



**PAY AND GRADING ARRANGEMENTS
FOR OFFICERS ENGAGED ON JNC
CHIEF OFFICER
TERMS AND CONDITIONS OF SERVICE**

1. Job Profiling Scheme for Business/Corporate Managers

2. Pay Progression for Directors

April 2017

Version 3

Introduction

1. This document sets out detailed arrangements for determining the pay and grading levels of Directors/Business Managers engaged on Chief Officer, conditions of service at Newark and Sherwood District Council.

2. It covers:
 - Employees in posts graded at NS17 engaged on JNC conditions of service; and
 - Director posts.

3. Business Manager posts that are graded at NS17 will be subject to
 - a) job evaluation through the GLPC (in order to confirm their grading at this level) and
 - b) job profiling to determine their correct pay range.

4. Director posts are not subject to job evaluation or job profiling, since their responsibility level relative to other posts is obvious, and they are all paid on the same pay range. However, a link between pay progression through the Director pay scales and employee contribution, based on existing performance management and appraisal mechanisms has now been established and will be used to determine whether or not an individual post holder progresses through the grade.

5. The document is therefore in two sections:

Section 1 - Determining the pay range of posts graded at NS17 for Business Managers engaged on JNC conditions of service.

Section 2 - Pay progression for posts graded at the Director level.

Section 1 - Determining the pay range of posts graded at NS17

1. Grade NS17 consists of three pay zones:

Zone	SCP
ZONE 1	SCP1
	SCP2
	SCP3
	SCP4
ZONE 2	SCP1
	SCP2
	SCP3
	SCP4
ZONE 3	SCP1
	SCP2
	SCP3
	SCP4

2. Before any post can be placed in one of the three pay zones, it must have been evaluated under the Council's standard job evaluation arrangements (the Greater London Provincial Council (GLPC) Job Evaluation (JE) scheme), and it must have scored in excess of 739 points.
3. Jobs which score in excess of 739 points will be placed in one of the three pay zones through a process of job profiling. **A job profile has been drawn up for each of the three pay zones. The correct zone for a particular job will be determined by matching it to the most appropriate profile, subject to the post holder being able to demonstrate competence against the Business Manager/Director competencies as appropriate (refer to paragraph 10)**
4. Once a job has scored in excess of 739 JE points, its pay zone will be determined entirely by its profile match, so that its JE score will then become irrelevant. It is therefore possible that a job graded NS17 could be matched to a zone with a higher pay level than a job with a higher JE score under the GLPC scheme.
5. The three profiles are attached at Appendix 1.
6. **Procedure for Matching a Job to a Profile**
 - 6.1 **The process of matching a job to the correct profile will be undertaken by a panel of CMT members.** It will be undertaken strictly on the basis of matching job requirements and expectations, as set out in the job description, person specification and other relevant documents, against the profile assessment criteria, using the methodology and guidance set out at paragraph 7.
 - 6.2 The panel will consist of 3 members of CMT, including either the Chief Executive or the Deputy. The panel will be advised by a member of the Human Resources team to ensure consistency of application.

Note: this arrangement allows for any appeal against the initial profile matching to be heard by a panel of those members of CMT not previously involved in the original decision. Any appeal panel will also be advised by a member of the Human Resources team.

7. Reasons for Evaluation of Posts

7.1 It is the ongoing responsibility of CMT to identify *significant* changes in job roles that may justify a re-evaluation of the post and job descriptions should be reviewed annually as part of the formal Appraisal process. However, a written grading claim can be made by an employee who believes their duties and responsibilities have increased *significantly* since the post was last evaluated. An increase in duties/tasks, i.e. “more of the same”, is not grounds for a re-evaluation of a post, unless the increase is of such a level that the post becomes materially different.

7.2 Reasons for a post to be subject to evaluation would generally fall within at least one of the following three categories:

- a) the creation of a new post;
- b) organisational change initiated by CMT in consultation with HR which has a *significant* impact on the content of jobs to the extent of justifying a re-evaluation;
- c) developments and/or changes to a post over a period of time, which have resulted in the post holder taking on additional duties and responsibilities or there has been a loss of duties and responsibilities, which has had a *significant* impact on the content of the job.

The first two categories are likely to be initiated through CMT, whereas the third is more likely to be initiated by the post holder. However the philosophy of the evaluation process is that it should be a joint process between CMT and the employee, aimed at reaching consensus. In particular, changes to posts which occur as a result of organisational change will be subject to formal consultation with the trades unions and the individuals affected.

Any employee requesting re-evaluation of their post in circumstances detailed in (c) above must have been in post for at least twelve months. The employee must be able to show that there have been changes to their duties and responsibilities since the post was last evaluated, which are *significant* enough to potentially justify a change of zone. They must also provide evidence of how they meet the Business Manager/Director competencies as set out in paragraph 10.

7.2.1 Evaluation/Re-evaluation Procedure (a) CMT Changes

Where a new post has been created the appropriate Director will be responsible for preparing a job description, person specification and an updated organisational structure in consultation with HR. The post will then need to be evaluated under the GLPC scheme to make sure that it achieves in excess of 739 points before being assessed under the job profiling scheme.

Where CMT have initiated changes either to individual jobs or as a consequence of restructuring, the appropriate Director will be responsible for preparing a revised job

description, person specification and organisational structure in consultation with HR to decide whether the post needs re-evaluating.

Where there are major changes in job content and structure, which may result in formal selection to the revised posts, the revised job description should be produced by the appropriate Director in consultation with HR, following which consultation should take place with the recognised trade unions and where appropriate individuals directly affected by those changes. There is however, no requirement to reach agreement on the content of the new job description.

Where a change is being made to existing posts and where the employee will continue to undertake the revised duties in the future, the Director and HR must consult with the post holder regarding the content of the revised job description with a view to reaching agreement (where possible) prior to evaluation of the post. A review of the post will then take place as soon as possible.

The impact of both a *significant* increase in the level of duties and responsibilities or the removal/reduction in the level of duties and responsibilities should be taken into consideration when assessing whether a post should be re-evaluated.

Consideration will also need to be given to other posts within the affected area to assess what impact, if any, the changes may have on their grades/pay zones.

7.2.2 Re-evaluation Procedure – (b) Employee Requests for Re-evaluation

Where an employee feels his/her post has developed over time, resulting in a *significant* change in duties and responsibilities, he/she can initiate a request for a review of the post. Employee requests for review may be submitted at any time in writing to the relevant Director, with a copy to the Business Manager – HR and Legal. The initial request should include broad reasons why the employee feels the request is justified. The Director should then meet with the employee to discuss the changes. Following the initial meeting the Director will consult with the Business Manager – HR & Legal to determine whether the changes are *significant* enough to warrant a re-evaluation.

If the Director, following consultation with HR, agrees the post should be re-evaluated, it will be the post holder's responsibility to draft the revised job description and to arrange to discuss it with their Director. The Director will review the job description with the post holder in order to establish full details of the submission and to verify/agree the duties contained in the revised job description. The revised job description should clearly highlight the changes (both additions and deletions).

In the event that the Director, following consultation with HR, does not agree to a re-evaluation, the post holder will be advised in writing of the decision, giving reasons for refusal. The post holder will have the right for the decision to be reviewed by a more senior officer e.g. Chief Executive or Deputy Chief Executive. If the post holder wishes to invoke the review they should notify the Business Manager – HR and Legal within 5 working days of receipt of the decision not to re-evaluate their post so that a review can be arranged. Following completion of the review the post holder will be notified in writing of the decision. The decision taken by the senior officer will be final.

8. Profiling Methodology

8.1 The profile for each zone consists of 8 elements. The first element is a requirement that a job must score more than 739 points under the GLPC scheme, and is identical in all three profiles.

8.2 The remaining 7 elements each cover a different aspect of the job, and, within each aspect, describe a rising scale of demand, so that, for example, for element 2 (analytical judgement and skills) the Zone 2 profile describes a job slightly more demanding in terms of these skills than the Zone 1 profile, and the Zone 3 profile describes a job slightly more demanding in terms of these skills than the Zone 2 profile. (This pattern of a rising scale of demand is repeated across the 6 remaining elements).

8.3 The 7 elements are:

- 1. Extent and focus of analytical judgement and skills;**
- 2. Work on partnership, cross-service, cross-agency or cross-issue matters;**
- 3. Service development focus;**
- 4. Advisory, guiding, negotiating, or persuasive skills;**
- 5. Impact on community (either through direct service delivery or through corporate support mechanisms);**
- 6. Impact on the use of the assets and resources;**
- 7. Large-scale projects or initiatives.**

8.4 The correct approach to be adopted when profiling a job is to look at each of the 7 elements separately, using the guidance notes set out below, and to decide, through a process of verbal reasoning, which zone profile the job most closely matches in respect of that element. The rationale for selecting a particular zone should be recorded against each element by a member of the panel.

8.5 The verbal reasoning process should be underpinned by the same equality principles which are applied when using the GLPC JE scheme. In particular, profiling should be undertaken on the basis of job requirements, without any reference to the characteristics (gender, race etc.) of the post holder.

8.6 Having looked at each element separately, paying careful attention to the guidance, it will be possible to complete the profiling grid below, by ticking the relevant box to show the zone match for each profile element. For quick reference, the grid includes brief summary statements describing the profile levels for each element, but, in undertaking the profiling process, **it will be important to refer to and match to the full detailed level descriptors under each element**, as set out in the guidance notes, not these summary statements.

- 8.7 The pattern of the boxes which have been ticked will confirm which zone the post best matches overall.
9. It will be important to undertake regular equality audits of the outcomes of applying the profiling scheme. It is suggested that these will be best undertaken as part of an audit of the whole pay and grading structure, so that there is a combined equality impact of using both the GLPC scheme and the profiling scheme.
10. The use of the profiles is intended to determine the correct pay zone within grade NS17 for any Business Manager post which scores above 739 points.

In addition, before an employee is appointed to a post in any of the zones, they will be required to demonstrate how they meet the following criteria:

- **Zone 1** - The job holder can demonstrate evidence of clear and sustained achievement of all of the Council's defined competencies at the Business Manager level.
 - **Zone 2** - The job holder can demonstrate evidence of clear and sustained achievement of all of the Council's defined competencies at the level of Business Manager and excellence in some areas.
 - **Zone 3** - The job holder can demonstrate evidence of clear and sustained achievement of all of the Council's defined competencies at the level of Business Manager and excellence in some areas together with evidence of working towards some of the Director level competencies.
11. Following completion of the evaluation process, the Business Manager – HR and Legal will advise the post holder of the panel's decision. A copy of the scoring sheet against each element will be completed and retained on the job evaluation file. Post holders will be required to sign a copy of the revised job description (where appropriate) regardless of the outcome of the evaluation exercise.
12. In the case of organisational change/restructure the effective date will be the date agreed that any changes should take effect. In all other cases the effective date will be the date on which the paperwork was agreed and signed off by the appropriate Director. In both instances the post holder will be required to provide evidence of how they meet the Business Manager/Director competencies in accordance with paragraph 10 before any changes are implemented.

13. Appeals

- 13.1 If an employee is dissatisfied with the outcome from the evaluation process they can submit an appeal if they believe the scheme has been wrongly applied.
- 13.2 Appeals should be made in writing to the Business Manager – HR and Legal within ten

working days following receipt of the notification of the evaluation result.

- 13.3 Employees must submit their statement of case on the appeals pro-forma (available from HR). A copy of the appeal documentation will be provided to panel members and the management representative from the original evaluation panel.
- 13.4 Following receipt of an appeal a panel will be convened involving two members of CMT not previously involved in the evaluation process.
- 13.5 A management representative from the original CMT panel will also be invited to the appeal to present the management case.
- 13.6 The recommended procedure to be used during the appeal hearing is set out below:
 - The Chair of the Panel will set out the purpose of the hearing and the process to be followed.
 - The employee will be invited to present their case setting out the reasons for appeal.
 - A management representative from the original evaluation panel will explain why the original zone was allocated against the elements that are the subject of appeal.
 - Members of the appeal panel may ask questions of the employee or management representative to gain further clarity.
 - The Chair of the Panel will ask the employee and the management representative to sum up the case before adjourning to deliberate the case in private, only recalling the employee and manager if there are any points that need to be clarified. Panel members will be required to reach a consensus view.
 - The decision of the Panel will be notified in writing within 14 working days of the hearing.
 - The decision of the Appeal Panel will be final.
14. In accordance with the Code of Conduct Officers of the Council shall not canvass elected Members directly or indirectly, in connection with an application for re-grading/appeal. Any such action could lead to disciplinary action.

Grade NS17 – Pay Zone Assessment matrix

<i>Element</i>	<i>Zone 1</i>	✓	<i>Zone 2</i>	✓	<i>Zone 3</i>	✓
1. Extent and focus of analytical judgement and skills	Complex judgements; contribution to effective service(s). Within one function, but creative and innovative work with wider implications for other elements of service provision.		Complex and difficult judgements; substantial impact on a range of services. Across a range of issues to bring about major service changes, some affecting a wider range of functions than those the job holder is responsible for.		Very varied, complex and difficult judgements; a contribution to shaping/ improving services across the Council as a whole. Across a wide range of issues to bring about major service changes, most affecting a wider range of functions than those the job holder is responsible for.	
2. Work on partnership, cross-service, cross-agency or cross-issue matters.	Sometimes (discounting the contacts which are incidental and necessary to immediate service delivery).		Regular and continuous including securing stakeholder engagement in the services.		Regular, working with a range of key stakeholders to support effective delivery of corporate vision, mission and priorities.	
3. Service development focus	Ensuring that services take account of and reflect existing corporate vision, mission and priorities.		Ensuring that services play an effective role in developing and improving delivery of key elements of corporate priorities.		Engaged in development of corporate priorities and objectives across a number of functions, helping to ensure that services work together to deliver them.	
4. Advisory, guiding, negotiating, or persuasive skills	Used to convince key stakeholders to adopt courses of action they may be reluctant to take in relation to a particular service.		Used to persuade key stakeholders to take decisions with significant implications for the achievement of policy objectives, which they might not otherwise wish to take.		Used to influence the overall thinking of key stakeholders and persuade them to take decisions with major implications for the achievement of overall policy objectives, which they might not otherwise wish to take. Represent the authority externally take decisions/act on behalf of the authority.	
5. Impact on community (either through direct service delivery or through corporate support mechanisms)	Broad impact on the well-being of the whole community, or a deeper impact on addressing the needs of specific groups within the community.		Broad impact on the well-being of the whole community, with a sharper focus on securing its prosperity and overall quality of life. Focus on delivering improvements is a regular feature of the job.		Broad impact on the ability of the Council to address all elements of the well-being, prosperity and quality of life of the whole community.	
6. Impact on the use of the assets and resources	Own service.		A number of services and/or outside agencies.		Majority of Council and/or a large number of outside agencies.	
7. Large-scale projects or initiatives	Contributory involvement in the delivery of large-scale projects or		Major contributory involvement in the delivery of large-scale projects or		Leadership and delivery of Council-wide projects, programmes or initiatives;	

	initiatives.		initiatives; sometimes expected to manage major corporate projects.		expected to deliver partnership/joint venture/shared service arrangements.	
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Elements of the zone profiles – Guidance notes

1. EXTENT and FOCUS OF ANALYTICAL JUDGEMENT AND SKILLS

This element looks at the complexity (depth) and range (breadth) of the “thinking challenge” inherent in the post, and the judgements (including the extent of need for creative thinking) which are required to perform effectively in the role. It also looks at impact of the post holder exercising the required level of judgement on Council services and the achievement of corporate priorities. The rising scale is based on:

- The complexity of the issues the post holder needs to engage with, and the extent to which issues are difficult, in terms of being intractable or controversial in nature, or varied, so that there are a number of inter-related issues to be assimilated; and
- The breadth and depth of the impact of the judgements on services to the community, and the range of functions which the judgements have immediate implications for.
- The extent to which judgement will have implications for functions or services outside the post holder’s immediate control, and on the achievement of corporate priorities.

The **Zone 1** profile envisages a need to master very detailed and complicated issues (e.g. complex regulations or technical detail), but issues where, once thought through, the outcome will normally be clear and not controversial in its interpretation; judgements will usually be applied to a single function or service (there may be requirements at certain times for contact or liaison with other services, and to take account of the effect that changes to the job holder’s own functions will have on them) so that on overall services to the community will be a contributory one, where the outcome dovetails with other service area or corporate initiatives to achieve or improve the effectiveness of service(s).

The **Zone 2** profile envisages that, as well as having to master very detailed and complicated issues, the post holder will be required to exercise additional judgements before being able to decide the way forward, as there are additional elements of difficulty or controversy to be taken into account; judgements will also be applied across a range of services with a clear focus on delivering change across them and a regular requirement to think through the implications for a range of functions and issues which go beyond the functions for which the post holder is immediately responsible and have an effect on shaping and securing the delivery of corporate initiatives.

The **Zone 3** profile also envisages that, as well as having to master very detailed and complicated issues, the post holder will be required to exercise additional judgements before being able to decide the way forward, as there are additional elements of difficulty or controversy to be taken into account. But at this level, those judgements are also likely to be varied and wide-ranging, with potential implications for most of the Council’s activities and a focus on helping deliver major service

and policy changes across all of them, so that they will have an important impact on the achievement of corporate initiatives/priorities.

2. WORK ON PARTNERSHIP, CROSS-SERVICE, CROSS-AGENCY OR CROSS-ISSUE MATTERS

This element looks at the quantity and importance of working with internal and external partners in delivering effective services and making service improvements. The rising scale is based on:

- The proportion of the job which requires work with internal and external partners to achieve the job objectives; and
- The extent to which the focus is on achieving a dynamic and supportive working relationship with partners, as opposed to simply having occasional or regular contact with them.

The **Zone 1** profile envisages a job where the main emphasis is on the delivery of the services managed, and the need to work with partners will not be regular (*discounting the contacts which are incidental and necessary to immediate service delivery*), and will depend on events or needs at a particular time.

The **Zone 2** profile envisages that working with partners is a regular and continuous feature of the job, and is integral to achieving the posts objectives over the long term. There will be a need to cultivate relationships with partners, and tie them in to supporting service objectives over a lengthy period of time.

The **Zone 3** profile envisages that working with a range of internal and external partners is one of the main features of the job, and that the focus is on developing mutually supportive arrangements and cultivating supportive relationships which will be important to the ultimate achievement of the majority of the Council's corporate objectives.

3. SERVICE DEVELOPMENT FOCUS

This element examines how far a post is expected to work in a dynamic way, to facilitate new and improved service delivery mechanisms and arrangements to take forward and develop corporate priorities, or whether the focus is more simply on ensuring that existing services take account of and are oriented to pre-existing corporate vision, mission and priorities. The rising scale is based on the extent of expectation that the work of the post will be engaged in the development of corporate priorities:

The **Zone 1** profile envisages that the nature of the work in relation to corporate priorities will be largely reactive, with the post holder expected to take steps to ensure that the services they control are suitably adjusted so that they reflect or take account of corporate vision, mission and priorities which have already been determined.

The **Zone 2** profile envisages that the post will be expected to contribute to developing some elements of the Council's key corporate priorities and the way they are implemented. The post will

have some active involvement in developing the priorities themselves rather than simply looking to ensure that services reflect them. This will, however, be confined to just a few elements within the full range of corporate priorities.

The **Zone 3** profile envisages a much broader involvement in the development and implementation of corporate priorities, with work across a number of functions which focuses on ensuring that they work in a co-ordinated manner towards the refinement and achievement of a large number of such priorities. Thus it would be expected that the post worked regularly with a range of Council services on policy developments which are of key strategic importance.

4. ADVISORY, GUIDING, NEGOTIATING, OR PERSUASIVE SKILLS

This element looks at one very specific element of communication skills, which is the ability to convince others of the need to pursue a particular direction or course of action, in circumstances where they might otherwise be unwilling to do so. The **rising scale** is based on the assumption that, the more fundamental and far-reaching that direction is, the greater the level of skill will be required in order to convince the other parties.

The **Zone 1** profile expects that a post's engagement in this type of communication (convincing others in the face of adversity) will mainly focus on day to day operational issues connected with the service they are immediately responsible for. **[Notes: ultimately has recourse to the law to enforce actions on service users/convince stake holders]**

The **Zone 2** profile envisages that a post's engagement in this type of communication (convincing others in the face of adversity) will focus on more significant or strategic issues, which could affect a wider range of Council activities.

The **Zone 3** profile envisages that a post's engagement in this type of communication (convincing others in the face of adversity) will focus on major policy issues which will have a substantial impact across services and the Council's overall direction. The post holder may also be expected to represent the authority externally and take decisions/act on behalf of the authority.

5. IMPACT ON COMMUNITY

This element looks at the direct or indirect impact of the post on the well-being and prosperity of the local community (or parts of it) through the services it controls or influences. The **rising scale** is based on the depth of the impact, taking the view that the highest levels of impact relate to the economic prosperity and overall quality of life of residents, as well as on their general well-being or welfare needs.

The **Zone 1** profile expects that a post will control service(s) that either have a generalised and diffuse effect on the well-being of residents or else a deeper impact on meeting the immediate welfare needs of particular groups. Focus is on maintaining service delivery in accordance with customer expectations. **[Notes: Maintenance]**

The **Zone 2** profile expects that, in addition, a post will, through the service(s) it controls have a more specific impact in securing and improving the prosperity of residents of the District or parts of it, through being responsible for securing developments which will improve their quality of life/economic prospects. Focus on delivering service improvements is a regular feature of the role.

[Notes: Improvement]

The **Zone 3** profile expects that the post's role will have a substantial effect, at corporate level, on the Council's actions to improve the overall prosperity and/or quality of life of all residents of the District, by involvement in assessing or facilitating virtually all policies and measures which are targeted at well-being, welfare, economic prosperity and quality of life.

6. IMPACT ON THE USE OF THE ASSETS AND RESOURCES

This element is relatively straightforward, and the rising scale is based on the post's direct or indirect control of or impact on the use of resources¹

The profile for a **Zone 1** post expects that this influence will be confined to the resources of the service(s) it manages.

The profile for a **Zone 2** post expects this influence to extend to how the assets of a larger number of services are used and/or to extend to seeking to affect the way the resources of outside agencies in other sectors (and not under the control of the Council) are used in the District.

The **Zone 3** profile expects that the post will influence the use of resources across the majority of Council services and/or have a more major influence on the way the resources of outside agencies in other sectors(not under the control of the Council) are used in the District.

7. LARGE-SCALE PROJECTS OR INITIATIVES

There is an expectation that all post holders at NS17 could potentially be involved in one-off large-scale projects or initiatives, which may or may not relate directly to their core areas of responsibility. A large-scale project or initiative would be one of key importance to the achievement of the Council's corporate goals and objectives, which requires input beyond normal day-to-day management activity. This element of the profile looks at what the nature of that involvement is likely to be, and the rising scale operates accordingly.

The **Zone 1** profile expects a contributory involvement to large scale projects and/or initiatives led by others.

The **Zone 2** profile expects that the post could have either a major contributory involvement or could sometimes be asked to manage such a project.

¹ Consideration in respect of level of resource including overall budget responsibility, income generation, overall staffing, responsibility for buildings, machinery etc allow progression through to Zone 2. Judgement based on size of service area/level of responsibility/complexity.

The **Zone 3** profile expects that the post would generally be expected to lead such a project, including projects which involve partnership working with outside organisations to change or improve service provision arrangements. E.g. joint ventures/shared service arrangements.

Section 2 - Pay progression for Corporate Manager posts graded at 73% of the Director level.

- 2.1 Corporate Manager level posts have been appointed on the same 5-point pay scale.
- 2.2 Progression within this scale will be by annual increment until the top point of the grade is reached.
- 2.3 Before an annual increment is awarded, it must be clear that, post holders:
 - have made satisfactory progress against the targets set in their previous performance appraisal;
 - have demonstrated/continue to demonstrate or have made substantial progress towards achieving the Council's defined competencies at Business Manager and some of the competencies at the Director level.
- 2.4 Compliance with these requirements will be assessed through the Council's performance management and appraisal mechanisms, and a decision on whether an annual increment will be paid (where applicable) will be made by the Head of Paid Service or deputy thereof as part of that process.
- 2.5 In the event that a decision is taken not to award an increment on the basis of the above assessment and the post holder disputes this decision they will have the right to request a review by the person not involved in taking the original decision. In these circumstances the post holder will be required to indicate in writing why they feel the decision was incorrect and provide evidence to substantiate their claim. If following the review the decision not to award an increment is upheld this decision will be final. The outcome from the review will be communicated to the post holder in writing as soon as is reasonably practicable.

Section 3 - Pay progression for posts graded at the Director level

- 2.1 All of the Director posts have been appointed on the same 5-point pay scale.
- 2.2 Progression within this scale will be by annual increment until the top point of the grade is reached.
- 2.3 Before an annual increment is awarded, it must be clear that the employee concerned:
 - has made satisfactory progress against the targets set in previous performance appraisals;
 - demonstrates, continues to demonstrate or has made substantial progress towards achieving the Council's defined competencies for a post at the Director level.
- 2.4 Compliance with these requirements will be assessed through the Council's performance management and appraisal mechanisms, and a decision on whether an annual increment will be paid (where applicable) will be made by the Head of Paid Service or deputy thereof as part of that process.
- 2.5 In the event that a decision is taken not to award an increment on the basis of the above assessment and the post holder disputes this decision they will have the right to request a review by the person not involved in taking the original decision. In these circumstances the post holder will be required to indicate in writing why they feel the decision was incorrect and provide evidence to substantiate their claim. If following the review the decision not to award an increment is upheld this decision will be final. The outcome from the review will be communicated to the post holder in writing as soon as is reasonably practicable.

Profile for post in NS17/Zone 1 - Business Manager

1. The job skill requirements, accountabilities and demands are such that it scores in excess of 739 points when evaluated using the GLPC Job Evaluation scheme.
2. The job requires analytical and judgemental skills where there is a need to assimilate complex information in order to create work plans and set objectives which contribute to the effective delivery of services to the community. These skills are mostly focused on effective service delivery within one function, although they may sometimes be required for creative and innovative work which has wider implications and affects or involves other elements of service provision.
3. The job will sometimes need to work on partnership, cross-service, cross-agency or cross-issue matters.
4. The main focus will be on ensuring that the services for which the post holder is directly responsible take account of and reflect existing corporate vision, mission and priorities.
5. The job regularly involves exercising advisory, guiding, negotiating, or persuasive skills, in order to convince key stakeholders (Councillors, more senior managers or those in key positions in outside agencies) to adopt courses of action they may be reluctant to take in relation to a particular service.
6. The job has a broad impact on the well-being of the whole community, or a deeper impact on addressing the needs of specific groups within the Community, either through direct service delivery or through corporate support mechanisms.
7. The job impacts on the use of the assets and resources affecting its own services.
8. The job holder can be expected to have a contributory involvement in the delivery of large-scale projects or initiatives.

Profile for post in NS17/Zone 2 - Business Manager

1. The job skill requirements, accountabilities and demands are such that it scores in excess of 739 points when evaluated under the GLPC Job Evaluation scheme.
2. The job requires analytical and judgemental skills where there is a need to assimilate a range of complex and difficult information in order to create work plans and set objectives which play a substantial role in shaping and improving the delivery of a range of services to the community. These skills will be required for regular creative and innovative work across a range of issues to bring about major service changes, some of which will affect a wider range of functions than those the job holder is immediately responsible for and will have an effect on shaping and securing the delivery of corporate initiatives.
3. The job has a regular and continuous requirement to participate in partnership, cross-service, cross-agency or cross-issue working, including securing stakeholder engagement in the services they are responsible for.
4. An important job element will be to ensure that the services for which they are directly responsible play an effective role in developing and improving effective delivery of key elements of corporate priorities.
5. The job regularly involves exercising developed, advisory, guiding, negotiating, or persuasive skills in order to persuade key stakeholders (Councillors, more senior managers or those in key positions in outside agencies) to take decisions which have significant implications for the achievement of policy objectives, which they might not otherwise wish to take.
6. The job has a more specific impact on the well-being of the whole community, with a sharper focus on securing its prosperity and quality of life, either through direct service delivery or through corporate support mechanisms. Focus on delivering service improvements is a regular feature of the job.
7. The job impacts on the use of the assets and resources affecting a number of services and/or outside agencies. Alternatively this job is responsible for significant resources within a service area.
8. The job holder can be expected to have a major contributory involvement in the delivery of large-scale projects or initiatives and can be expected to lead on major corporate projects from time to time.

Profile for post in Zone 3 of Senior Business Manager Grade

1. The job skill requirements, accountabilities and demands are such that it scores in excess of 739 points when evaluated under the GLPC Job Evaluation scheme.
2. The job requires analytical and judgemental skills where there is a need to assimilate very varied, complex and difficult information in order to create work plans, and set objectives which make a contribution to shaping and improving the delivery of services to the community across the Council as a whole. These skills will be required for regular creative and innovative work across a wide range of issues, with a focus on helping deliver major service and policy changes across all of them, and a considerable impact on the achievement of corporate initiatives.
3. The job is regularly required to play a major role in working with a range of key stakeholders, other services, and other agencies in order to support and improve effective delivery of corporate vision, mission and priorities.
4. The job-holder will be expected to be engaged in the development and implementation of corporate priorities and objectives across a number of functions, helping to ensure that services work effectively together to deliver those priorities and objectives.
5. The job regularly involves exercising highly developed, advisory, guiding, negotiating, advocacy or persuasive skills in order to influence the overall thinking of key stakeholders (Councillors, more senior managers or those in key positions in outside agencies) and to persuade them to take decisions with major implications for the achievement of overall policy objectives, which they might not otherwise wish to take. The job holder may also be expected to represent the authority externally and take decisions/act on behalf of the authority.
6. The job has a broad impact on the ability of the Council to address all elements of the well-being, prosperity and/or quality of life of the whole community, either through direct service delivery or through corporate support mechanisms.
7. The job impacts on the use of the assets and resources affecting the services of the majority of the Council and/or a large number outside agencies.
8. The job holder can be expected to have a major involvement in the leadership and delivery of large-scale Council-wide projects, programmes or initiatives and to lead projects to deliver partnership, joint venture and shared service arrangements.