4

How might you use the Career Progression Framework? 5
Are you a browser, a thinker, a mover or a supporter? 6

How the Framework is organised
..... 7

Career Case Studies
..... 8

Meet the **NAME** team
..... 9

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.

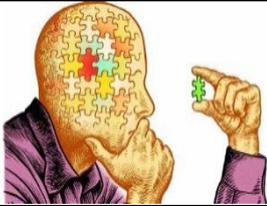
For Managers:

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 actioning.</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):

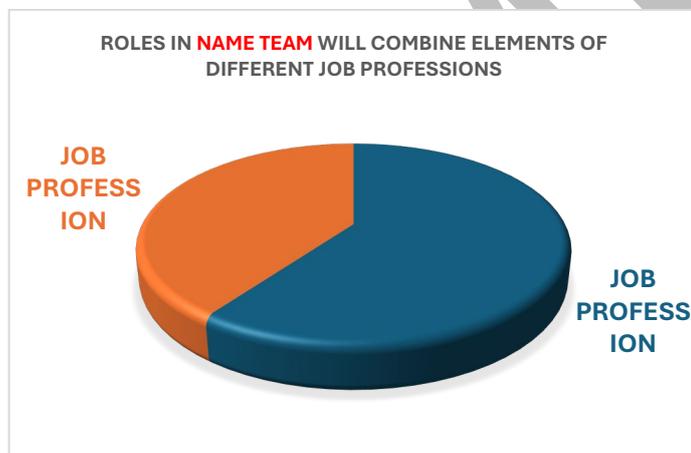
NAME

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.

Evidence required to progress through the Framework: **TEAM NAME**

POST TITLE		
EVIDENCE FOR PROGRESSION TO LEVEL 2A	EVIDENCE FOR PROGRESSION TO LEVEL 2B	EVIDENCE FOR PROGRESSION TO LEVEL 2C
<u>Qualifications:</u> • •	<u>Qualifications:</u> •	<u>Qualifications:</u> • •
<u>Knowledge:</u> • •	<u>Knowledge:</u> •	<u>Knowledge:</u> • •
<u>Experience:</u> • •	<u>Experience:</u> •	<u>Experience:</u> • •
<u>Skills:</u> • •	<u>Skills:</u> •	<u>Skills:</u> • •
POST TITLE		
EVIDENCE FOR PROGRESSION TO LEVEL 3A	EVIDENCE FOR PROGRESSION TO LEVEL 3B	EVIDENCE FOR PROGRESSION TO LEVEL 3C
<u>Qualifications:</u> •	<u>Qualifications:</u> •	<u>Qualifications:</u> •
<u>Knowledge:</u> •	<u>Knowledge:</u> •	<u>Knowledge:</u> •
<u>Experience:</u> •	<u>Experience:</u> •	<u>Experience:</u> •
<u>Skills:</u> •	<u>Skills:</u> •	<u>Skills:</u> •
POST TITLE		
EVIDENCE FOR PROGRESSION TO LEVEL 4A	EVIDENCE FOR PROGRESSION TO LEVEL 4B	EVIDENCE FOR PROGRESSION TO LEVEL 4C
<u>Qualifications:</u> •	<u>Qualifications:</u> •	<u>Qualifications:</u> •
<u>Knowledge:</u> •	<u>Knowledge:</u> •	<u>Knowledge:</u> •
<u>Experience:</u> •	<u>Experience:</u> •	<u>Experience:</u> •
<u>Skills:</u>	<u>Skills:</u>	<u>Skills:</u>

•	•	•
---	---	---

TEMPLATE

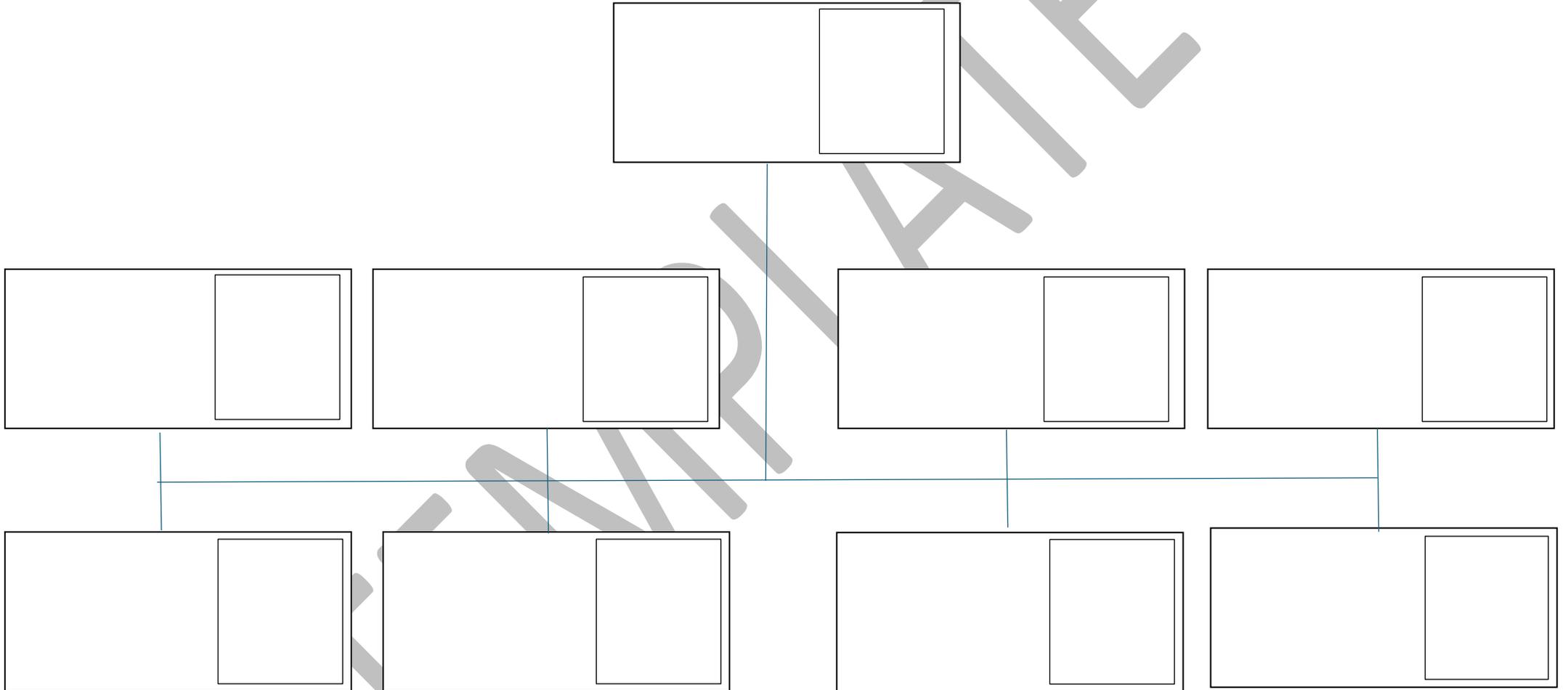
Career Case Studies

<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





Designing Career Progression Frameworks:
Guidance for Managers

September 2024

This guidance is for managers who are starting to design Career Progression Frameworks (CPFs) as part of the MedPay Review.

Stage 1: Getting Started

Are the role profiles for your team members accurate and current?

When updating role profiles:

- use the latest [Job Profile Template](#) available on the [Medpay Review](#) site on Medspace;
- check with the person who is in the role that they agree with what is in their role profile;
- make sure the role profile is based on what the job is meant to do and not the person in the role;
- consider what is required at each level for each role i.e. Level A – Developing, Level B - Practiced and Level C - Accomplished/Expert;
- if more than 30% of the role has changed, request [Job Evaluation](#) via Service Desk.

Form a task and finish working group.

Who is going to work with you to help develop the framework(s)? Having a small team of people to undertake research, identify options and provide support when designing the framework(s) will ensure a robust approach to the review.

Stage 2: Research

Are there nationally available career frameworks for your profession or for the roles in your team(s)?

Many professions already have professional frameworks and/or model career pathways that can be used to form the content of the Career Progression Framework Template.

If your profession has a professional body, check with the professional body if they have recommended frameworks.

Check out the Career Progression Frameworks and the Guidance documents that have already been published

Examples are available on [Medspace](#) and you may want to contact one of the managers to hear about their experience of designing their frameworks.

Stage 3: Job Families

What is a job family?

Some roles are common across the organisation and fall into a professional grouping such as business support and IT. They would normally have generic CPFs/Person Specs that could be transferable to similar roles across the council and whilst the main purpose of the role might be generic, they would have accountabilities specific to the job within the service area.

What will be happening about job family groupings?

The MedPay project team have been working with managers to produce generic job role profiles, design career progression pathways, test the frameworks and assist in the roll out of the frameworks across the council.

Are there any roles in your team that could fall into a job family?

If you have a role that could fall into a job family and you haven't yet been approached by the MedPay Review team, please contact the team via [Service Desk](#).

What happens if I do have roles that fall into a job family?

The timelines for these roles are likely to differ from your timeline. Each family will have its own timeline and all roles within the family will implement on the same date.

Stage 4: Inputting the detail onto the career progression framework template.

Where to start.

Having updated job role profiles will assist in completing the framework(s). They should already be divided into the levels (see stage 1) and can be mapped into the CPF template. Level C should represent all aspects of the role profile.

You may have a clear career path for staff to work their way through in which case your CPF may contain all the jobs in your service, If there are differing routes, specialisms etc, then you may want to have more than one CPF so staff can see how they could progress, both within in own job and to a higher range, if that's what they want to do.

Identifying differentials between the levels.

This will depend on the job role and profession. However, use of language is very important in the CPF as it must be clear and transparent, so employees know what they need to do to reach the next level. Where you can, avoid terms like "good" or "excellent" as these are open to interpretation. Consider how someone grows in their role as they gain qualifications, knowledge, skills and experience.

In addition, it is important to set out the growth between the different ranges in your service area so that it is clear the additional criteria that will have to be achieved to progress. For example, the type of experience required at a 4B would be more than at 3C.

The details that you specify as the progression criteria must correspond with the accountabilities in the job profile. Then the evidence required in the CPF Guidance needs to set out what must be provided to demonstrate achievement of the criteria.

Please remember that the job description, CPF and CPF guidance documents are all linked. Whilst they may be completed in different stages it is important to check back to ensure that if you include a requirement in the CPF that it is reflected in one of the accountabilities. Then when you compile your Guidance document you need to ensure that you are setting out how your member of staff will evidence all the requirements of the CPF.

Qualifications

Consider what qualifications are necessary to be able to undertake the role. Only include those that are essential rather than nice to have. Qualifications and experience shouldn't be a substitute, an either / or. It may help to think about the knowledge that the postholder requires to undertake the job – is this gained from a qualification or through experience? If most knowledge is gained from experience then ensure it is reflected in the experience required at each of the levels.

If a qualification is not required upon entry but may be necessary to progress, then Level B might say "working towards" and Level C might be "completed". It will usually be the case that any higher range roles within your service will have at least the qualification requirement stated in Level C.

R3/R4 roles should always state a requirement for a minimum of 5 GCSE's (grades 4-9) or equivalent in English & Maths.

If you have a R2 role, this may require a minimum of GCSE or equivalent Maths & English whilst some roles would require skills testing (e.g. handling currency/basis maths test for relevant roles) and other roles would not have this requirement (e.g. events steward).

Knowledge

This should reflect the knowledge that someone needs to have to undertake the role; it may be policy, procedure, guidelines, legislation etc. Please don't include any knowledge attained through mandatory training as there is no discretion for the postholder to attain this. Be mindful of what internal knowledge an external candidate could reasonably know, for example, the One Medway Council Plan is an externally published document so you could expect them to have an awareness of this at A.

Experience

Consider the exposure to different situations that the employee will experience whilst they grow in the post and what you would expect them to have dealt with at the entry, practitioner and expert levels.

Skills

These can be a mix of both soft and technical skills. Consider how these will grow over time through experience or development opportunities. If ability to drive or travel are a requirement of the role then this should be detailed in skills.

You may want to include "Proficient in the use of Microsoft packages including Word, Excel, Outlook and Teams" at level A if they reflect the applications used in your service at entry level.

Common mistakes to avoid

- Not having enough stretch between the levels.
- Repeating text from previous levels – need to have a greater depth when working at a higher range.
- Repeating the wording from the CPF – the evidence should focus on what needs to be provided rather than saying what it is used for.

- Lack of clarity on timeframes e.g. how long would it generally take to move between each level.

Stage 5: Completing the CPF Guidance document

This is your document that showcases how someone might develop their career within your service. You should include details about how the service operates, provide a structure chart, a couple of pen pictures showing how staff have progressed their career and what staff need to provide to evidence that they are meeting the criteria in the CPF. You will need to state the ways in which staff will demonstrate this; for example, through:

- Project plans
- Copies of reports
- Screen shots of updates made
- Budget information produced
- Minutes of meetings – this could be produced or where the postholder's actions have been recorded
- Professional discussion record or provide during the assessment

- Line manager observation and/or statement written up
- 1:1 or appraisal record of conversations
- Customer/partner/peer feedback
- If a line manager – copies of appraisals undertaken, development plans set, recruitment and induction undertaken, attendance/performance issues addressed
- Updates made to websites, policy, guidance, documentation
- Portfolio of evidence collated by the individual
- Written correspondence, letters, forms completed, spreadsheets produced, presentations, e-mails, templates (these could be either completed or produced)
- Devising /delivering Training
- Record of shadowing undertaken
- Coaching/development records
- Risk assessments produced
- Performance monitoring records
- Procurement/contract information or records

You will need to tailor these to your service and the job performed, and in evidencing experience you will need to consider how long it would take someone to develop the skills, knowledge, experience or achieve the training/qualification required at each level, for example:

“a minimum of XX months of satisfactory performance working at the previous level”

You may add “or a minimum of XX months in a similar role” (so it is suitable for both internal/external appointments)

Stage 6: Communicating the draft Framework(s)

When should the framework(s) AND Guidance be circulated to staff?

Managers may like to test out their frameworks and Guidance with other managers in the first instance. Welcome peers in your cohort to comment on the draft documents. Ask your teams to comment before you finalise them.

Stage 7: QA'ing of Job Profile, CPF and Guidance Documents

Once the manager has drafted all their documents, the HRBP should discuss the content with them. The HRBP should suggest any improvements before taking to QA. QA is required to ensure that the job profiles, frameworks and guidance are of a good standard and to ensure there are synergies between the various frameworks across the Council e.g. using best practice examples. Services will not be able to proceed to CMT for sign off for implementation without prior sign off from the QA panel.

Please ensure that before you submit your documents that you proofread them to ensure that typos are corrected, text is in the same font, bulleting aligns etc. and that any revisions are applied to other documents e.g. if CPFs are revised then your job profiles will need to be updated. Please also ensure that you add page numbers and update the name with the most recent version.

Stage 8: Estimating levels for employees.

Monitoring costs.

CMT are monitoring the cost of the Review. Before managers can formally implement the final draft career progression framework(s) with their staff, managers are asked by the MedPay Review Team to make an initial assessment of their staff and estimate what level each employee is likely to be assessed at. Managers complete a spreadsheet with the assessments for each employee and this is sent to the

MedPay Review Team. A summary report for the teams that are ready to implement is presented at CMT each month. Once this is signed off, Managers are advised to implement the MedPay Performance, Progression and Pay scheme.

Stage 9: Implementation and Pay Forms

Meeting employees and advising them of their assessment levels.

It is very important that every member of staff has a meeting to discuss where they are being assessed at within the CPF. They are likely to have anticipated which level they are at and may have evidence that the manager may not be aware of when they undertook the initial assessment. If there is full evidence of meeting the criteria and the initial assessment was incorrect, the MedPay Review Team must be advised as CMT will be provided with a cost monitoring report. The same will apply if someone does not achieve the initial assessment and they are assessed at a lower grade. Once all assessments are complete then please return the Initial Assessment form(s), that will be provided to you, to record the assessment outcome. At all levels a personal development plan (PDP) may be put in place to enable progression to the next CPF level and/or to the next range within the career pathway.

Completing the spreadsheet and pay forms.

Managers are asked to finalise their spreadsheet so that The MedPay Review Team can inform payroll of any changes to pay at the most suitable payroll date. No payments are backdated.

Salary Honouring

If members of the team are assessed at a lower level than they are currently paid, their salary will be honoured. Further information is available in the [FAQs](#) on Medspace.

