

Salary progression guidelines

SALARY PROGRESSION, ADVANCEMENT ASSESSMENT
AND ACCELERATED ADVANCEMENT

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Guidelines

1. Introduction/purpose

- 1.1 The following Awards stipulate that agreed guidelines are to be issued on salary progression, advancement assessment and accelerated advancement:
 - AWU (Tasmanian State Sector) Award;
 - Tasmanian State Service Award (TSSA);
 - Health and Human Services (Tasmanian State Service) Award (HaHSA); and
 - Port Arthur Historic Site Management Authority Award.
- 1.2 These guidelines reflect the requirements for salary movements based on performance management processes in the Tasmanian State Service environment.
- 1.3 The implementation of an agency's performance management practices and processes requires consultation with the relevant union(s) in addition to change management and communication strategies.

2. Objectives

- 2.1 The objective of salary movement through the classification structure of the TSSA and HaHSA is to build individual and organisational performance and foster a culture of improvement in performance across the Tasmanian State Service.

3. Application and scope

- 3.1 These guidelines apply to permanent and fixed-term employees covered by these Awards.
- 3.2 Salary movement is available after six months of duties being classified at a particular Band.
- 3.3 Employees on probation are not eligible for salary movement during the probation period. However, this probation period is to be taken into account in assessing eligibility for salary movement.

4. Legislation/Award

- 4.1 These guidelines are to be considered in conjunction with the following:
- AWU (Tasmanian State Sector) Award, Part II, clause 4;
 - Tasmanian State Service Award, Part II, clause 5;
 - Health and Human Services (Tasmanian State Service) Award, Part II, clause 4;
 - Port Arthur Historic Site Management Authority Award, Part II clause 5;
 - Employment Direction No 26, Managing Performance in the State Service; and
 - *State Service Act 2000*, Section 51, Part 7A, Managing for Performance.

5. Definitions

- 5.1 **'Accelerated advancement'** applies to the Professional Stream (where applicable) only and means salary advancement from Band 1 to Band 2 without promotion.
- 5.2 **'Advancement assessment'** means a salary movement without promotion from one Range to the next Range within Bands 1, 4, 5, 6, 7 and 8 of the General Stream and Bands 3 and 4 of the Professional Stream (where applicable).
- 5.3 **'Anniversary'** means 12 months from the date of a previous salary movement within a Band or date of appointment to a Band.

Under previous Awards, salary progression was based on annual increments 12 months after a previous increase according to the 12 month anniversary of appointment or promotion to a classification. The criteria for salary increments were based on diligence, conduct and efficiency in undertaking duties.

In order to align salary progression under the Awards with performance management plans and corporate and business planning processes, an agency may decide to initiate salary progression from a date other than the anniversary date of appointment or promotion. A realignment of salary progression time frames is not to disadvantage an employee, ie progression must occur on or before the previous anniversary date of salary increments. Progression that alters a previous anniversary for salary increments becomes the employee's new anniversary date.

The change from annual increments to salary progression based on performance is designed to improve both individual and organisational performance. Over time, it is more logical that an employee's performance review is more closely aligned to organisational corporate and business cycles than to the anniversary date of an employee's appointment to a classification. This does not alter the requirement for annual employment performance review.

- 5.4 **'Band'** is a classification in an Award with a number of salary points which are accessible according to performance assessment by either salary progression or advancement assessment. Progression from one Band to another is via promotion (except for Professional Band 1 to Band 2).
- 5.5 **'Level'** means a salary point within a classification Band and Range (eg Band 1 Range 1 Level 2).

- 5.6 **'Performance management plan' (PMP)** means a plan developed to assess the performance of an employee in undertaking the duties assigned to them. A PMP is required for salary movement relating to salary progression, advancement assessment and accelerated advancement.
- 5.7 **'Range'** means a spread of salary points within a Band (eg Band I Range I Level I or BI-RI-LI). Movement from one range to the next range occurs via advancement assessment.
- 5.8 **'Salary movement'** results from salary progression, advancement assessment or accelerated advancement.
- 5.9 **'Salary progression'** means a movement from one Level to another Level within a Band and Range, subject to performance assessment. This replaces annual increments.

6. Principles

The following principles apply in implementing PMPs within agencies.

- 6.1 Salary movement is based on performance against the criteria established in the PMP and is not automatic, nor based on 'time served' in a role.
- 6.2 Salary progression, advancement assessment and accelerated advancement to a higher Level within a Band are subject to satisfying the requirements identified in the PMP and the assessment criteria. This includes the achievement of performance goals and may also include demonstrating particular competencies or achieving particular qualifications.
- 6.3 Subject to performance assessment an employee's salary movement of one salary point is the normal rate of progression within a Band.
- 6.4 The opportunity to be assessed for salary movement is to be provided no later than the anniversary date of the employee's appointment to the classification Band or no less frequently than annual assessment. However, employee assessment may be undertaken earlier or more frequently to meet agency business cycle timeframes and/or to recognise exceptional performance.
- 6.5 Salary progression, advancement assessment and accelerated advancement systems aim to support a performance management culture by providing for salary movement within a classification Band according to assessed performance against a PMP. The PMP is the cornerstone of the performance assessment process.
- 6.6 Performance is to be evaluated against a PMP that includes criteria that are consistent with the band and that are established by agreement between a manager and the relevant employee. The statement of duties provides the basis of the PMP particularly if the employee and the manager do not agree on the criteria.
- 6.7 Performance assessment criteria are to be made as objective as possible by specifying goals and performance measures to be achieved through a PMP. The assessment of an employee's performance includes an element of subjective judgment.
- 6.8 An agency's policies for salary movement are to be integrated with PMPs, its strategic and operational plans, its corporate and business planning processes and performance development systems.

- 6.9 The performance assessment criteria may be altered by agreement between the manager and relevant employee during a review cycle.
- 6.10 Agencies are to ensure that PMPs and assessment criteria are underpinned by:
- Effective communication between employees and their managers around performance development, management and assessment; and
 - Regular support and feedback to employees during the performance cycle to enable them to perform to their potential.
- 6.11 Regular performance feedback will be provided to employees as part of their PMP. Where performance is regarded as not meeting requirements an employee is to be provided with direction about the nature of the improvement required and appropriate support to achieve that improvement prior to the final assessment.
- 6.12 Agencies are to develop PMPs for employees who have reached the top of a classification Band, even though there is no salary movement.
- 6.13 The salary paid to a casual employee is to consider any previous employment in the State Service and general work experience to determine the appropriate salary point (Range and Level) within the Band to which they are appointed.

7. Time frames

- 7.1 As a minimum, agencies are to provide employees with the opportunity to be assessed for performance based salary movement on an annual basis either at or before the anniversary date of appointment to a classification.
- 7.2 Within the parameters established by the relevant Award and these guidelines agencies are to determine the time of the year and the process for PMPs and assessments to be conducted.
- 7.3 Agencies have the discretion to allow for performance based salary movement assessments to be conducted, and salary movements to be effected, at intervals of less than 12 months on either a systemic or case by case basis.

8. Employees on paid and unpaid leave, secondments and transfers

- 8.1 The following applies for an employee on **leave** as described:
- 8.1.1 The following applies for an employee on –
- paid and unpaid parental leave of up to 12 months;
 - workers compensation;
 - recreation leave;
 - personal leave;
 - long service leave; and
 - leave to work as a union official or employee.
- 8.1.2 The PMP and assessment is to take into account the leave period.

- 8.1.3 A performance assessment is to be undertaken immediately prior to the employee proceeding on leave.
 - 8.1.4 An employee is to be notified when the PMP is not being met as soon as deficiencies are identified.
 - 8.1.5 Where progress to meet the PMP is satisfactory at the time of proceeding on leave the employee is eligible for salary progression or advancement assessment on an anniversary date during the leave in order to not disadvantage the employee.
- 8.2 The following applies for an employee on **secondment or transfer** for a significant proportion of an assessment period that directly impacts on the PMP:
- 8.2.1 The PMP and assessment is to take into account the period of secondment or transfer.
 - 8.2.2 An assessment is to be undertaken immediately prior to the employee proceeding on secondment or transfer.
 - 8.2.3 The secondment agreement or transfer arrangement is to identify arrangements for salary movement during the period of absence and on return to the assigned duties.
 - 8.2.4 Where the PMP is not being met and deficiencies are identified prior to secondment or transfer, the employee is to be notified of the actions required to satisfy the PMP during the period of secondment or transfer, if those arrangements allow for performance management during that period.
 - 8.2.5 Where progress to meet the PMP is satisfactory at the time of proceeding on secondment or transfer, the relevant salary movement (progression or advancement assessment) is to be determined on return to the assigned duties.
 - 8.2.5 In determining the salary movement on return to assigned duties, relevant experience and skills attained during this period is to be taken into account.
- 8.3 The following applies where an employee is absent on **leave without pay in excess of 20 continuous working days**:
- 8.3.1 The PMP and assessment is to take account of the leave period.
 - 8.3.2 A performance assessment is to be undertaken immediately prior to the employee proceeding on leave, if circumstances permit, and the employee notified of the outcome accordingly.
 - 8.3.3 Approval of a period of leave without pay is to identify arrangements for salary movement, if circumstances permit, during that period and on return to assigned duties.
 - 8.3.4 In most cases it will be appropriate to defer salary movement for the period of the leave without pay.
 - 8.3.5 Any relevant experience/skills can be demonstrated to have been attained during the period this is to be taken into account in determining the salary movement on return.

9. Higher and more responsible duties

- 9.1 An employee who performs higher duties is eligible for salary movement based on assessment against the PMP related to the higher duties while undertaking the duties of the higher classification band.
- 9.2 An employee is eligible for a performance assessment for undertaking higher duties after a minimum period of six months of continuous higher duties.
- 9.3 Where an employee performs higher or more responsible duties for less than six continuous months in their PMP cycle their performance of the higher or more responsible duties is to be taken into account (in consultation with other relevant supervisor/s or manager/s) in assessing their performance for salary movement upon their return to their substantive duties.

10. Responsibilities

- 10.1 The Director, State Sector Management Office, on behalf of the Employer, is responsible for initiating a review of these guidelines after two years of operation. The review is to occur in consultation with stakeholders. Revised guidelines require the agreement of the parties.
- 10.2 Agencies are responsible for ensuring the development, implementation, maintenance and evaluation of effective performance management systems for managing salary movements in their agency.
- 10.3 Agencies are to assist employees to undertake training, education and development to ensure efficient and effective performance of their assigned duties.
- 10.4 Agencies are to undertake training, education and development of managers and supervisors to facilitate implementation of salary movement and performance management within the agency.
- 10.5 Agencies are to publicise details of their salary movement assessment process.
- 10.6 Employees are required to actively participate in developing their PMP and the assessment process.

11. Statement of duties

- 11.1 A statement of duties outlines the requirements of the assigned duties including the function (objective), primary duties, responsibilities, direction received, reporting relationships, selection criteria and administrative arrangements (classification, title, department, division, branch, direct manager/supervisor).
- 11.2 A statement of duties is the primary document for classifying and assessing the duties undertaken and for developing the PMP against which performance assessment is to occur. It is important that the statement of duties is relevant and accurate in describing the assigned duties.
- 11.3 At a minimum the statement of duties should be reviewed in consultation with the employee at the time the assessment occurs against the PMP.

- 11.4 An adjustment to the statement of duties does not necessarily result in any change of classification, however, modifications are critical to establish the agency requirements for the duties assigned. This provides the employee with clear documentation of the requirements and expectations of the role.

12. Salary movement framework

12.1 Salary progression

- 12.1.1 Salary progression is based on assessed performance against the criteria established in the PMP.
- 12.1.2 The performance goals and assessment criteria are expected to become progressively more demanding as an employee progresses through the classification Band.
- 12.1.3 Where performance is assessed as outstanding (or equivalent agency terminology), salary progression of more than one salary level may be approved or may progress across a salary level more than once in a 12 month period.
- 12.1.4 Where performance is assessed as not achieving the criteria established in the PMP salary progression will not be approved.
- 12.1.5 In order for salary progression to be denied, the agency must provide documented evidence that the employee has been provided with feedback about their performance, direction about the nature of the improvement required and support to achieve that improvement prior to the final assessment.
- 12.1.6 Resources, training and development opportunities that have been agreed between a manager and an employee and which have not been provided are to be taken into account in assessing performance.
- 12.1.7 Where performance is assessed as not achieving the PMP and salary progression is not approved a process is to be put in place to review performance within a reasonable period but no longer than 12 months. Where performance is subsequently assessed as achieving the criteria identified in the PMP salary progression is provided from the date of the later assessment.

12.2 Advancement assessment

- 12.2.1 Advancement assessment to a higher Range in a Band is available to employees who have served at least six months at the salary level immediately below the advancement assessment point and are assessed as meeting the performance criteria set out in their advancement assessment PMP.
- 12.2.2 A PMP for an employee eligible for advancement assessment is to specify the performance requirements and goals that demonstrate performance at the upper end of the duties and responsibilities that are expected at the classification Band. Demonstration of particular competencies or achievement of particular qualifications may be required in order for advancement assessment to be approved.

- 12.2.3 For salary progression across an advancement assessment point performance requirements are expected to be more challenging and assessment criteria are expected to be more explicit and rigorous than those that apply to normal salary progression.
- 12.2.4 A performance plan for advancement assessment may be established earlier than 12 months prior to the eligible advancement date.
- 12.2.5 Resources, training and development opportunities that have been agreed between a manager and an employee and which have not been provided are to be taken into account in assessing performance.
- 12.2.6 In order for advancement assessment to be denied the agency must provide documented evidence that the employee has been provided with feedback about their performance in not meeting the criteria in the advanced assessment PMP, direction about the nature of the improvement required and support to achieve that improvement prior to the final assessment.
- 12.2.7 Where performance is assessed as not achieving the criteria in the PMP and advancement assessment is not approved, a process is to be put in place to review performance within a reasonable period but no longer than 12 months. Where performance is subsequently assessed as meeting the requirements established in a revised PMP, advancement assessment from the date of the satisfactory assessment is to occur.

12.3 Accelerated progression

- 12.3.1 An employee classified under the Professional Stream Band 1 may advance to Band 2 through accelerated progression.
- 12.3.2 An employee at Professional Stream Band 1 (B-R1-7) may advance to Band 2 through an advancement assessment point. The criteria for advancement to Professional Stream Band 2 includes demonstrating outstanding performance in technical knowledge, professional expertise, and understanding of the operational framework relevant to the field of work consistent with the classification standards for Professional Band 2 including for example:
 - o Highly developed expertise of a particular discipline demonstrated by effective practical solutions through research, analysis, investigation and evaluation; and/or
 - o Leadership in the specific discipline or area of expertise in implementing and modifying existing methods, systems, processes, infrastructure and equipment to resolve operational problems.
- 12.3.3 An employee who has spent at least 12 months at Professional Stream B1-R1-4 may apply for accelerated progression to B2-R1-1. The employee is required to satisfy the same requirements as those specified for an employee classified at B1-R1-7.

12.3.4 If accelerated progression is denied the employee must be advised of the reasons which include examples of not demonstrating performance against criteria or not yet demonstrating the capability for duties and responsibilities of Band 2. Under these circumstances accelerated progression cannot occur for 12 months. However, appropriate resources, training and development opportunities, and a PMP and assessment criteria may be put into place to support salary progression through accelerated progression at that time.

13. Confidentiality

- 13.1 Documents produced during the salary movement processes, including notes of meetings, submissions and PMPs, are to be retained and managed in accordance with the requirements of the *Archives Act 1983* and the *Personal Information Protection Act 2004*. Performance management records must be retained for a minimum of two years from the date of creation.
- 13.2 Records of salary movement decisions are to be retained on the employee's personnel file (hardcopy or electronic).

14. Grievance and review processes

- 14.1 Employees who are aggrieved with an agency's decision in relation to salary progression, advancement assessment or accelerated advancement are entitled to seek a review through their agency's internal grievance and dispute settling procedures.

15. Review

- 15.1 These guidelines will be reviewed in consultation with all stakeholders after two years of the date of operation. Revised guidelines require the agreement of the parties.

16. Relationship to Employment Direction No 26

- 16.1 These guidelines are to support and are to be used in conjunction with Employment Direction No 26.

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