

The total contribution that someone makes to the organisation is recognised and rewarded through pay; this is called Total Contribution Pay (TCP).

### **The principles underpinning Kent County Council's approach to TCP**

As a principle, a total contribution assessment should be carried out for all employees at the time that the assessment is due, and a rating submitted:

- The intended outcome of the Managing Performance and TCP process is to offer a way in which employees can be engaged with positively and productively, this includes-
  - help set targets and expectations about delivery in the role
  - recognise and reward personal contribution in its widest sense
  - develop and motivate employees in a way which treats them as individuals
- There is a requirement that people will receive a pay increase related to their personal contribution in the normal pay cycle. Only where there is a justifiable reason would there be a delay, or no award given.
- Managers need to be able to evidence the reason for a particular assessment rating.
- People who have an assessment rating of Performance Improvement Required (PIR) should be subject to the Performance and Capability process, even at the informal stage. Conversely, if a P&C process is underway then PIR should be the appropriate assessment rating to apply.
- The principles and approach to TCP need to be applied fairly and equitably independent of grade, hours worked or contract type etc

### **How Total Contribution works in practice**

Five elements; Working Better, Objectives and Accountabilities; Values and Behaviours; Personal Development and Wider Contribution need to be considered when setting expectations and assessing individual contribution. A total contribution assessment considers all the elements of an individual's performance: what they do, how they do it, their wider contribution, how they develop their capacity and capability and the actions they take to continuously improve the way they work and the service they work in.

In making your assessment you should be able to reflect on the conversations and reviews that have taken place, the expectations that have been set over that period, and any evidence as to how the employee has performed against them. Where an employee works in a more complex environment in which more than one person could perform the review, it should be agreed who will undertake this function.

**As a principle, a total contribution assessment should be carried out for all employees that are in post by the close of the TCP assessment window.**

All Schools which follow Kent Scheme (and have made provision in their pay policy to exercise local discretion) are permitted to identify an assessment deadline locally as long as the following restrictions are applied:

- For Kent Schools who have adopted the April to March TCP cycle the assessment deadline can be no earlier than **the end of the Autumn term**.
- For Kent Schools who have adopted the September to August TCP cycle the assessment deadline can be no earlier than **the end of the Summer term**.

### Pay Progression in Kent Schools

Every Kent School should have a pay policy explaining how pay progression operates for teaching and support staff.

The process by which support staff in schools that adopt the Kent Scheme Conditions of Service are awarded pay progression is called 'Total Contribution Pay' (TCP).

The pay award an individual receives is governed by the Total Contribution assessment rating. Pay scales are also likely to be adjusted annually and this will affect the salary for people at the top and bottom of their grade.

The TCP assessment award will be applied to the salary the individual is on as of 31<sup>st</sup> March/31<sup>st</sup> August and will take effect from 1<sup>st</sup> April/1<sup>st</sup> September. The only time an assessment does not result in a pay award is if there has been a change since the end of the assessment period which means the individual is no longer eligible for a TCP award or the employee has been given a Performance Improvement Required (PIR) assessment.

Any role changes that take place from 1<sup>st</sup> April/1<sup>st</sup> September onwards will not have a TCP award applied to that role until the following assessment period.

### Kent Scheme Pay Scales

KCC determines annually any increases to be applied to the minimum and maximum values of each Kent Range Grade and any changes are effective from 1 April.

Schools which follow Kent scheme are required to apply these increases and new grade bandings effective from 1 April. For other schools operating a September to August pay cycle an appropriate Pay Policy needs to be in place.

No individual's pay should fall beneath the bottom of the grade with the exception is individuals who receive 'Performance Improvement Required (PIR)'.

This also includes any member of staff who is at the bottom of the grade but receives a 'Not Assessed' rating due to joining/being promoted after the assessment deadline or their assessment is deferred. In this circumstance their salary will move with the bottom of the grade and any increase

received due to a later TCP assessment will be offset against any payment they have already received due to the pay scale minimum increasing.

Individuals will receive a percentage increase which relates to the assessment they have been awarded. The only exception to this is when an individual's salary is increased to the new minimum value of the grade and this increase exceeds the percentage awarded for the TCP grade. The individual's salary will be increased to the new minimum value for the grade only. They will not receive an additional increase for the TCP award.

If, as a result of the TCP process, a salary is increased to, or is already at the top of the grade, this salary position will be retained. Any remaining payment will be made as a single amount known as a 'lump sum'.

### **New starters that commence before the assessments are due**

New starters will be entitled to a total contribution assessment if they are in post by the close of the TCP assessment window as confirmed by the School. The Manager should defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred the Manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment. It is recommended that the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete and submit an assessment outside of the normal TCP cycle and how this will be applied to an individual's pay.

#### **April to March Cycle**

Presha starts with the school on 2<sup>nd</sup> November. The manager submits a rating for Presha by the TCP deadline. Even though Presha has been with school for fewer than 2 months she has already made an impact and the manager has evidence to support the rating.

#### **September to August Cycle**

Alex starts with school on 2<sup>nd</sup> May. In this role it takes about 5-6 months before any impact can be seen. The manager decides to defer the decision because there is not enough evidence for her to make a judgement about Alex's performance. The manager diary dates to have a conversation with Alex at the beginning of November. Following this discussion, the manager feels that she can make an assessment which will be backdated to the 1<sup>st</sup> September.

### **New starters that commence after the assessments are due**

New starters who join the organisation/School after the TCP assessment deadline has passed will have a total contribution assessment in the following assessment period.

## Promotions that commence before the assessments are due

Employees who have been promoted should not be placed at a detriment. People who have been promoted by the time the assessment is due will normally have a total contribution assessment. The manager should defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred the manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment. It is recommended that the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete an assessment outside of the normal TCP cycle.

### April to March Cycle

Jasmine is promoted from KR5 to KR6 within the same team on 1<sup>st</sup> December. The manager submits a rating for Jasmine by the TCP deadline. Jasmine had been performing well in her KR5 role and all the evidence so far shows that she will continue to perform well in the KR6 role.

### September to August Cycle

Sajid is promoted from KR8 to KR10 on 1<sup>st</sup> July. The KR10 role is very different to the KR8 role and most of the time spent so far has been completing the induction and training for the new role. The new manager does not have enough evidence to make an assessment so defers the decision for a further 4 months. The manager evaluates Sajid's performance after 4 months as well as discussing his performance with his previous line manager. Sajid has done a really good job in his previous role and is impressing in his current role; therefore, there is plenty of evidence to support an 'successful' rating. The new manager makes an assessment which will be backdated to the 1<sup>st</sup> September.

### April to March Cycle

Emilia was promoted to a new role on 1<sup>st</sup> October. The manager decides to defer the assessment because there is not enough evidence for him to make a judgement about Emilia's performance in the new role. The manager diary dates to have a conversation with Emilia at the beginning of April. Following this discussion, the manager feels that he can make an assessment which will be backdated to 1<sup>st</sup> April.

## Promotions that commence after the assessments are due

Employees who have been promoted after the TCP assessment deadline has passed will have a total contribution assessment in the following assessment period.

### Both Cycles

Connor currently holds a KR4 post. He successfully applied for a one grade promotion which is due to commence a month after the assessment deadline. His current manager rated him as 'Successful'

for his KR4 post at the time the assessment was due. The percentage uplift he would have received if he had remained in his KR4 post would have increased his salary to near the top of the KR4 grade. His new manager recognises that Connor will not receive a TCP uplift on his new post as it commenced after the TCP assessments were due. Therefore, to ensure Connor's pay for his new role equates to at least the recommended 2.5% increase, the new manager raises the starting salary for his new role by more than the recommended 2.5% from his current salary to take into account the TCP uplift Connor would have received.

### **Promotions and secondments at a higher grade effective from 1<sup>st</sup> April/1<sup>st</sup> September depending on the TCP cycle the School follows**

A pay award based on the assessment rating will be applied to the employee's salary effective from 1<sup>st</sup> April/1<sup>st</sup> September which will result in a pay increase or lump sum payment. Individuals who are promoted or seconded at a higher grade from 1<sup>st</sup> April/1<sup>st</sup> September onwards will receive a salary increase by being appointed on the higher grade. Their new salary will not be uplifted in accordance with the assessment rating as well.

#### **Both Cycles**

Gina was assessed as 'successful' and the salary for her current KR9 post was uplifted accordingly on the 1<sup>st</sup> April/1<sup>st</sup> September. Gina was promoted to a KR11 position which commenced on the 2<sup>nd</sup> April/2<sup>nd</sup> September and, in accordance with KCC policy, she was appointed at the bottom of the KR11 grade. The percentage uplift associated with the 'successful' rating was not applied to the salary of the new role.

### **Moving to a different job on the same or a lower grade**

An assessment rating should be submitted if an employee has moved to a different job on the same grade, regardless of when the new job started.

#### **Both Cycles**

Josh moves from a KR7 role to a different job on the same grade in a different team. The new manager submits an assessment rating for Josh by the TCP deadline. Prior to making the assessment the new manager and previous manager have a conversation about Josh's performance so that an appropriate rating can be given.

### **Role changes effective from 1<sup>st</sup> April/1<sup>st</sup> September**

A pay award based on the assessment rating will be applied to the employee's salary effective from 1<sup>st</sup> April/1<sup>st</sup> September which will result in a pay increase or lump sum payment. Individuals who change their roles, on the same grade or a lower grade, from 1<sup>st</sup> April/1<sup>st</sup> September onwards their new salary will not be uplifted in accordance with the assessment rating they received in the previous

TCP cycle. A TCP assessment will be applied in the following TCP cycle, which covers role changes from 1<sup>st</sup> April to 31<sup>st</sup> March/1<sup>st</sup> September to 31<sup>st</sup> August.

#### **April to March Cycle**

Sareena held a KR11 post at the time the assessments were due (end of Autumn term) and was awarded a 'successful' rating. The successful rating was applied to Sareena's salary effective from 1<sup>st</sup> April. Sareena then commenced a new role that was 2 grades lower on 19<sup>th</sup> April. TCP was not applied to this role as a TCP assessment will be applied in the following TCP cycle, which covers role changes from 1<sup>st</sup> April to 31<sup>st</sup> March.

#### **September to August Cycle**

Carol-Anne held a KR6 post at the time the assessments were due (end of Summer term) and was awarded a 'outstanding' rating. The outstanding rating was applied to Carol-Anne's salary effective from 1<sup>st</sup> September. Carol-Anne then commenced a new role on the same grade on 1<sup>st</sup> June. TCP was not applied to this role, Carol-Anne's salary stays the same and will be reviewed as part of the following TCP cycle, which covers 1<sup>st</sup> September to 31<sup>st</sup> August.

### **Secondments and acting up arrangements that commence before the assessments are due**

Employees who are seconded to a higher grade or who are acting up should not be placed at a detriment in their substantive post. Regardless of when the arrangement started, they should have a total contribution assessment and the uplift associated with their rating will be applied to their substantive role. The rating may also be applied to their higher salary, dependent on the date the secondment commenced.

The manager can defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred the manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment. It is recommended the assessment is completed within 6 months of the deferment or before the end of the secondment, whichever is first, and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for guidance how to process deferred assessments.

#### **April to March Cycle**

Caroline commenced a KR7 secondment for a period of 6 months on the 1<sup>st</sup> November. The secondment manager decides to defer the assessment because there is not enough evidence for her to make a judgement about Caroline's performance in the new role. The manager diary dates to have a conversation with Caroline a month before the secondment is due to complete. The manager also has a conversation with Caroline's previous manager about her performance in her substantive role. Following these discussions, the secondment manager makes an assessment which will be backdated to 1<sup>st</sup> April and is applied to both Caroline's substantive and seconded post.



People who are seconded to a higher grade or acting up by the time the assessment is due will normally have a total contribution assessment unless the manager chooses to defer the assessment. They will receive the uplift associated with their rating on their higher pay. When the arrangement ceases, and they return to their substantive role, the same percentage uplift will be applied to their substantive pay.

#### **September to August Cycle**

Gloria was seconded from KR6 to KR8 on 1<sup>st</sup> June for a period of 2 years. The KR8 role is very different to the KR6 role and, most of the time spent so far has been completing the induction and training for the new role. The new manager does not have enough evidence to make an assessment so defers the decision for a further 6 months. The manager evaluates Gloria's performance after 6 months as well as discussing her performance with her previous line manager. Gloria has done a good job in her previous role and is performing well in her current role; therefore, there is plenty of evidence to support an "successful" rating. The new manager makes an assessment which will be backdated to the 1<sup>st</sup> September and is applied to both Gloria's substantive and seconded post.

#### **Secondments and acting up arrangements that commence after the assessments are due**

People who commence acting up arrangements or secondments after ratings have been submitted will only receive the uplift associated with their rating on their substantive role. If they are at the top of their grade, they will receive their lump sum calculated from their substantive salary (i.e. the salary they were paid on 1 April/1 September). This will be processed as a special payment. The higher salary will not be uplifted as the assessment is not based on performance in the secondment or acting up arrangement.

#### **April to March Cycle**

Clayton's manager submitted an 'successful' rating for his performance in the substantive KR5 post that he held when the TCP assessments were due. Clayton is at the top of his grade and will receive a lump sum payment in respect of his rating. Clayton commences a KR6 maternity cover secondment on 1<sup>st</sup> February. Clayton receives a lump sum payment in April; however, the higher secondment salary is not uplifted as the secondment commenced after the TCP assessments were due.

#### **September to August Cycle**

Aaisha's manager submitted an 'outstanding' rating for her performance in the substantive KR12 post that she held when the TCP assessments were due. The percentage uplift she will receive for her 'outstanding' rating will take her to the top of her grade. Aaisha commenced a KR13 2-year secondment on 1<sup>st</sup> August and her new manager recognises that Aaisha will not receive a TCP uplift on the seconded post as it commenced after the TCP assessments were due. The uplift will only be applied to her substantive KR12 post that she is not returning to for 2 years. The new manager increases the starting salary for the secondment by 2.5% from their current

salary in recognition of the forthcoming salary increase to her substantive post, therefore ensuring Aaisha's pay increase equates to at least the recommended 2.5%.

### **Additional responsibility**

Additional responsibility will not be subject to TCP as this is a temporary short-term arrangement.

### **Secondments continuing beyond 1 April/1 September**

When the employee is eligible for a rating to be applied to their seconded salary the percentage pay increase will be applied to the seconded salary (including any lump sum) as the employee is still in the seconded post as of 1 April/1 September. If the employee is being paid at the top of the seconded grade, then any lump sum payment will be based on the 1 April/1 September seconded salary.

### **Secondments ending on or before 1 April/1 September**

The percentage pay increase will be applied to the employee's substantive salary, as they will be back in their substantive post as of 1 April/1 September.

### **External Secondments**

Employees who are on Kent Scheme terms and conditions but are externally seconded to another organisation have the same entitlement to have their performance reviewed and a total contribution assessment. It is the responsibility of the substantive line manager to liaise with the employee and secondment manager to ensure that a fair and evidenced assessment is undertaken, and an appropriate rating submitted.

### **Regrading (this is not applicable to a change in role due to a restructure, please see [Loss of Earnings compensation for guidance regarding restructures and TCP](#))**

Employees in a post that has been regraded through the Job Evaluation process should not be placed at a detriment. Regardless of when the regrade was applied the employee should still have a total contribution assessment and a rating submitted. Employees will be entitled to a TCP payment which will be applied to the salary the individual is receiving on 1 April/1 September.

To clarify, if a role is regraded effective from 1 April or 1 September their salary will be put to the bottom of the grade. The individual will also be entitled to a TCP assessment rating and a salary uplift for their TCP rating which will be applied to the salary they are now receiving for the regraded role or the salary they are receiving on 1 April/1 September. This is because a regrade is not promotion or reward for individual performance but based on a review and evaluation of the role and its level of responsibilities and accountabilities.



### **Both Cycles**

David is a KR17 Business Support Officer. The role is evaluated and as a result regraded to a KR8. The regrade is effective from 1 April/1 September and David's salary was increased to the KR8 grade minimum. David also received an 'Excellent' TCP assessment which attracts 3% pay rise. 3% is applied to David's salary which he is receiving on 1 April/1 September who is the KR8 grade minimum.

This does not apply to members of staff who are appointed to a different grade as the result of a restructure. Please refer to the 'Loss of Earnings' section.

### **Permanent Relief**

Anyone holding a permanent relief contract with zero hours will normally be assessed at the time the assessment is due.

The manager can defer the assessment if they do not have sufficient evidence to make a judgement about the rating. If an assessment is deferred the manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be sufficient evidence to make an assessment. It is recommended the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete an assessment outside of the normal TCP cycle.

### **April to March Cycle**

Liam works as an Enablement Supervisor. He worked 1 shift per month at the beginning of the year but since October has not been offered work. The manager does not judge that there is sufficient evidence to make an assessment at the time it is due. The manager keeps this under review but must make an assessment within 6 months of the deferment.

### **September to August Cycle**

Ruth works as a Care Worker. She works regularly in the residential unit covering vacancies, sickness absence and training. Some months she works on average 3-4 shifts per week. During September to December she did not work. The manager judges that there is plenty of evidence to make an assessment about Ruth's performance. The manager submits a rating for Ruth.

Please be reminded if an individual has not worked for a period of 12 months, the manager should initiate the Permanent Relief termination process rather than defer the TCP assessment. You may wish to seek HR advice regarding the process that should be followed when terminating an individual who is on a Permanent Relief contract but has not worked for a period of 12 months.

If the individual is at the top of the pay grade, they will have the opportunity to receive a one-off payment (known as Lump Sum payment) that is consistent with the percentage increases paid to staff not yet at the top of their grade.

The calculation for Permanent Relief lump sum payments is set out in the example below. The calculation works out the employees FTE (full time equivalent) based on length of service and grade and total hours worked in the qualifying 12-month period. The FTE is then used to generate the lump sum payment and individual should receive.

### April to March Cycle

The qualifying 12-month period is March to February, paid in April to March salaries.

### September to August Cycle

The qualifying 12-month period is August to July, paid in September to August salaries.

An employee has a KR7 Business Support role and has 7 years' service and has worked 239 hours between the qualifying 12-month period.

KCC standard full-time hours

- $37$  (standard full-time working week for KCC)  $\times$   $52.143$  (weeks per year) =  $1929.291$

Annual leave entitlement in hours based on grade and length of service

- 28 days annual leave + 1 Concessionary Day + 8 Bank Holidays = 37 days leave
- $37 \times 7.4$  Hours (total hours in a KCC standard full-time working day) = 273.8 annual leave hours

Total available hours available to work based on grade and length of service

- $1929.291 - 273.8 = 1655.491$

Total hours worked between 1 March 2019 and 29 February 2020 (these hours will be paid into salaries received between the qualifying 12-month period is 239.

Weighted FTE calculation for example

- $239 / 1655.491 = 0.144$

To calculate lump sum payment payable for example

- Full time lump sum payment is £1000
- Permanent relief lump sum payment is  $\text{£}1000 \times 0.144 = \text{£}144$

Please note this calculation does not apply to casual relief contracts. For more information regarding casual contracts please see section below.

## **Employees on Fixed Term/Temporary Contracts**

Individuals who hold a fixed term/temporary contract will be entitled to a total contribution assessment if they are in post by the close of the TCP assessment window as confirmed by the School and their contract end date is after 1 April. The Manager should defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred, the Manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment.

It is recommended that the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete and submit an assessment outside of the normal TCP cycle and how this will be applied to an individual's pay.

Contracts which end before 1 April are not entitled to a TCP assessment and associated pay increase.

An individual who has their fixed term contract extended passed 1 April but originally did not receive an assessment because the termination date was before 1 April should receive a TCP assessment retrospectively at the point the contract is extended. Please contact your payroll provider for guidance how to process assessments outside of the usual cycle.

## **Casual contracts**

Employees on casual contracts are normally on a contract of employment of 13 weeks or less and are therefore TCP does not apply

The manager may wish to seek HR advice if a casual relief contract is extended beyond 13 weeks.

## **Flexible Retirement**

Employees who choose to flexibly retire and reduce their hours are entitled to be assessed in the normal way. Managers should not defer an assessment due to flexible retirement unless there has been an exceptional change of circumstances. In this situation, HR advice should be sought.

## **Loss of Earnings Compensation (this is not applicable to a regrading of an employee's current role as a result of the Job evaluation process, please see Regrading for guidance)**

Employees receiving loss of earnings compensation will still receive a total contribution assessment rating, but any increase in their salary will result in a reduction in the protected element of their salary. Therefore, any annual pay increases will not be reflected in the salary as actual pay increases until the protection has been removed. Once the protection is removed TCP will apply as normal.

## Formal procedures for Poor Performance

People who are under the formal stages of the capability procedure at the time of the assessment should receive a 'performance improvement required' rating.

People who are underperforming and informal action is being taken to address this should receive a 'performance improvement required' rating.

If a person has been in the formal capability procedure during the assessment year, but this has concluded because the employee has met the required standard and the person has been performing at a successful level or above for at least 6 months, the manager should submit a rating.

If a person has been in the formal capability procedure during the assessment year, but this has concluded because the employee met the required standard, but the person has yet to show sustained performance for at least 6 months, the manager should defer the assessment. Deferment should be no longer than a maximum of 6 months after the formal performance and capability procedure closed.

### Both Cycles

Sarah was in a formal capability procedure earlier in the year. The procedure closed 6 months ago as Sarah was working at the required standard. Sarah has shown sustained improvement in her performance since June. The manager submits a rating of successful.

### Both Cycles

Tom was in a formal capability procedure earlier in the year. The procedure closed 3 months ago as Tom was working at the required standard. The manager diary dates to have a conversation with Tom in 3 months' time. Tom has shown sustained improvement in his performance and is working at the required standard and now is eligible for an assessment which will be backdated to the 1 April/1 September.

If an employee has been under the formal disciplinary procedure, at any time during the year, please ask HR for advice.

## Formal procedures for Disciplinary

It is not expected that someone should receive a pay increase if they have received a conduct warning during the assessment period because by receiving this warning it is an indication that the individual has not met the standards required to be assessed above Performance Improvement Required.

This is because TCP is not a Performance Related Pay approach; eligibility for pay increases are based on an assessment of an individual's Total Contribution. This assessment goes beyond the boundaries of performance in the role; behaviours and conduct are equally as important.

There may be cases when an individual has received a conduct warning but there are exceptional circumstances that need to be taken into account or the individual has continued to perform exceptionally well in their role and the manager wants to acknowledge this achievement in their assessment and concludes their performance prevails over the conduct concerns. In these cases, it is advised managers contact their HR provider for advice.

### Long-Term Absence

A 'successful' rating should be given to any employee who is or has been on extended absence during the assessment period unless there is evidence which indicates a different rating is more appropriate. HR advice should be sought if a manager wants to submit a 'Performance Improvement Required' rating for an employee who is/has been absent long term.

#### April to March Cycle

Sarah has been absent from work since 1 October, due to ill health. The manager submits a 'successful' rating for Sarah as the evidence of Sarah's performance prior to 1 October supports this.

#### September to August Cycle

Aston was on long-term sick leave from 1<sup>st</sup> January to 20<sup>th</sup> May. The manager submits a 'successful' rating for Aston as the evidence of Aston's performance prior to 1<sup>st</sup> January and after 20<sup>th</sup> May supports this.

#### Both Cycles

Jessica has been absent from work for 4 months. Prior to the start of the absence Jessica had not been meeting expectations and her manager had been having informal conversations with her about her performance. The manager seeks HR advice and decides to defer the assessment until Jessica returns to work and has enough evidence to make his assessment.

HR advice should be sought if a manager wants to submit a 'Performance Improvement Required' rating for an employee who has had frequent short-term absences.

### Short-Term Absence

If an employee has had a number of short terms, frequent absences during the assessment period, a rating still needs to be submitted. A manager may wish to seek HR advice if a manager wants to

submit a 'Performance Improvement Required' rating for an employee who has high, frequent absences.

### Maternity Leave/Shared Parental Leave

KCC needs to ensure that people who have been absent for a period of time are not inappropriately disadvantaged in terms of salary progress. A 'successful' rating should therefore be given to any employee who is on maternity leave/shared parental leave, or who has been on maternity leave/shared parental leave during the period being reviewed, unless there is evidence from before and/or after their period of absence which contradicts this.

#### April to March Cycle

Emily is on maternity leave from 1 April to end November. She returns to work in December. At the time the assessment is due the manager considers Emily's performance in the role prior to 1 April and since she has returned. Emily's performance is consistently good. The manager submits a 'Successful' rating.

#### September to August Cycle

Vidhi goes on maternity leave on 1 December and is planning to return to work on 1 December the following year. At the time the assessment is due the manager considers Vidhi's performance prior to 1 December. Vidhi's has consistently worked above the expectations of the role. The manager submits an 'outstanding' rating.

#### Both Cycles

Sophie goes on maternity leave and using a combination of maternity leave, annual leave and parental leave she will be off work for 15 months. Sophie and her manager have been having regular conversations throughout the year and schedule a 1 to 1 meeting just before Sophie takes maternity leave. Part of this discussion covers how Sophie has been performing at work. At the time the assessment is due for 2018/19 the manager considers Sophie's performance up her maternity leave. Sophie had been performing consistently well. The manager submits a 'successful' rating. At the time the assessment is due for 2019/20, and Sophie is still off work, the manager submits a 'successful' rating, based on Sophie's performance before she went on maternity leave and the expectation that the same level of performance will continue when she returns to work.

### Leavers and redundancies

Employees who are leaving the organisation prior to 1 April/1 September (including those leaving due to redundancy) will not be entitled to receive their TCP lump sum payment. TCP lump sum payments are only made to employees in post on 1 April/1 September each year.



## Apprenticeships

The approach to apprenticeships has broadened. Traditional apprentices (i.e. individuals who are paid in line with Kent County Council's Apprenticeship salary framework) have a separate mechanism for pay increase and therefore are not subject to the usual TCP pay award. For those employees who are undertaking Apprenticeship Training but remain on the Kent Scheme terms and conditions, the normal TCP approach applies. Further information regarding Apprenticeship pay rates can be found on Kelsi or through your Payroll/HR Provider.

Regardless of the mechanisms for pay increases, the principles of our approach to managing and supporting performance should be used for all apprentices.

## Pay falling outside of the grade

Employees who receive 'performance improvement required' will not receive a pay increase and this could result in an individual falling beneath the bottom of the grade. When the employee receives a TCP assessment of 'successful', 'excellent' or 'outstanding' in the following year they will receive the relevant uplift for this rating or their pay will be automatically adjusted to the bottom of the grade, whichever is the highest payment.

## Timeout from work (Career break)

An employee taking timeout from work (Career break) will not be paid during their break and there will be no pay progression within their grade. However, a TCP assessment should be applied so the individual is not at detriment depending on the time the career break is taken or when they return to work.

A 'successful' rating should be given to any employee who is on a Timeout at the time the assessment is due, unless there is evidence which indicates a different rating is more appropriate.

The employee will receive a TCP assessment during their career break, but any pay increase will only take effect from the date pay is resumed on return from the break.

## Employees with more than one contract

An assessment should be carried out for each role/contract an employee holds. It is possible for an individual to receive a different TCP rating for each contract.

### **Both Cycles**

Roy has a part time Caretakers position and a part time Lunchtime Supervisor position. Roy has been under performing in the Caretaker role but has been exceptional in his lunchtime Supervisor role. Therefore, the School submits 2 assessments; 'performance improvement required' for the Caretaker role and 'Outstanding' for the Lunchtime Supervisor role