

Herts HR Career Progression Scheme

2008

Index

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1. Introduction

The Herts HR Career Scheme offers career progression opportunities to employees within Herts HR. The scheme clearly lays out transparent criteria for progression and supports employees by offering development opportunities to progress through the organisation.

2. Eligibility

This scheme applies to Herts HR employees. Entry to the scheme is through discussion with your manager. It is possible to enter the scheme at any level, provided you meet the entry criteria for that level.

The Herts HR Trainee scheme should be used to offer a wide range of HR work experience through 6 monthly rotations in varying teams. HR Trainees are developed using Level 1 of this scheme.

3. How the Career scheme works

The Herts HR Career scheme covers grades H3 to M5 and is divided into six levels.

Grades Covered	Level	New Job Title
H3	A	HR Administrator
H4	B	Learning & Development Administrator
H4 to H6	1	Assistant HR Officer
		Assistant Learning and Development Officer
		HR Trainee
H7 to H9	2	HR Officer
		Learning and Development Officer
M1 to M2	3	Senior HR Officer
		Senior Learning & Development Officer
M3 to M5	4	HR Manager
		Senior HR Manager
		Learning and Development Manager
		Head of Learning and Development
		Head of HR

In order to progress through the scheme you are expected to study towards one of the following qualifications or to have the equivalent experience:

Certificate in Personnel Practice; Certificate in Training Practice; Chartered Institute of Personnel and Development (CIPD) professional qualification; Diploma in Training Management.

4. Appointing to the scheme

The category “HR knowledge” is used as the primary anchor to judge where you fit into the scheme. It is not appropriate to use “Qualifications and Experience” as a sole anchor for entry. The selection criteria are based on the knowledge, skills and abilities outlined in the skills matrix. This will ensure that appointment to the scheme is consistent. The statement of written particulars (contract of employment) will specify the level and grade that the appointment is made. When you are appointed to a new level the statement of particulars is amended.

5. Assessment & Progression

You will be given opportunities, primarily through work experiences and also where appropriate through access to learning and development opportunities to progress through the scheme. You will be expected to share responsibility for identifying development needs and take advantage of development opportunities as they arise.

You will be assessed as part of the performance management process. Progression will depend on you meeting all the relevant criteria specified in your **current grade and demonstrating skills and abilities to work at the next grade** as displayed in the skills matrix. You will be asked to provide examples or evidence of how you meet these. When your Manager is satisfied you have demonstrated the ability to work at the next grade they will look to facilitate your progression, **subject to work being available**.

The behavioural competencies at each level form a framework for developing and enhancing your performance. Your manager will discuss and coach you on the behavioural competencies required at each level. To move to the top grade of the level your manager will make an assessment on your demonstrating that you have the skills required along with meeting the behavioural competencies.

Assessment for progression will take place in October each year. At this review employees and managers will be required to complete the HR Career Progression Scheme Review proforma. This will provide a summary of evidence discussed at the review and any recommendations for progression. This will need to be signed by the employee, line manager and the relevant lead HR Business Partner (Herts HR Senior Management Team Member). For employees on secondment a view should be taken from both the substantive manager and also secondment manager of performance over the period. All forms will be moderated and agreed by the Herts HR Senior Management Team (SMT).

The reason for the decision on whether or not to progress an employee to the next grade will be recorded and shared with employee via their line manager. A record of the form will be kept on individuals personal files.

Employees on long term absence e.g. sick or maternity leave at the time of review will have their progression considered at the next October review or six months after returning to work, as appropriate.

In April each year, at the discretion of SMT, individuals may be invited to submit a HR Career Progression Scheme Review proforma.

6. Pay Progression

Pay progression can mean incremental progression in the grade as well as movement between grades in a level and movement between levels.

6.1 Progression with a Grade

A normal annual increment (one spinal column point) is awarded on the 1st April each year in accordance with normal provisions.

Increases in spinal column points within the grade are made at the discretion of Herts HR SMT. Line managers will be asked to identify to their Lead HR Business Partner team members who they would like to recommend to move within the grade to receive additional increments to recognise performance.

The annual April increment should be taken account of when considering awarding additional increments or moving employees up grades.

6.2 Progression to the next grade

Progression to the next grade within a level is dependent upon reaching **all** of the following:

- All requirements of the existing grade being fulfilled
- Demonstrating all the relevant skills and abilities required at the next grade
- Displaying evidence of satisfactory performance and meeting targets and deadlines as set out at regular performance reviews
- Obtaining the necessary qualifications and/or relevant equivalent experience
- Work being available at the next grade

Employees moving to the next grade will normally be appointed at the bottom spinal column point of the grade.

It is not expected that employees would move up more than 1 grade at any one time.

If there is more than one person ready to progress within the team, but only sufficient work for one, competition is opened and a selection interview is held. The selection criteria are based on the skills and abilities required at the next grade.

6.3 Progression to the next level

Your manager will identify with you when you are ready to move to the next level. To move to the next level you will need to make an application for a job at the next level either in your own or another team. All vacancies will be advertised internally and externally. You cannot be progressed to the next level without being assessed through a formal selection process. The selection criteria will be based on the skills and abilities required at the next level.

7. Appeals

There is no further right of appeal regarding the Herts HR Senior Management Team decision in regards to career progression.

8. Equal Opportunities

HCC has a commitment to equality of opportunity within employment, which is clearly stated in its Equal Opportunities Policy, Putting People First. This career scheme will be applied fairly and in a non-discriminatory way.

9. Review

The Herts HR Career Progression Scheme will be reviewed regularly by the Herts HR Senior Management Team.

11. Level A & B

Job titles in Level A are: HR Administrator - H3

Job titles in Level B are: L&D Administrator - H4

The table below details the competencies, qualifications and experience required at each grade within level A & B of the scheme.

Please note: Level A and B are separate levels.

Due to the nature of work at this level there is no automatic progression to the next grade. This does not preclude employee moving to the next grade by applying for jobs at the level using the process as set out under 'Progression to the next level'.

Competencies required of an individual working to the top of Level A & B
<p>Indicators</p> <ul style="list-style-type: none"> • Presents information clearly and coherently • Delivers administrative tasks efficiently through planning and prioritising of work such as filing, record keeping, and handling queries. • Contributes towards administrative process improvements • Ability to demonstrate effective communication, written and verbal. • Positive orientation to change • Organising and planning events such as small or large meetings • Delivers a high level of productivity, and contributes to both the team and individual performance

GRADE H3 – HR Administrator		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	Studying for CPP or CTP or equivalent experience.	Evidence of study course and work undertaken or previous equivalent experience
Interpersonal skills	Ability to communicate effectively with people at different levels across the organisation using a variety of media.	Provide examples of where you have communicated regularly by telephone or by e-mail.
HR & L&D knowledge	Demonstrate an understanding of the HR policies that affect all employees including the main policies/procedures that have an impact on your team.	Provide examples of HR knowledge regarding policies such as; Health and Attendance Annual Leave; Equalities and Diversity; Job Evaluation; Balance and any other policies/procedures relating to the specific areas of your teams work.
IT skills	Experience of using standard IT packages. Using IT to produce basic reports. Use of email and SAP where necessary. Plus any specialist systems within the Herts	Provide evidence of work undertaken using the various systems within Herts HR accurately and quickly. For example. inputting data. running

	specialist systems within the Herts HR team.	example, inputting data, running basic reports, diary management and meeting planning.
Organisational skills	Maintain accurate computer and paper records. Maintaining accurate filing and record keeping processes. Preparing agendas and notes of meetings. Organising meetings and assisting with conferences and events.	Provide examples of work undertaken with minimal supervision such as preparing agendas and notes of meetings. A demonstration of minimal errors and complaints.
Analytical Skills	An understanding of the purpose of the Herts HR process used within your team and how they can be improved.	Provide evidence where you have made process improvement suggestions and where these have been recommended.

GRADE H4 – L&D Administrator

	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	Studying for CPP or CTP or equivalent experience.	Evidence of study course and work undertaken or previous equivalent experience
Interpersonal skills	Ability to communicate effectively with people at different levels across the organisation using a variety of media.	Provide examples of where you have communicated regularly by telephone or by e-mail.
L&D & HR knowledge	Demonstrate an understanding of L&D and HR policies that affect all employees including the main policies/procedures that have an impact on your team. Assist colleagues in providing advice and guidance to staff on L&D issues	Provide examples of where you have provided basic HR/L&D advice or assisted colleagues in this. Explain the issues and policies you used.
IT skills	Experience of using standard IT packages. Using IT to produce basic reports. Use of email and SAP where necessary. Plus any specialist systems within the Herts HR team.	Provide evidence of work undertaken using the various systems within Herts HR accurately and quickly. For example, inputting data, running basic reports, diary management and meeting planning and also of reports you have produced.
Organisational skills	Maintain accurate computer and paper records. Maintaining accurate filing and record keeping processes. Preparing agendas and notes of meetings. Organising meetings and assisting with conferences and events.	Provide examples of work undertaken, meetings/events/workshops you have organised.
Analytical Skills	Collate, compile and analyse data	Provide examples of data analysis

	and prepare basic draft reports for small projects.	you have conducted and examples of reports produced.
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12. Level 1 - Grades H4 to H6

Job titles at this level are: Assistant HR Officer
 Assistant Learning & Development Officer
 HR Trainee

The table below details the competencies, qualifications and experience required at each grade within level 2 of the scheme.

Competencies required of an individual working to the top of Level 2
Indicators <ul style="list-style-type: none"> • Presents information clearly and coherently • Delivers work effectively through planning, delivering and monitoring performance and assumes personal responsibility for their work • Contributes enthusiastically to work and acknowledges and encourages others • Strives to develop professional expertise • Delivers result within deadlines and establishes and maintain priorities • Positively orientated to change

GRADE H4		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	Studying for CPP or CTP or equivalent or equivalent experience	Evidence of study course and work undertaken or previous equivalent experience
Interpersonal skills	Ability to communicate effectively with people at different levels across the organisation using a variety of media	Provide examples of where you have communicated at a variety of different levels. Explain the situation and media used.
HR & L&D knowledge	Demonstrate an understanding of basic HR/ L&D policies and practices, including equal opportunities. Assist colleagues in providing advice and guidance to staff on HR and L&D issues	Provide examples of where you have provided basic HR/L&D advice or assisted colleagues in this. Explain the issues and policies you used.
IT skills	Experience of using standard IT packages. Using IT to produce basic reports. Use of email and SAP where necessary.	Provide evidence of work undertaken using systems (SAP) and of reports you have produced.
Organisational skills	Maintain computer and paper records. Record and develop agendas & minutes of meetings and ensure distribution. Organise meetings, training events and conferences.	Provide examples of work undertaken, meetings / events / team briefing sessions / workshops you have organised.

Analytical skills	Collate, compile and analyse data and prepare basic draft reports for small projects.	Provide examples of data analysis you have conducted and examples of reports produced.
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Grade H5		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	Studying for CPP or CTP or equivalent or equivalent experience	Evidence of study course and work undertaken or previous equivalent experience
Interpersonal skills	Able to assist in interviews and investigations and/or induction & training events. Work alongside external providers and consultants	Provide examples of times you have assisted in such events. Explain your role and input.
HR/L&D knowledge	Able to advise on day to day HR and /or L&D queries, with minimal supervision To devise training plans; undertake training needs analysis and deliver basic training sessions	Provide examples of advice you have given, explain how you did this and your sources of information and the outcome.
IT skills	Manipulate spreadsheets to present data in alternative formats. Produce PowerPoint presentations. Ability to use SAP effectively	Provide evidence of work undertaken using systems
Organisational skills	Organise large conferences, training events & induction programmes for new starters dealing with all administration.	Provide evidence of events you have organised and describe your role in undertaking this work
Analytical skills	Able to undertake evaluation of CPD/L&D events/ workshops/policies and procedures and produce summary of findings	Describe how you evaluated events and evidence of your findings

Grade H6		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	Studying for CIPD or Diploma in Training and Development or equivalent experience	Evidence of study course and work undertaken or previous equivalent experience
Interpersonal and communication skills	Able to assist in negotiations with Unison. Negotiating with departments regarding corporate policy Able to assist in delivering Learning and Development programmes Using PowerPoint to present learning events or presentations/ briefings to staff.	Give examples of a problem, negotiation or learning and development programme you have been involved in and describe your role. Provide evidence of developing and undertaking presentation or briefing.

HR & L&D knowledge	Assist in first line consultation with Unions. Able to assist senior officers during cases. Be able to advise and resolve issues or problems. Able to advise managers on training interventions and evaluation and facilitate groups in needs identification	Give evidence of when you have been involved in a consultation exercise, case or problem or issue. Articulate your involvement in this. What skills you used, what contribution did you make, what were the outcomes, what did you learn from the exercise.
IT skills	Manipulate spreadsheets to present data in alternative formats. Produce PowerPoint presentations. Ability to use SAP effectively	Provide evidence of work undertaken using systems
Organisational skills	Plan and organise regular CPD events for HR/ L&D officers. Able to undertake projects and/or casework. Ability to plan work to meet deadlines.	Provide examples/evidence of when you have planned or organised an event / project. Example of times where you have had to meet a tight deadline and what you did to achieve this.
Analytical skills	Able to design and evaluate effectiveness of learning events/policies and practices. Able to make recommendations for improvements	Provide examples of an evaluation exercise you have undertaken and recommendations made.

13. Level 2 - Grades H7 to H9

Job Titles at this level are: HR Officer

Learning & Development Officer

The table below details the competencies, qualifications and experience required at each grade within level 3 of the scheme.

Competencies required of an individual working to the top of Level 3		
Indicators		
<ul style="list-style-type: none"> • Communicates confidently, persuasively and authoritatively • Communicates change effectively, both intellectually and emotionally being self assured in relating to others • Organises and controls delivery, taking ownership of work and resolving issues • Works collaboratively with HR colleagues to achieve the right result for HR as a whole, supporting other HR departments displaying trust and respect • Utilise and share best practice to enhance own and other HR knowledge and practice • Proactively identifies where HR can add value to the business objectives 		
Grade H7		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	Studying for CIPD or Diploma in Training and Development or equivalent or gained equivalent experience.	Evidence of study course and work undertaken or previous equivalent experience
Interpersonal & Communication skills	Consult with managers over new policies, practices and procedures or training requests. Facilitate team workshops. Ability to build trust and confidence of managers.	Give evidence of a consultation /negotiation/workshop exercise you have participated in. Articulate your contribution, what was the outcome of the exercise, what did you learnt from the exercise. Provide examples of where you have had to work with managers to build a professional relationship.
Organisational skills	Ability to work on own initiative, prioritising workload. Co-ordinate training and development activities on own initiative within dept	Provide example of times you have had to manage and priorities your workload. Outlining how these decisions were made and managed. Provide example of a learning and development activity you have facilitated. Provide detail of the activity, your role and the outcome of the event.

HR & L&D Knowledge	Demonstrate in depth knowledge of HCC's HR and L&D policies, procedures and equalities policies. Advise managers in cases with minimal supervision.	Articulate examples of where you have demonstrated in depth knowledge of your area of work, outlining a case or issue you have been involved in.
Financial Awareness	Negotiate with internal/external providers on costs, to ensure value for money.	Provide an example of where you have taken an appreciation of the financial implications of a project and been involved in negotiation of costs.
Analytical Skills	Recommend innovative and effective methods of resolving HR & L&D issues.	Provide example of an issue or query you resolved using your initiative and professional knowledge

Grade H8		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	Part qualified in CIPD or Diploma in Training and Development or equivalent or gained equivalent experience.	Evidence of study course/certificate and work undertaken or previous equivalent experience
Interpersonal and communication skills	Take the lead on negotiations on introduction of non-controversial new policies with managers and Unison or with external providers over training provision.	Give evidence of a consultation/negotiation exercise you have participated in and articulate your involvement. What skills did you use contribution you made, what the outcome of the exercise, what did you learnt from the exercise.
Organisational & IT skills	Produce management information reports from SAP. Develop training and development plans, prioritising against strategic objectives	Provide evidence of your involvement in managing systems and of reports you have developed. Provide evidence of T&D plans you have developed, outlining how you met the required objectives.
HR & L&D Knowledge	Demonstrate in depth knowledge of HCC's HR and L&D policies, procedures and equalities policies Coach managers to develop skills in personnel/learning & development issues.	Articulate examples of where you have demonstrated in depth knowledge of your area of work, providing best practice advice. Where you have coached managers on a HR/LD issue.
Financial Awareness	Demonstrate awareness of financial implications of advice/options on HR /L&D matters.	Provide evidence of a problem or issues you have resolved and the financial considerations you undertook

Analytical skills	Ability to solve problems pragmatically, ensuring needs of all stakeholders are met.	Describe a problem or issue you have had to resolve. Explain how you approached this, problems /issues you encountered and how the problem was resolved to meet everyone needs.
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Grade H9		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications and Experience	CIPD Graduate member or gained equivalent experience	Certificate or provide evidence of equivalent relevant experience
Interpersonal and communication skills	Advise managers on best practice and procedures for HR/L&D. Lead or contribute to negotiations with managers and/or Unison over controversial and/or complex changes to policies. Be able to apply a range of helping and intervention skills – coaching, advising & guiding	Articulate at least two examples of complex employment situations where you have advised a manager on HCC Policy. Explain the complexity of the case and your contribution. Outline an intervention you have managed and the skills used to undertake this
Organisational and IT skills	Prioritise and allocate work across unit. Develop and monitor systems for HR and L&D and identifying training needs	Describe where you have used your organisation skills to manage and allocate work. Where you have developed or managed systems to monitor work and or identify training needs.
HR & L&D Knowledge	Knowledge of best practice for HR and L&D. Advise managers in complex cases, ensuring equality principles are met. Actively shares knowledge with team and others.	Articulate examples of where you have demonstrated in depth knowledge of your area of work, providing best practice advice to managers in complex cases.
Analytical skills	Anticipate problems and provide solutions pro-actively.	Describe a problem or issue you have had to resolve. Explain how you approached this, problems /issues you encountered and how the problem was resolved to meet everyone needs.
Financial Awareness	Demonstrate awareness of financial implications of advice/options on HR /L&D matter. Ability to make decisions based of cost creating cost efficiencies.	Provide evidence of a problem or issues you have resolved and the financial considerations you undertook and any actions you initiated to make cost efficient savings where possible.

14. Level 3 - Grades M1 to M2

Job Titles at this level are: Senior HR Officer
Senior Learning & Development Officer

The table below details the competencies, qualifications and experience required at each grade within level 4 of the scheme.

Competencies required of an individual working to the top of Level 4		
Indicators		
<ul style="list-style-type: none"> • Communicates with conviction, adopts an adversarial style where appropriate • Champions the change process • Acts as a model with cross team work within HR Strives to achieve the result for HR as a whole • Demonstrate depth with breadth of technical knowledge across a range of HR areas • Develop high energy and a visible commitment to getting results • Sets goals for moving HR forward and develop standards of best practice 		
GRADE M1		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications	Graduate CIPD or Diploma in Training and Development or equivalent experience	Certificate or evidence of relevant equivalent experience.
Interpersonal and communication skills	Experience of persuading and negotiate with senior managers and members on HR/ L&D matters.	Give examples of where you have influenced policy and procedure development at senior manager level.
Team Supervision	Experience of motivating and supervising colleagues.	Provide examples of where you have resolved team issues and action taken to motivate the team. Detail your supervisory responsibilities.
HR/L&D knowledge	Demonstrate in depth understanding of employment & equalities legislation, HR and L&D best practice.	Articulate examples of where you have demonstrated in depth knowledge of your area of work, providing best practice advice.
Presentation Skills	Experience of presenting a case orally and in writing, to influence and persuade. Ability to design and deliver training courses which integrate diversity issues	Provide example of a case you have presented on and your role in that case. Provide evidence of a training course you have developed. Provide detail of the work you undertook and the outcome of the course.

Analytical skills	Experience of provide innovative and effective solutions in problem cases Develop and implement learning and development plans, based on unit/dept objectives	Describe a solution you have developed to meet with a challenging problem. Explain how you reached this decision and the action involved in making this happen. Provide evidence of training plans you have developed outlining the needs and requirements of the department and how you meet these.
Financial Awareness	Experience of producing costs and benefit analysis of adopting new practices. Advising managers of cost implications	Provide evidence of cost analyses and where you have advised managers of best practice taking into account cost implications.

GRADE M2		
	Skills Required to achieve the grade	Examples of Evidence Required
Qualifications	Graduate CIPD or Diploma in Training and Development or equivalent experience.	Certificate or evidence of relevant equivalent experience.
Interpersonal and communication skills	Experience of influencing senior Managers and members on complex HR matters. Experience of delivering senior management and member training.	Give examples of when you have been required to influence senior management, explain your input and the outcome of the work. Detail senior level training you have undertaken.
Team Supervision	Experience of supervising staff workloads, identify priorities and delegating work effectively	Give examples of how you have supervised others and managed prioritised and delegated work
HR/L&D knowledge	Provide professional advice and leadership to service managers on HR, equalities and/or L&D issues. Experience of negotiating training contract terms with providers.	Provide examples of advice you have given on complex HR issues, your input and the outcome of the issue. Describe a contract you have negotiated and your role in undertaking this.
Presentation skills	Experience of presenting to senior officers and members. Experience of designing and delivering management training courses, incorporating diversity issues	Give examples of when you have presented reports with recommendation/improvements and influenced decision making at a senior level. Provide examples of management training courses you have developed and delivered. Outlined the work you undertook to do this.

Analytical skills	Experience of undertaking complex casework. Providing advice and support in ET cases. Experience of designing training courses to meet specific needs and facilitate groups in addressing difficult problems and issues.	Give examples of management of sensitive casework including conducting an investigation and your involvement in preparation of ET cases. Give examples of confidential project work undertaken. Outline training courses you have designed and the specific issues/problems you had to address.
Financial Awareness	Experience of producing costs and benefits of adopting new practices. Advising managers of cost implications	Provide evidence of cost analyses and where you have advised managers of best practice taking into account cost implications.

15. Level 4 – Grades M3 to M5

Job Titles at this level are: HR Manager
 Senior HR Manager
 Learning and Development Manager
 Head of Learning and Development
 Head of HR

The table below details the competencies, qualifications and experience required at each grade within Level 5 of the scheme.

Competencies required of an individual working to the top of Level 5
Indicators <ul style="list-style-type: none"> • Ensures decisions fit with the overall business strategy and plans • Translates business strategy and plans into clearly defined objectives • Actively promotes and champions change by creating and leading new situations • Able to make tough decisions to support business needs • Demonstrates a presence and confidence that creates impact with others • Uses different leadership styles to gain the hearts and minds of others to deliver

GRADE M3		
	Skills Required to achieve the grade	Examples of Evidence Required
Professional competence	Degree or professional qualification CIPD qualified or equivalent experience Knowledge of local government	Certificate or evidence of relevant equivalent experience Evidence of commitment to own continuing professional development
Technical / Specialist Knowledge	In-depth understanding of employment and equalities legislation, HR and L&D best practice Proven track record of ability to influence and motivate others Able to verbally and in written format create and present thoughts and ideas and demonstrate this using a high level of presentation techniques	Provide examples of your ability to plan, influence and promote strategic change and policy development Give examples of identifying situations where others needed to be influenced and how you went about it Provide examples of where you have demonstrated creative, conceptual and strategic thinking when presenting information
Business Focus	Collaboratively consult and involve the HR Community working alongside business partners to promote HR and Learning practice across the organisation Use of management information to inform decisions and strategy	Give examples of decisions you have made and where you have used forward planning to make life better for customers, and when you have demonstrated energy, enthusiasm and passion to achieve this Able to give examples which articulate political sensitivity, and where you

	<p>Understanding of the structures and relationships of a large local authority and the issues that are currently impacting the organisation and using that awareness to pick up on emerging issues</p> <p>Experience of managing a budget, delivering cost efficiency in all activities</p>	<p>have actively pursued the need to operate as one HCC employer</p> <p>Provide evidence of cost analysis and where you have advised managers of best practice taking into account cost implications</p>
Team Working	<p>Sensitive to the needs of others. Recognises and acknowledges skills in others</p> <p>Represents the team throughout the department and organisation</p> <p>Ensures constructive relationships with managers and senior managers are maintained</p>	<p>Give examples of where you have shared information, knowledge and experience freely with others</p> <p>Provide examples of where you have built and maintained positive relationships within and across teams</p>
Developing Self and Others	<p>Effectively manages supervision and participates in the appraisal process</p> <p>Spots talented people and provides appropriate opportunities to learn and develop</p> <p>Celebrates success</p>	<p>Provide evidence of personal involvement in coaching, guiding and giving feedback to others</p> <p>Provide evidence of seeking feedback and investing time in own development.</p>
Personal Integrity	<p>Experience of demonstrating relentless effort to understand the customer, being trusted and behaving with integrity to gain respect for themselves within HCC</p>	<p>Show evidence of when you have gained the hearts and minds of others to get things done</p>
Influencing and Drive	<p>Delivers continuous improvement and achieves results through effective management of others</p>	<p>Give examples of when you remained resilient and optimistic when dealing with uncertainty and when you took responsibility for making things happen</p>

GRADE M4		
	Skills Required to achieve the grade	Examples of Evidence Required
Professional competence	<p>Degree or professional qualification or equivalent experience</p> <p>CIPD qualified</p>	<p>Certificate or evidence of relevant equivalent experience</p> <p>Evidence of commitment to own continuing professional development</p>

	Knowledge of local government	
Technical / Specialist Knowledge	<p>In-depth understanding of employment and equalities legislation, HR and L&D best practice and achievement of targets in relation to this</p> <p>Proven track record of ability to influence and motivate on Corporate HR and development programmes</p> <p>Able to verbally and in written format create and present thoughts and ideas and demonstrate this using a high level of presentation techniques</p>	<p>Provide examples of your ability to develop and promote HCC's commitment to strategic change and policy development</p> <p>Give examples of identifying situations where senior management and Members needed to be influenced and how you went about it</p> <p>Provide examples of where you have demonstrated creative, conceptual and strategic thinking when presenting information</p>
Business Focus	<p>Collaboratively consult and involve the HR Community working alongside business partners to promote HR and Learning practice across the organisation</p> <p>Use of management information to inform decisions and strategy</p> <p>Understanding of organisational development strategies and their implementation including change management techniques</p> <p>Experience of managing a budget, delivering cost efficiency in all activities</p>	<p>Give examples of decisions you have made and where you have used forward planning to make life better for customers and when you have demonstrated energy, enthusiasm and passion to achieve this</p> <p>Provide examples of where you have provided professional leadership in the design, production and delivery of Corporate HR and L&D strategy and plans</p> <p>Provide examples of how you have effectively and efficiently used and monitored your budget</p>
Team Working	<p>Ensures constructive relationships with staff, managers, senior managers and board members are maintained</p> <p>Creates and monitors relationships with other relevant organisations, partners and networks, ensuring that HCC interests are represented at all times</p>	<p>Provide examples of where you have built and maintained positive relationships across the organisation</p> <p>Provide evidence of when you have consulted and supported Chief Officers and Boards with identifying and addressing issues, generating strategies and programmes</p>
Developing Self and Others	<p>Effectively manages supervision and participates in the appraisal and succession process</p> <p>Celebrates success</p>	<p>Evidence of ability to manage staff and to set and achieve sometimes conflicting priorities within deadlines</p> <p>Provide evidence of seeking feedback and investing time in own</p>

		development Give examples of celebrating success
Personal Integrity	Experience of demonstrating relentless effort to understand the customer, being trusted and behaving with integrity to gain respect for themselves within HCC	Show evidence of when you have gained the hearts and minds of others to get things done
Influencing and Drive	Delivers continuous improvement and achieves results through effective management of others	Provide examples of when you have generated innovative solutions, which challenged existing thinking and practice and continuously improved the performance of resources, processes or services. Give evidence of remaining resilient and optimistic when dealing with uncertainty and when you took responsibility for making things happen.

GRADE M5		
	Skills Required to achieve the grade	Examples of Evidence Required
Professional competence	Degree or professional qualification or equivalent experience CIPD qualified Knowledge of local government	Certificate or evidence of relevant equivalent experience Evidence of commitment to own continuing professional development
Technical / Specialist Knowledge	Comprehensive knowledge and understanding of employment and equalities legislation, HR and L&D best practice and achievement of targets in relation to this Proven track record of ability to consult, influence and advise Executive Members and Chief Executives on Corporate HR and development programmes Able to verbally and in written format create and present thoughts and ideas and demonstrate this using a high level of presentation techniques	Provide examples of when you successfully managed organisational change and when you co-ordinated the consistency of departmental policy and practice Provide examples of when you have led formal and informal consultations to achieve results Provide examples of where you have successfully presented on a major project
Business Focus	Collaboratively consult and	Give examples of decisions you have

	<p>involve the HR Community working alongside business partners to promote HR and Learning practice across the organisation</p> <p>Use of management information to inform decisions and strategy</p> <p>Knowledge and understanding of diversity and equalities issues as they impact on local authority services</p> <p>Understanding of organisational development strategies and their implementation including change management techniques</p> <p>Understanding of the structures and relationships of a large local authority and the issues that are currently impacting at a Corporate level</p> <p>Knowledge of political implications, Government policy issues and strategic awareness of HCC and its Stakeholders</p>	<p>made and where you have used forward planning to make life better for customers and when you have demonstrated energy, enthusiasm and passion to achieve this</p> <p>Provide examples of where you have had to use your discretion and political sensitivity to achieve a result</p> <p>Provide examples of where you have provided professional leadership in the design, production and delivery of Corporate HR and L&D strategy and plans</p> <p>Provide examples of where you have successfully supported a whole organisational change programme</p> <p>Provide examples of when you developed strategy at a Corporate level</p> <p>Give examples of when you advised Executive Members and Chief Officers on local government initiatives with minimal supervision</p>
Team Working	<p>Sensitive to the needs of others. Recognises and acknowledges skills in others</p> <p>Uses experience and knowledge to present both the Department and Organisation in a positive manner.</p> <p>Ensures constructive relationships with managers, senior managers and board members are maintained</p>	<p>Give examples of when you were able to turn around a relationship</p> <p>Show evidence of when you have exchanged best practice thinking to cement external partnerships and contribute to market leadership</p> <p>Give examples of where you have built effective relationships to deliver the business plans</p>
Developing Self and Others	<p>Translates business strategy and plans into clearly defined objectives</p> <p>Celebrate Success</p>	<p>Evidence of ability to manage staff and to set and achieve sometimes conflicting priorities within deadlines</p> <p>Provide examples of managing resources to maximise performance</p> <p>Give examples of when you have shared and celebrated success</p>

Personal Integrity	Positively influences the social, economic and political environment in support of the strategy and plans	Show evidence of when you have gained the hearts and minds of others to get things done
Influencing and Drive	Delivers continuous improvement and achieves results through effective management of others	Provide examples of when you have generated innovative solutions, which challenged existing thinking and practice and continuously improved the performance of resources, processes or services. Evidence of remaining resilient and optimistic when dealing with uncertainty and showing tenacity in overcoming obstacles

Author	Version	Date Issued	Changes
Emily Austin	Version 4	March 2008	Pg 4 Assessment and Progression Pg 5 Pay Progression

Herts HR Career Scheme Proforma

Name		Team	
Job Title		Current pay	Grade: SCP:

New proposed Grade and Spinal Column point	
Grade:	SCP:

- This form should be used to summarise the evidence provided from Herts HR Career Grade review and to confirm the recommendations for changes to grade and spinal column point. Where required, further evidence may be requested.
- All forms must be supported and signed by the HR Employee, Line Manager and/or HR Managers /L&OD Managers. For HR/L&OD Managers SMT should support and sign the proforma.

Skill Area	Summary of Evidence provided

Additional Supporting Evidence & Manager Statement

(Provide a summary of evidence that supports how you have met the competencies).

Please note you do NOT need to provide evidence with this proforma but you should have discussed it in detail with your manager and pulled together any supporting work/documents.

Employee confirmation:

Signed:

Date:

To be completed by the Line Manager/HR Manager:

I do/do not recommend progression to the next pay grade. This is based on :

Signed:

Title:

Date: