

## Breckland - Pay and Appraisal Scheme

### Staff Consultation Sessions – Mon 17 / Weds 19 November 2008

Thank you to all members of staff who have taken the time to attend the Consultation Sessions held in Dereham and in Thetford this week. The purpose of the sessions was to give you the opportunity to review the scheme and related documentation, to ask questions, raise concerns and give feedback so that you can assess and influence the development of the final scheme.

The scheme has been developed as a direct result of feedback received from staff and Unison, following the BRRS scheme that was in operation last year, and in particular:

- BRRS was too complex, and needed to be simplified
- Awards were not motivational
- Not enough people were given the opportunity to earn a greater reward
- Importance of moderation being fair, consistent and transparent

We have tried to achieve this by improving the scheme in the following ways:

- **Award a Basic Performance Increase (BPI)- expected to be in the region of 2.5%** as part of annual pay award to individuals rated Performing and above
- **Reduce the frequency of regular appraisals from quarterly to half yearly.** A mechanism will be introduced to monitor the completion of appraisals and ensure staff are effectively performance managed
- **Performance Ratings to replace Numerical Scores** – performance will be rated as Performing, Over Achieving or Exceptional. Salary increases will be dictated by performance rating
- **The non-consolidated bonus element of the scheme is being incorporated into the consolidated increase budget.** Combining the budgets will increase the amount available in the consolidated increase budget. Staff at or near the TOG will have any increase that them over the top of their grade paid as a non consolidated award.
- **Moderation will be by Service Area and by grade.** This process will be used to ensure consistency and a fair spread of ratings across the Council.

Below is a list of the feedback, suggestions and questions received, with responses/comments where it is possible or applicable to give them.

### FEEDBACK, COMMENTS & SUGGESTIONS

Better and more equitable for those at TOG

Prefer a Performance Related Pay scheme, because I know I can have a direct influence over the rewards that I am given

To allow for people in administration jobs or other lower level jobs / roles to achieve exceptional / overachieving there needs to be opportunities made available to them to do this - such as projects and other tasks

In the version 5 Guidelines there is inconstant advice - page 5 under key competencies talks about monthly 1-1 whereas page 8 performance ratings refers to quarterly 1:1 – please clarify **Thank you, this has been corrected on the scheme guidelines. Formal performance appraisals should be conducted every six months, and we recommend that managers should also be conducting monthly 1:1's with staff to assess performance more informally.**

It is not motivating that the pay awards are from the previous year's budget so you will never know what you are working towards. It would be better to have the awards from the year budget to which the performance applies so you would know from the outset what you are working towards. **See responses to questions in the 'budget' section below.**

Need more info on the moderation process **More information is provided on the 'consultation sessions slides' on the Biz, and training will be rolled out with staff/managers once the final scheme has been agreed. If you have concerns or questions that are not answered within the slides, please feel free to speak to a member of the HR team.**

Seems fairer for staff at the top of the grade

The scheme seems better than it was last year

Grid system for objectives for all

Ensure staff know how to Over Achieve / Perform etc

The presentation informed us that the new scheme will apply to performance 1 April 2008 – 31 March 2009 – this is retrospective – we are already in November 2008. The scheme should be agreed before it is implemented.

This scheme is better than last years? We don't feel it is.

I suggest keep it (guidelines) simple like bullet points and straight forward as most people don't read everything **Thank you, and noted.**

Training is vital for managers **Training is vital, and will be rolled out for staff and managers once the final scheme has been agreed.**

There should be a training category to take account of the fact that they may not be at full performance in post – between performing and capability

I am worried that renaming COL to BPI is a sneaky way of getting rid of it

Average %, so that all employees receive an award. Only the bottom 10% have 2.5% scheme should be fair for all.

Perhaps there should be another category – one beneath 'performing', maybe called 'achieving', and this category should be the one where employees just get the 2.5% BPI, and performers get a PRP award. For example, Achieving – 2.5%, Performing – 2.5% + PRP 2.5%, Over Achieving – 2.5% + PRP 3.5%, Exceptional – 2.5% + PRP 4.5%.

As the %'s keep changing each year it is very unsettling and you never know what you are working to.

The system is still difficult to explain to job applicants, i.e. you can't tell them what they will actually be paid!

I agree that both the top and other points of the grade should receive the same percentage award.

I don't agree that only 50% of staff will receive the BPI, which is not very motivational, especially if you closely missed out on over-achieving.

Personally this scheme does not motivate me as there is no guarantee that I will get into the top 2 categories even though I work very hard.

I think the 50% category should be reduced and the 35% category increased, plus it is too big a jump from 2.5 to 5%.

Instead of a percentage of wage, just a payment, i.e. £300 no matter what grade. So someone on grade 12 gets £300 and grade 3 gets £300 if they both perform.

If you have a performance system of reward, the criteria should be of the value of the officer to the Council and its citizens, not to the line manager.

There is not enough money in the system to motivate people already performing at a high level.

Don't introduce new pay schemes part way through the year you want to apply it to!

There being only three categories is very restrictive. Numerical scoring gave more flexibility and allowed individual performance in different areas of work to be reflected. It was also a much clearer/transparent way of scoring and less open to different interpretation by individual managers/supervisors.

No robust method of moderating scores.

We are agreeing to something before the rates are released.

## **QUESTIONS**

### **General**

- Are we penalising those who are not good at selling themselves? **The pay and appraisal scheme in itself does not penalise staff. Managers and staff will be trained to set and measure effective objectives so that ratings and subsequent financial rewards can be awarded fairly and consistently.**
- Where is the motivation? **Performance related pay schemes are designed to motivate staff to want to perform to a high standard and to reward staff for high performance. Some alternative pay schemes focus on other aspects of an individual's employment, for example length of service. However research suggests that staff are not motivated to perform to a higher standard through this type of scheme.**
- How will staff be affected that may be TUPE'd to Capita? **Capita have advised in their presentation to Planning and Building Control staff on 19<sup>th</sup> November, that staff who are TUPE'd will have the same pay scheme as the one that currently exists at Breckland.**
- Planning and Building Control – if we sign with Capita, do we go over on BRRS or the new scheme? **Following consultation, a final scheme will be agreed and implemented in Jan next year. If Breckland 'sign' with Capita, staff will take with them the pay scheme that is in operation at the point of transfer.**

- Is there any scope to reward people mid year for examination passes? For example, in the case of NVQ's NCC offer a pay rise for each level obtained. What is Breckland's view? **There is scope to reward and recognise staff at any time of the year through the 'Recognition Scheme', which includes recognition certificates, recognition awards, and spot bonuses or honorariums.**

## Poor Performers

- Where have underperformers gone? The old underperforming is the new performing. **Although there was an 'underperforming' category in the BRRS scheme, only 1 or 2 people actually fell into this category and were not awarded a pay increase. There is a 'capability' category in the proposed scheme for the very small number of people who may be working to a development/capability plan as a result of poor performance.**
- What happens if you do not achieve performing? **If you are not performing your role to the expectations of your Manager and the Council, we would expect that your Manager and HR would already be working with you to improve your performance through a capability/development programme.**
- What happens if, say, 16% of staff are exceptional? Are the percentages fixed? **The percentages are not fixed, but statistical modeling of % awards has taken place based on informed estimates, taking into account the scores from last year.**
- What happens to the underachievers? How could that be dealt with fairly? Performing is set high – how to develop those not performing? **Last year only 1 or 2 people fell into the 'underachieving' category. Those individuals should already be working with their line manager and HR on a development/capability plan to improve their performance.**

## Progression through the Scales

- What about movements to top of scales? **Breckland Council no longer operates an incremental pay scale, but there is opportunity to increase your salary from the bottom to the top of the salary band through achievement of 'over-achieving' or 'exceptional' performance. The percentage award that you receive will be consolidated, which means it will form part of your annual salary.**
- Will the grades / scales change each year? I.e. the top/bottom to reflect inflation? I.e. – if grade / scales don't move will reach the TOG quicker. **Ever year collective bargaining takes place in order to negotiate the Basic Performance Increase (last year this was 2.5%), and the salary bands will then move to reflect the increase, i.e. the bottom of the salary band will increase by 2.5% as will the top of the salary band.**
- All things being equal, two staff at same grade, one at TOG and one at bottom of grade get the same rating in appraisal. One at the bottom never catches up! **Staff will receive a Basic Performance Increase, and if over-achieving or exceptional, will also receive a Performance Related Pay award. Staff at the TOG will receive any award that takes them over the top of the grade as a non consolidated payment, whereas staff elsewhere on the scale will receive it as a consolidated increase to their salary. Over time therefore staff lower in the grade will catch up in terms of their annual salary. However staff at the top of their grade are not penalised, because they still receive the same financial award for the same performance level.**
- How do you progress through the scale to get to the top of the grade? You say it's faster – how? **By awarding staff a percentage PRP award (proposed 5% total for over-achieving, and 7% for exceptional), staff will receive a greater increase to salary, moving them quicker through the grade, compared to the incremental pay scheme.**

- Will staff doing the same job where some are TOG and some are not ever get paid the same if they are all achieving the same? Staff at the TOG will receive any award that takes them over the top of the grade as a non consolidated payment, whereas staff elsewhere on the scale will receive it as a consolidated increase to their salary. Over time therefore staff lower in the grade will catch up in terms of their annual salary. However staff at the top of their grade are not penalised, because they still receive the same financial award for the same performance level.
- How can the scheme be motivational as we are working for the equivalent of the cost of living? The staff that fall into the 'performing' category will receive a Basic Performance Increase (BPI), which has replaced the Cost of Living (COL), and this is anticipated to be around 2.5%. Under the old scheme 60% of staff could only achieve the COL award, and 40% could achieve more. Under the proposed scheme 50% of staff can achieve more than the BPI. The proposed scheme has been re-modeled to enable us to give a greater proportion of staff the opportunity to achieve a greater reward.
- If only one pot of money how can the percentages be worked out as managers would be a higher amount rather than the lower grades. The scheme has been statistically modeled using a range of different potential scenarios, and the proposals for financial rewards are based upon this data. We have also requested interim ratings (these will not affect final pay awards) so that we have some live data to enable us to 'test' the scheme proposals.
- I would like to see a comparison of a person not on the top of scale
  - under old PRP
  - under proposed new scheme
  - Difference in timescales of how long it takes to progress assuming basic performance

Under the BRRS staff not at the top of their grade who were rated as Exceptional or Performing were awarded a consolidated increase of 5.5%. This was made up of a Cost of Living award of 2.5% and a PRP awarded of 3%. Under the proposed scheme staff who are rated as Performing will receive the Basic Performance Increase (anticipated to be 2.5%), staff who are rated Over Achieving or Exceptional will receive the BPI and an additional PRP award (proposed awards are 2.5% and 4.5%). Under the proposed Scheme, all staff will have the opportunity to receive the additional PRP award. For staff not at the top of their grade the achievement of an 'Over-Achieving' or 'Exceptional' rating will allow you to progress through the grade.

- Under the old incremental scheme progress through the grades was transparent and achievable. Under this scheme less people will progress through the grades (if 50% are only performing) and those on lower salaries will progress at a slower rate even if they out perform those on higher base salaries. Please provide numerical evidence. The specific objective of performance related pay is to link pay increases to the level of performance achieved at work, rather than length of time in post. The achievement of an 'Over-Achieving' or 'Exceptional' rating will allow you to progress through the grade but it is recognised that progression through the grades make take place at a different rate as under the old incremental scheme.
- If you are at any point of the grade other than the top and you only score 2.5%, how can you ever progress through the grade? The achievement of an 'Over-Achieving' or 'Exceptional' rating will allow you to progress through the grade.
- It is Breckland's policy for new employees to start at the bottom of the grade. When that person is learning the job it is very unlikely there will be any opportunity to over achieve and training can at times take over twelve months. What incentive is there for that person if they know they are only going to get a 2.5% (COL)? Objectives should be set that are smart, measurable, achievable, realistic, and time bounded. Development areas should be taken into account for all staff, not just those who have joined

the organisation in the past 12 months. In this way all staff can be appraised and rewarded fairly and consistently. Training will be rolled out for Managers and Staff to explore this in more depth, using scenarios.

- Will the salary grades be retained? The salary grades 12-1 will be retained in the proposed scheme.

## Process

- Who will do appraisals etc if there is no head of service? Appraisals will be held as normal by your line manager, and moderated by the Director of Service in the absence of a Service Manager.
- Why do you say you are consulting with Unison when the truth is that when they ask to meet and discuss this you refuse? HR have been meeting weekly with Unison since October to discuss and review the pay and appraisal scheme. Prior to this the pay and appraisal scheme was a regular agenda item on the monthly meetings that the Chief Executive has with HR and Unison.
- How or who scores the employees who have had one or more changes of manager in the current year? It depends on the individual circumstances. Agreement should be made between the line managers, and with the Service Manager as to who is the most appropriate person to conduct the appraisal, and common sense should prevail.
- What happens if you are re-graded? In a year you have had a top award and were at the top of grade. The principles of the proposed scheme remain the same regardless of where you sit within the grade. Job evaluation is an analysis of the responsibilities of the post, rather than the performance of the individual and therefore is a completely separate process.
- Is there a right of appeal? Staff can raise a grievance through the normal procedure if they do not agree with the performance rating allocated. However we would always encourage individuals to talk through any concerns that they have with their line manager in the first instance.

## Objectives

- How would the objectives be reviewed? Particularly if targets change or if someone goes sick? Line Managers should be working with staff to assess and monitor achievement of objectives on a regular basis through 1:1 meetings and then through a formal appraisal meeting. Objectives could be altered through these discussions if appropriate. Due consideration should be given to individual cases where objectives have not been met as a result of sickness, or if external factors have impacted on the individual's ability to meet the objectives.
- Objective Setting Template – would be good to have a chart where exceptional / over achieving / performing can be compared and easily distinguished – e.g. bullet points for each category. This is a valid point and will be taken in to account during the roll out of the training following agreement of the final scheme. It is important that managers and staff are fully trained in setting and measuring objectives effectively.
- When can the targets change during the year? Line Managers should be working with staff to assess and monitor achievement of objectives on a regular basis through 1:1 meetings and then through a formal appraisal meeting. Objectives could be altered or modified through these discussions if it is appropriate to do so.

- How can you compare the performance of an officer in a demand led service with one who self generates work? Or does projects only? It is extremely important to set objectives that match the type of work that the individual is doing, and to make sure that those objectives are smart, measurable, achievable, realistic, and time bounded. Training will be rolled out to managers and staff in January/February 2009 to ensure that people are competent in setting and measuring objectives.

## Team Targets

- What happened to team / organizational targets? Will they be still part of the scoring for appraisal? It is proposed that team and organizational targets will not be scored in individual performance appraisals as they were within the BRRS scheme. Managers will however be given the training and tools to enable them to set objectives with their staff that feed into the overall department and organizational objectives, so that there is a clear link.
- How is personal performance affected by the teams performance? Weightings? Team and organizational performance will not be scored on the individual's appraisal. However through the moderation process Service Managers will review the ratings allocated across the service/team to ensure that consistency and fairness has been applied.

## Basic Performance Increase

- Why has the name for Cost of Living been changed to Basic Performance Increase – what does this mean? It is proposed that the term 'Basic Performance Increase' is a more accurate description of the award that is being given to staff, and reflects the nature of the Performance Related Pay scheme.
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## Ratings

- What does exceptional / overachieving / performance look like? Following agreement of a final scheme, full training will be rolled out, using scenarios to help to build a clearer picture for staff/managers.
- Now the scorings have been removed the judgment for the categories is totally subjective. It's not clear & transparent how to achieve one of these categories, please clarify. Following agreement of the final scheme, full training will be rolled out to go into this level of detail and to use scenarios to help build a clearer picture for staff during the training sessions. The use of ratings rather than numerical scores enables managers and staff to set and achieve objectives that apply to their work more adequately, and to take account of quality, competencies and attitude as well output. In some posts it is very difficult to set a quantitative target based on output, because the work is demand led, or could be influenced by external factors. The proposed scheme takes account of this.
- Feedback of who got what on recent trial run of performance ratings by dept. If 80% over performing what happens to the figures? This information will be shared once it has been fully collated.
- Is performing not achieving? Not to get overachieving/exceptional is not motivating. 7% on 15k per year will be an increase of less than £10 per week after tax/pension. Is this worth striving for? Performance related pay schemes are designed to motivate staff to want to perform to a high standard and to reward high performance. Under the old scheme 60% of staff could only achieve the COL award, and 40%

could achieve more. Under the proposed scheme 50% of staff can achieve more than the BPI. The proposed scheme has been re-modeled to enable us to give a greater proportion of staff the opportunity to achieve a greater reward.

- How do you differentiate between the performance ratings? Without numbers or scores is it indefinable, unquantifiable and open to appeal? Following agreement of a final scheme, full training will be rolled out, using scenarios to help to build a clearer picture for staff/managers. The use of ratings rather than numerical scores enables managers and staff to set and achieve objectives that apply to their work more adequately, and to take account of quality, competencies and attitude as well output. In some posts it is very difficult to set a quantitative target based on output, because the work is demand led, or could be influenced by external factors. The proposed scheme takes account of this.
- How is 2.5% for performing, which means 'done your job well' motivational? Performance related pay schemes are designed to motivate staff to want to perform to a high standard and to reward high performance. Under the old scheme 60% of staff could only achieve the COL award, and 40% could achieve more. Under the proposed scheme 50% of staff can achieve more than the BPI. The proposed scheme has been re-modeled to enable us to give a greater proportion of staff the opportunity to achieve a greater reward.
- What are the definitions of 'exceptional' etc? Following agreement of a final scheme, full training will be rolled out, using scenarios to help to build a clearer picture for staff/managers.
- Our team numbers have gone from 8 to 4. If the same amount of work is done why are we not 'over-achievers'? It could be that you are over-achievers, depending upon the rating that will be agreed with you in March/April 2009. If you are not in the 'over-achieving' or 'exceptional' category, your line manager should be talking to you through appraisals and/or 1:1's to discuss how (what are the things you need to do, behaviours you need to exhibit, development or training needed to be achieved) to enable you to move up to the next category.
- Can we see evidence of our rating? Can it be challenged? Your performance rating will be agreed with you in March/April 2009 at your appraisal. If you do not agree with the rating you can challenge this with your line manager. If agreement cannot be reached on a performance rating, you have the option to raise a grievance through the normal procedure.
- 1-5 scoring allows staff to achieve in specific projects. Performance ratings 'average' performance over the year so unless you're over achieving throughout the year, you are unable to get more than performing. Performance related pay is a method of rewarding staff for their achievements, whether that is in specific projects or in general day to day tasks. You will still be given objectives, that can include specific projects, and at the end of the year your manager will look to agree with you a rating that reflects your performance over the year taking into account individual circumstances. This means that if, for example external factors or input from others prohibited you from achieving your objectives, these factors will be given consideration, by assessing your overall performance rather than concentrating on output-based targets. Your manager also has the option to recognize you through the Council's recognition scheme for particular achievements, over and above your job description.
- Will sickness records be taken into account when allocating a rating? I personally feel that attendance should be taken into account. No. The Council does not believe it is fair to penalise an individual through performance related pay when they have been absent, and this would undermine the purpose of the scheme which is to motivate staff. The Council has a comprehensive absence management procedure which should be followed when dealing with cases of both short term and long term sickness, although this is a completely separate process.

- How can support staff achieve an exceptional rating if they have nothing high profile? This comes down to setting objectives that are smart, measurable, achievable, realistic and time bounded. High performance is not linked to tasks being high profile, and value can be added at all levels of the organization.
- What do people need to do to over achieve/be 'exceptional'? Please could you give examples as it is our perception that if you are employed to do certain tasks then they should fill the hours you are employed to work. If there is spare capacity then maybe the job description needs changing. Performance should be measured, not just in terms of output (i.e. how much or quantity), but also in terms of quality. The proposed performance ratings allow managers to assess overall performance, taking into account output, competencies, behaviour, attitude, quality and various other aspects. The training that will be rolled out following agreement of the final scheme will incorporate scenarios and examples that will give staff/managers a clearer picture.
- What have people done in the past to 'over achieve' or be 'exceptional' and so earn an additional bonus payment. To be awarded an 'over-achieving' or 'exceptional' rating staff have exceeded expectations of their performance and this has been quantified and measured through their objectives, competencies and development areas. In the proposed scheme this principle remains the same, and staff/managers will be given training to explore this principle further using scenarios once a final scheme has been agreed.

## Spread of Ratings

- Quotas for performance ratings do not reflect real life! Is an averaging process – all staff could get exceptional – then what! The percentages of expected levels of staff to fall within 'performing', 'over-achieving' and 'exceptional' categories that has been shared with staff, are informed estimates based upon ratings achieved last year. In addition HR are gathering interim ratings (these will not affect the final performance rating given or pay awarded), to enable us to 'test' the proposed scheme. If all staff were to fall within the 'exceptional' category, and these decisions are justified, it is likely that the scheme would need to be remodeled to take account of the budget that has been set. It is impossible to predict with absolute certainty the percentages of staff that will be awarded performing, over-achieving and exception ratings, although every possible effort has been made to ensure that the modeling to date is as accurate as possible.
- What happens to 'non performers' as your scheme says up to 50%, up to 35%, up to 15%. If you don't achieve these % what happens to the staff? In the BRRS scheme, 1 or 2 people fell into the 'under performing' category, and these individuals would already be working with their line managers and HR on a developmental programme. See previous question/response.
- What happens when / if more than 35% are in overachievement or in excess of 15% demonstrate exceptional performance? How motivational is it of indication of greater success only to be and standardized to the lower level. A performance related pay scheme aims to motivate staff to achieve a high standard of performance, and the proposed scheme gives greater opportunity to a larger number of staff to achieve more than the COL or BPI, than the BRRS scheme. The percentages of expected levels of staff to fall within 'performing', 'over-achieving' and 'exceptional' categories that has been shared with staff, are informed estimates based upon ratings achieved last year. In addition HR are gathering interim ratings (these will not affect the final performance rating given or pay awarded), to enable us to 'test' the proposed scheme. It is impossible to predict with absolute certainty the percentages of staff that will be awarded performing, over-achieving and exception ratings, although every possible effort has been made to ensure that the modeling to date is as accurate as possible.
- What about the % split – what if more staff achieve a higher rating? See previous question/response.

- What happens if 40 or 50% of employees over-achieve? See previous question/response.

## The New Scheme

- As of March 2009 appraisal – will this review concentrate on the last 2 quarters since the new scheme details became apparent and draw a line under the 1<sup>st</sup> 2 quarters this time? Or full 2008/9 year? The proposed scheme will take into account performance over the full 2008/9 year, from 1<sup>st</sup> April 2008.
- How can the scheme be effective if we haven't signed up to it? We want the scheme to be effective, and therefore staff and Unison have been involved through consultation to agree a scheme that is better than it has been before for everyone. A final scheme has not yet been agreed, and the adaptations that have been made to it are as a direct result of feedback from staff and Unison last year.
- How can we get paid in April 09 if the budget is not set until March 09? The annual budget for the Council is set and agreed in February of each year, which enables pay awards to be agreed in March/April. It is proposed that the budget for the pay scheme will not change from last year.
- How can we sign up to a new scheme when the pay awards have not been agreed/ whose to say that we sign up to scheme and the %ages get changed. The annual budget for the Council is set and agreed in February of each year, which enables pay awards to be agreed in March/April. It is proposed that the budget for the pay scheme will not change from last year.
- How can it be motivational if the % increase is not fixed at the beginning of the year so staff know what increase they are working towards? See previous question/response. The budget is agreed annually, rather than for a number of years in advance for all activities to ensure that it is realistic and accurately reflects the current financial situation/market conditions.
- Have you looked at other Councils in the area? Norfolk County Council have recently introduced a pay and reward strategy that has increments still, although not as many for each grade as previously. Research has been completed to assess what other organisations' pay schemes look like, and this research has influenced to some extent the development of the proposed scheme. The most significant influence has been feedback from staff and Unison based on last years scheme.
- I can't see how the unconsolidated bonus is pensionable? Under the BRRS both the consolidated and non consolidated awards were pensionable. Under the proposed new scheme, the consolidated increases would remain pensionable.
- Why do we have 2.5% or less, and members get a cost of living or more? The proposed scheme is a Performance Related Pay Scheme for all staff (excluding ARP). Remuneration for Members is agreed separately.
- Why is there no longer an increments system, because this is what motivates new employees to be loyal to this council? The increment scheme pre-dates the BRRS performance related pay scheme that was operated last year. Performance related pay schemes are designed to motivate staff to want to perform to a high standard. Some alternative pay schemes focus on other aspects of an individual's employment, for example length of service. However research suggests that staff are not motivated to perform to a higher standard through this type of scheme.
- We are no longer comparable to other LA's. What's wrong with the national scheme? Performance related pay schemes are designed to motivate staff to want to perform to a high standard. Some

alternative pay schemes focus on other aspects of an individual's employment, for example length of service. However research suggests that staff are not motivated to perform to a higher standard through this type of scheme.

- Should any enforcement officer be on performance related pay? Performance can be reflected through more than just output, for example competencies (such as customer service and effective communication), behaviour, attitude, and quality. For this reason it is proposed that the performance related pay scheme is applicable to all staff at Breckland Council.

## Moderation

- How will individual targets be moderated? Obviously these need to be fair and relate to performance ratings directly. Line managers will, through discussion and evaluation of objectives with individuals, suggest a performance rating for their staff. Moderation will then take place by Service Managers who will look at the whole department to ensure that inconsistencies are picked up and challenged where appropriate. A second stage of moderation will then occur by a panel, incorporating HR to ensure that fairness and consistency is applied across the Council and across grades.
- What dictates over performance? Can we have examples? Will the moderators be trained in this? Following agreement of a final scheme, full training will be rolled out, using scenarios to help to build a clearer picture for staff/managers, including moderators.
- How can you prevent SM's scoring their favourites higher? Through a robust 2 stage moderation process in which anomalies and inconsistencies will be challenged.
- Will HR be doing random sampling as they are supposed to be the most independent team in the Council? HR will facilitate the moderation process to ensure that fairness and consistency is applied across the board. The HR team will also be collecting interim ratings to 'test' the moderation process, and to try to anticipate where inconsistencies/issues may arise.
- Will an SM challenge a decision made by another SM on their staff's performance? A panel of Service Managers will be involved in the second stage of the moderation process, facilitated by HR, to ensure that inconsistencies are picked up.
- How will HR ensure consistency between the 3 moderation panels to ensure that one portfolio or department hasn't been favoured over others? HR will be directly involved in the moderation process of all 3 panels to facilitate, and to ensure that a fair and consistent process is followed.

## Budget

- Is there new money in this scheme? It is proposed that the budget for the scheme will be the same as it was last year.
- Award in the region of 2.5% but what happens if we go into a deflation situation as is forecasted? If the Council reaches a point where savings must be made, a range of options will be considered.
- If we have to make £1 million savings, and we are going to give more staff % wise higher pay increases, how is this justified? If the Council reaches a point where savings must be made, a range of options will be considered.

- In the current climate, will the cash for budgets remain secured? **If the Council reaches a point where savings must be made, a range of options will be considered.**
- Will the money lost (12 million) make a difference? **If the Council reaches a point where savings must be made, a range of options will be considered.**
- Who moderates the bonus for the Chief Executive? **The Chief Executive's performance is monitored and moderated by the Leader of the Council.**
- How can this be a truly performance related scheme with a limited budget? **A budget is, by its very nature a set limit for available financial resources for a given activity, and this applies for all activities completed by an organization.**