

HUMAN RESOURCES POLICY

TEMPORARY PROMOTION

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Sponsoring Director:	Michelle McGuigan
Prepared By:	Jenna McGuinness
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Document History

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3.0	March 2017	n/a
4.0	May 2019	Amendments following AfC Pay Reform

Equality Impact Assessment

Date	Issues
22 March 2013	None
11 September 2019	Policy to be available in alternative formats.

Policy Validity Statement

This policy is due for review on the latest date shown above. After this date, policy and process documents may become invalid. Policy users should ensure they are consulting the currently valid version of the documentation.

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1. POLICY STATEMENT

- 1.1 The aim of this policy is to ensure a fair and equitable approach across the CCG to situations in which an individual may be asked to temporarily work, either wholly or partly, in a higher pay band for a significant period of time.
- 1.2 This policy will apply to all employees.

2. PRINCIPLES

- 2.1 It is the manager's responsibility to decide whether temporary promotion is appropriate and, in doing so, they should give consideration to the following:
- whether the work can be postponed until the absent employee returns/the vacancy is filled on a permanent basis
 - Whether management objectives require that the work must be undertaken by a specified employee or whether it may be shared amongst others as part of their standard duties
 - Whether there is an employee competent to take on the duties and responsibilities.
- 2.2 Training and support will be provided to all Line Managers in the implementation and application of this policy

3. EQUALITY

- 3.1 In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

4 MONITORING & REVIEW

- 4.1 The policy and procedure will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

5. PROCEDURE

- 5.1 An opportunity for a temporary promotion into a higher pay band would occur, usually (but not exclusively) in the following circumstances:-
- A vacancy has arisen that has not yet been filled but there is a requirement for the post to be covered
 - A member of staff has gone on long term sick and the post needs to be covered
 - A member of staff has gone on maternity/adoption/shared parental leave
 - A member of staff has taken a career break
 - Short term increase in demand of work from customer
- 5.2 Temporary promotions are not intended to be used to cover annual leave.
- 5.3 Under normal circumstances, the post would be advertised internally across the CCG and a selection process would take place in order to select the appropriate candidate

to move temporarily into the position.

- 5.4 There may be occasions where it is not appropriate to open up the opportunity to the whole CCG. These could be as follows:-
- It is a specialised position requiring specific qualifications or areas of expertise
 - The duration of the temporary move is such that it would not be cost effective to open up the vacancy to staff not based in the current location.
- 5.5 In these cases, the post would be 'ring-fenced' to certain members of staff or locations.
- 5.6 In any case where a manager believes that a post should be ring-fenced or restricted in any way, they must discuss it with their HR Adviser in the first instance.

Duration

- 5.7 A temporary promotion to a post in a higher pay band will not normally be for periods of less than one month.
- 5.8 The maximum period of the temporary promotion would not normally exceed 12 months, except in cases where the substantive post holder is absent for longer than 12 months for example, if on a career break, long term sick or maternity leave.

Remuneration

- 5.9 Pay should be set at the first point of the new band. However, if this would result in no increase either because the individual is receiving a bonus or recruitment and retention premium, the individual would go to the first pay point in the band which would result in an increase in pay.
- 5.10 For the duration of the temporary promotion, the individual will be entitled to all conditions of service and allowances for that post, to be paid at the higher rate.

Incremental Date

- 5.11 The increment date should change in line with the date the temporary promotion is awarded.
- 5.12 Should the individual be confirmed into this post there will be no further change to their incremental date.
- 5.13 When the temporary promotion period has ended, the individual will revert to their previous incremental date. The spine point they return to should take into account any incremental increases that would have been due under the substantive band and previous increment date. A pay step review meeting should be held upon return to substantive post to consider the incremental increase due.
- 5.14 If at a later date the individual is then promoted into the same role, or another at the same level, on a permanent basis the period of temporary promotion will be taken into account. Where an individual has been temporarily promoted for more than one period, and is then promoted on a permanent basis to the same role or another at the same level, the periods of temporary promotion will be aggregated. Where previous experience at a higher band is less than 12 months, the individual will be appointed to the bottom of the band; however the increment date should change to take into account the previous experience. Where previous experience at a higher band exceeds 12 months, the years of experience working to a higher band may be taken

into consideration and appointed on spine point further into the band. In this instance the new increment date will be the date the individual is appointed to post.

Example 1 –

An individual has six month experience working at a band 8a, they receive a promotion from a band 7 to an 8a on the 1 January, therefore their new increment date will be six months after being appointed to post; 1 July.

Example 2 –

An individual receives a promotion from a band 4 to a band 5. The individual has one year experience covering maternity leave at a band 5, therefore they are appointed to the second lowest point of the band and their increment date is one year after the date they are appointed.

Confirmation into Post

- 5.15 Where an individual has been temporarily promoted into a post via a recruitment process and the post becomes available due to the substantive post holder not returning to work, a manager in conjunction with Human Resources may agree to confirm the individual into the post with no further recruitment having to take place.
- 5.16 Where recruitment was limited due to the short term nature of the post, or no recruitment took place and the post becomes available on a long term or permanent basis, a further recruitment should take place to open up the vacancy to the wider CCG.

Protection Arrangements

- 5.17 Where an individual is currently under a pay protection arrangement and is then temporarily promoted into a role where protection is no longer required, the period of the temporary promotion will be deducted from the period of protection.

Example:-

An individual is a Band 2, protected on the top of Band 3. This period of protection is for 3 years. After 6 months, they are temporarily promoted into a Band 4 and this temporary promotion lasts for 8 months. They then revert back to Band 2 with protection with a further 22 months of protection left at the top of Band 3.

Honorarium

- 5.18 Where there is a requirement for an employee to undertake additional duties that are deemed to be at a level higher than their band i.e. part fill a vacancy, but there is not a requirement to undertake the full role, then an allowance will be paid equivalent to a percentage of the difference in pay between the individuals' substantive role and the pay point for the new role.
- 5.19 In these circumstances, pay will be determined by a review of the role, taking into account the percentage of duties carried out. This will be done in conjunction with the line manager and Human Resources.
- 5.20 Where a member of staff is temporarily promoted in these circumstances, any overtime, etc will be paid at their substantive rate and there will be no change to any incremental dates.
- 5.21 All recommendations for honorarium payments must be made in conjunction with Human Resources.

Appendix 1 – Equality Impact Assessment

<p>What impact will the new policy/system/process have on the following:</p>
<p>Age - Consider and detail age related evidence. This can include safeguarding, consent and welfare issues</p> <p>Appropriate methods of communication of the Policy have also been carefully considered to ensure they reach all ages of the workforce. Email and the internet can be accessed by all users in the workplace.</p>
<p>Disability - Consider and detail disability related evidence. This can include attitudinal, physical and social barriers as well as mental health/ learning disabilities</p> <p>The disability status of the workforce across the region is largely unknown therefore relevant tools could be made available to staff that potentially do have a disability that the organisations are unaware of. The policy should be able to be communicated in alternative methods as required for those with a disability and/or visual impairment such as braille, large font, interpreters etc.</p>
<p>Gender reassignment (including transgender) - Consider and detail evidence on transgenderpeople. This can include issues such as privacy of data and harassment.</p> <p>The policy does not include content or vocabulary that could cause offense or discriminate against any staff members who have undergone or are undergoing gender reassignment or that identify as transgender.</p>
<p>Marriage and civil partnership - Consider and detail evidence on marriage and civil partnership. This can include working arrangements, part-time working, and caring responsibilities.</p> <p>The content of this policy does not include content or vocabulary that discriminates against staff that may be married or in a civil partnership.</p>
<p>Pregnancy and Maternity - Consider and detail evidence on pregnancy and maternity. This can include working arrangements, part-time working, and caring responsibilities.</p> <p>The policy does not discriminate against staff that is currently pregnant or on maternity leave and can be accessed while on maternity leave or any other leave of absence via the organisation's website.</p>
<p>Race - Consider and detail race related evidence. This can include information on difference ethnic groups, Roma gypsies, Irish travellers, nationalities, cultures, and language barriers.</p> <p>The policy does not include vocabulary or content that discriminates against staff on the grounds of race.</p>
<p>Religion or belief - Religion is defined as a particular system of faith and worship but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p> <p>The policy does not discriminate against staff that hold any particular religion or belief.</p>

Sex/Gender - Consider and detail evidence on men and women. This could include access to services and employment.

The Policy does not discriminate between staff that are men or women.

Sexual orientation - Consider and detail evidence on heterosexual people as well as lesbian, gay and bisexual people. This could include access to services and employment, attitudinal and social barriers.

The content of this policy and vocabulary used does not discriminate against staff based on their sexual orientation.

Carers - Consider and detail evidence on part-time working, shift-patterns, and general caring responsibilities.

The content of this policy and vocabulary used does not discriminate against staff who have carer responsibilities.

Other Identified Groups and Health Inequalities - Consider and detail evidence on groups experiencing disadvantage and barriers to access and outcomes. This can include different socio-economic groups, geographical area inequality, income, resident status (migrants, asylum seekers). What is the potential impact of your work on health inequalities?

Other groups have been considered however as the policy is for staff there are no additional impacts on health inequalities.

Action Plan

Ref no.	Potential Challenge/ Negative Impact	Protected Group Impacted (Age, Race)	Action(s) required	Expected Outcome	Owner	Timescale/ Completion date
1	Staff unable to access policy due to particular characteristic	Age, disability	Have a process in place for alternative formats provided if required. As part of reasonable adjustments on appointment or during employment any policy should be adapted by the CCG	All staff can access and use the policy. NECS HR or Equality Team can be contacted for any requests.	Jenna McGuinness, HR Manager	On receipt of individual request