

GUIDELINES TO THE CAREER PERFORMANCE MANAGEMENT AND DEVELOPMENT SCHEME - CPMDS

1.1 Aim

The aim is to offer career progression opportunities and to encourage employees to develop their potential by offering training and development support, together with a broad range of work and project experiences where resources and work programmes allow.

Progression is always dependant upon the employee being able to demonstrate ongoing ability to operate at a defined level of skill and competency. Also work has to be available and required at the appropriate level on an on-going basis. Attainment of training/development /qualifications alone is not sufficient to justify career progression except where specifically linked to the scheme (see 2.5.4).

1.2 Timing of the Career Performance and Development Scheme Reviews

Full Review to take place September/October – with any grade progression recommendation becoming operative from 1st April the following year.

Interim Review to take place March /April – a manager/employee meeting held to review and discuss general progress over the previous six months and to identify any newly identified training or development needs or areas of concern.

1.3 Eligibility to join the Career Performance and Development Scheme

In all cases, the post in question needs to be a designated career grade scheme post. The Business Partner HR Manager, in consultation with the relevant business manager will have determined this.

Once basic eligibility is established the minimum requirement for entry into the scheme is good literacy and numerical skills. However in addition there may be specific requirements at certain levels in terms of experience, qualifications, skills and abilities at different levels of the scheme. Refer to Appendix 1.

General principles are that entry to the scheme, up to Stage 3 grade H7, is possible without qualification provided sufficient relevant experience can be demonstrated. However, progression beyond this point may be dependent upon acquiring either academic or vocational qualification.

Where employees are expected or required to study for appropriate qualifications, in order to progress, as set out in the scheme, they will generally be given time off to attend college and for examinations (excluding re-takes), wherever appropriate and in agreement with the relevant manager. In addition time off for exam study may be given, at the manager's discretion, subject to workload and requirements of the Department.

1.4 Grading Structure within the Scheme

The scheme covers grades H2 – M2 and is divided into 6 stages, as set out below:

Stage	Grades Covered	Job Category
Stage 1	H2 – H4	Environment Technical Assistant/Trainee
Stage 2	H5 – H6	Environment Technical Officer
Stage 3	H7	Environment Professional Assistant
Stage 4	H8 – H9	Environment Professional Officer
Stage 5	M1	Environment Senior Professional Officer
Stage 6	M2	Environment Principal Professional Officer

Progression between stages is dependent on satisfactory progress in the job role, as set out below, and satisfying the relevant criteria set out within Appendix 1. Progression may be subject to selection interview if more than one suitable candidate exists when a vacancy/opportunity arises.

1.5 Progression through the scheme

Individuals will be given the opportunity to progress through the scheme within the constraints and boundaries relevant to the local situation and specific role. These include resource and financial constraints and work being available and required at higher levels. This will include being given access to learning activities and relevant work experiences wherever resources and work programmes allow. Individuals will be expected to share the responsibility for identifying learning needs and take advantage of development opportunities as they arise.

Progress will be assessed on a regular basis via annual review meetings and six monthly interim meetings. Progression will depend on the following:

- meeting the requirements and responsibilities set out in the individual's job description/person specification
- satisfying the criteria specified for each grade and stage within Environment's Professional Career Scheme along with any supplementary criteria previously agreed for the specific post
- degree of experience in the current grade
- attainment of a relevant qualification or appropriate training and development
- sufficient and appropriate work available and required at the next grade or stage

Progression within each grade of the scheme will be by annual increment, in line with Local Government Conditions. Progression between grades or stage will be dependent upon meeting the criteria for the next grade or stage, including, where appropriate, taking on additional responsibilities as defined in the job description. It will also normally be dependent upon the individual having reached the maximum of the current grade.

Where the manager is not able to agree progression, consideration should be given to any training and development need identified at the review that could facilitate future progression.

1.5.1 Progression between Grades but within a Stage

Progression between grades within a stage, e.g. H3 to H4 or H5 to H6, etc. will not be automatic. It will depend upon the individual demonstrating the ability to meet any additional specific requirements and responsibilities as set out in the job description for the higher grade and being able to evidence the appropriate level of competency. Work will also need to be available and required at the higher grade.

1.5.2 Progression between Stages

Progression between stages, (e.g. from Stage 2 to Stage 3) is a more significant move for an individual involving an increase in grade and, usually, a change in job title and/or job description including taking on additional responsibilities. Progression to the next stage will be dependent upon demonstration of the skills and abilities required at the next level, work being available and required.

Where the manager acknowledges that the individual has demonstrated ability to work at the next level but work is not required or available at that level on an on-going basis, that individual, if they wish, will be placed on a central register. If a suitable role becomes available within the Department at a higher level and/or stage individuals on the register (able to demonstrate competence at the appropriate level and whose manager has confirmed they are suitable for progression) will be notified. This will only be the case if the post is open to competition and no suitable candidate has been found from within the local unit or team.

1.5.3 Accelerated progression

Generally, eligibility for progression into the next grade and/or stage will require that the employee is at the top of his/her existing grade/stage. However, for an individual nearing the top of his/her current grade whose performance is demonstrably exceptional, the manager may consider accelerated incremental progression for outstanding performance in exceeding set targets/deadlines. The manager must also be satisfied that the level of work and performance will continue at this higher salary level. Progression may be either within the current grade or onto the next grade or stage. In such cases the manager may recommend performance-related increments, up to a maximum of three spinal column points.

1.5.4 Gaining a recognised professional membership relevant to the current role, as agreed with the business manager and the Business Partner HR Manager (such as I Eng., MICE, RTPI or WAMITAB NVQ level 4) will lead to an increase of 3 spinal column points within a grade or stage, subject to the maximum of H9 (stage 4).

1.5.5 Progression reviews outside of the normal annual review cycle

There may be exceptional circumstances, in which somebody recruited to a career grade position may very quickly demonstrate they are working at a level above that which they were appointed to. In such exceptional circumstances, consideration will be given at their next annual review, to backdating the relevant career grade progression payment awarded.

1.6 Appeal Process

In the event of a disagreement/dispute over progression to the next stage, advice should be sought from the HR Business Partner Team in the first instance. If the difficulty cannot be resolved, HCC's Grievance Procedure (informal and formal stages) will apply.

ENVIRONMENT PROFESSIONAL CAREER GRADE SCHEME

Stage 1 – Environment Trainee (ET)	
	Grade/Min SCP Entry
Minimum 4 GCSE's (including Maths, English, and two other subjects) or equivalent qualifications. Appointment to spinal column point is dependent upon experience.	H2/3, SCP 11
2 A levels, NVQ level 2, National Certificate/ Diploma, or equivalent qualification.	H4, SCP 17

Stage 2 – Environment Technical Officer (ETO)	
	Grade/Min SCP Entry
Progression or appointment requires:	
HNC, HND, NVQ level 3 or equivalent;	H5/6, SCP 20
or,	
educated to degree level (or above);	H6 SCP 23
or,	
minimum 3 years appropriate work experience;	
and evidence of competence in the following areas:	
<ul style="list-style-type: none"> • communicates orally and in writing to convey clarity, understanding and impact; • learns from successes and failures; • is able to analyse and interpret technical data/reports; • clearly values the contributions and opinions of people regardless of their culture, ethnic origin, gender, age or abilities. 	

Stage 3 – Environment Professional Assistant (EPA)

	Grade/Min SCP Entry
<p>Able to operate at a level above Stage 2 and undertake work commensurate with the grade.</p> <p>Progression or appointment requires:</p> <p>recognised Post Graduate Diploma, Masters degree, Honours degree and a minimum of one years post qualification experience; or, recognised Ordinary Degree with a minimum of two years post qualification experience; or, HND, HNC, NVQ level 3 with a minimum of three years post qualification experience; or, minimum 5 years relevant experience;</p>	H7, SCP 26
<p>and evidence of competence in the following areas:</p> <ul style="list-style-type: none">• ability to work under minimal supervision;• produce technical reports;• appreciation of wider professional issues;• keeping the user of services and community interests as the focal point of decision making;• accepting the consequences of own actions;• acting resourcefully to solve problems and move things forward without needing to be asked.	

Stage 4 – Environment Professional Officer (EPO)	
	Grade/Min SCP Entry
<p>Able to operate at level above Stage 3 and undertake work commensurate with the grade.</p> <p>Progression or appointment requires:</p> <p>recognised Post Graduate Diploma, Masters degree, Honours degree with minimum two years post qualification experience;</p> <p style="text-align: center;">or,</p> <p>a minimum of four years post qualification experience;</p>	H8/9, SCP 29
<p>and evidence of competence in the following areas:</p> <ul style="list-style-type: none"> • sets and maintains the highest standards of personal, professional and ethical behaviour which engenders the trust and respect of others within the organisation; • takes responsibility for ensuring plans and ideals are delivered; • generates imaginative solutions to problems and situations and is prepared to challenge existing methods and techniques; • if relevant, effectively undertakes the client manager role in purchasing services; • competently manages the use of resources; • successfully defines, undertakes, completes and validates projects. 	

Within Stage 4 gaining a recognised professional membership relevant to the current role (such as I Eng., MICE, MCIT, RTPI or WAMITAB NVQ level 4) leads to an immediate increase of 3 spinal column points (subject to the maximum of H9 on an established basis).

Stage 5 – Senior Environment Professional Officer (SEPO)

	Grade/Min SCP Entry
<p>(Progression to this stage may be dependent upon a SEPO post vacancy and, if more than one suitable candidate exists, success at competitive interview.)</p> <p>Ability to operate at a level above Stage 4 and undertaking work commensurate with the grade.</p> <p>Clear management responsibility for projects/ areas of work, public/member contact, and:</p> <p>supervision of staff; or, co-ordination and development of significant contracts; or, policy/strategy development at a higher level with other organisations;</p>	<p>M1, SCP 38</p>
<p>and evidence of competence in the following additional areas:</p> <ul style="list-style-type: none"> • makes decisions in a confident and unhesitating way, even when faced with difficult situations or threats; • demonstrates an awareness and understanding of how political interests, positions and policies impact on the organisation; • actively helps others to increase their skills/capabilities and maximises their potential. Creates development opportunities; • inspires commitment, high levels of energy, a positive attitude and enthusiasm in others to achieve results; • develops ways to persuade others or to gain their support for a particular course of action; • sets clear expectations and targets for others, confronts and deals effectively with performance issues. 	

Stage 6 – Principal Environment Professional Officer (PEPO)

	Grade/Min SCP Entry
<p>(Progression to this stage is dependent upon Unit Managers identifying the skills required and putting budgetary funding into place. If more than one suitable candidate exists for a PEPO post, a competitive interview will be held.)</p> <p>Individuals will need to demonstrate their ability to undertake work at a level above Stage 5 through a technical expertise and competence in a defined professional area.</p>	<p>M2, SCP 43</p>
<p>Work at this level will involve:</p> <ul style="list-style-type: none"> • making decisions using own initiative and taking responsibility for actions that will impact on the activities of others; • pro-actively analysing situations and providing effective and efficient solutions, gaining acceptance of all stake-holders; • providing quality advice on complex technical issues to senior officers, partner organisations and Members as required; • deputising for unit manager or line manager or undertaking particularly complex and/or contentious areas of work. <p>Individuals should also be able to show evidence of competence in the following additional areas:</p> <ul style="list-style-type: none"> • business planning activity and setting of strategies, targets and objectives for the unit; • negotiating contracts with external suppliers with minimal supervision; • applying lateral thinking to develop new/different ways of achieving goals; • negotiating and persuading others as appropriate to gain commitment and support for courses of action; • commitment to achieving challenging personal objectives and motivating colleagues and others to meet unit and departmental objectives; • structuring and conveying complex ideas both orally and in writing, which results in clarity, understanding and impact at advanced level; • valuing and encouraging the contributions and opinions of all people, regardless of their culture, ethnic origin, gender or disability; • showing an awareness and understanding, gained through experience, of how political interests and policies impact on the department's work. 	