

TEMPORARY PROMOTION POLICY

July 2015

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| HR Policy: | HR32 |
| Date Issued: | July 2015 |
| Date to be reviewed: | Periodically or if statutory changes are required |

| | | |
|---|--|---------------|
| Policy Title: | Temporary Promotion Policy | |
| Supersedes: | All previous Temporary Promotion Policies | |
| Description of Amendment(s): | New Policy for CCG employees | |
| This policy will impact on: | All staff | |
| Financial Implications: | No change | |
| Policy Area: | HR | |
| Version No: | 1 | |
| Issued By: | YHCS Workforce Team | |
| Author: | HR Policy Lead - adapted for local use by Yorkshire and Humber commissioning Support on behalf of Hull CCG | |
| Document Reference: | | |
| Effective Date: | July 2015 | |
| Review Date: | July 2018 | |
| Impact Assessment Date: 20/01/14 | | |
| | | |
| APPROVAL RECORD | JTUPF Sub Group | 8 April 2015 |
| | JTUPF | 22 April 2015 |
| | Governing Body | 31 July 2015 |
| Consultation: | All Staff via intranet | 19 May 2014 |
| SLT Members | Consultation: | 4 April 2014 |

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1. POLICY STATEMENT

- 1.1 The aim of this policy is to ensure a fair and equitable approach across the Hull Clinical Commissioning Group (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 Temporary movement into a new pay band should not normally last more than six months or less than one month, except in instances of maternity leave or long-term sickness absence, where a longer period may be known at the outset.
- 1.3 This policy will apply to all employees on agenda for change terms and conditions.

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.
 - Standard recruitment processes should be followed to ensure equality of opportunity and the appointment of appropriately qualified staff. However there may be occasions when urgent organisational priorities require posts to be filled more quickly.
- 2.2 Training and support is available to all Line Managers in the implementation and application of this policy from the YHCS Workforce Team.

3.0 IMPACT ANALYSES

3.1 Equality

In applying this policy, the CCG 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 developing this policy, an Equality Impact Analysis has been undertaken and is attached at Appendix 1. As a result of the initial screening, the policy does not appear to have any adverse effects on people who share protected characteristics and no further actions are required at this stage.

The application of this policy will be monitored alongside recruitment monitoring data to ensure fair application.

3.2 **Bribery Act 2010**

The CCG follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery.

Under the Bribery Act 2010, it is a criminal offence to:

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

Due consideration has been given to the Bribery Act 2010 in the development of this policy document and consistent application of this policy will mitigate bribery in relation to temporary promotion.

4. **MONITORING & REVIEW**

- 4.1 The policy and procedure will be reviewed and audited periodically by the YHCS Workforce Team in conjunction with the senior leadership team and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

PART 2

1. PROCEDURE

- 1.1 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 more quickly than through standard recruitment processes
 - To cover a period of long term sickness absence
 - To cover a period of maternity/adoption leave
 - A member of staff has taken a career break
 - Short term increase in demand of work from customer
 - Urgent organisational priorities.
- 1.2 Temporary promotions are not intended to be used to cover annual leave.
- 1.3 Under normal circumstances, the post would be advertised internally across the CCG and a formal selection process would take place in order to select the appropriate candidate to move temporarily into the position.
- 1.4 There may be occasions where it is not appropriate to open up the opportunity to the whole CCG. This could be as follows:-
- 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.
- 1.5 In these cases, the post would be 'ring-fenced' to certain members of staff or locations.
- 1.6 In any case where a manager believes that a post should be ring-fenced or restricted in any way, they must discuss it with the Workforce Team in the first instance.

Duration

- 1.7 A temporary promotion to a post in a higher pay band will normally last at least one month.
- 1.8 The period of the temporary promotion should not normally last more than six months, except in instances such as maternity leave, long-term sickness absence or a career break, where a longer period may be known from the outset.

Remuneration

- 1.9 Pay on promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase, the first pay point in the band which would deliver an increase in pay (by reference to basic pay plus any recruitment and retention

premium, if applicable). In circumstances where the individual is not required to carry out the full responsibilities of the post, refer to the agenda for change handbook.

- 1.10 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

- 1.11 Where the temporary promotion has resulted in the individual moving up only one extra pay point, there will be no change to their incremental date.
- 1.12 Should the individual subsequently be confirmed into this post there will be no change to their incremental date.
- 1.13 Where there has been more than one extra pay point awarded, then the incremental date for the period of the temporary promotion becomes the date that the appointment commenced.
- 1.14 Should the individual be confirmed into a post where they have been awarded more than one extra pay point, they will retain the date their temporary promotion began as their incremental date.
- 1.15 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 the time spent on the temporary promotion.
- 1.16 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 and the incremental date either brought forward or deferred, depending on how long the individual had been temporarily promoted for. 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 and the incremental date changed accordingly. Incremental credit will be awarded only once for each period of temporary promotion.

Confirmation into Post

- 1.17 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 the YHCS Workforce Team may agree to confirm the individual into the post with no further recruitment having to take place.
- 1.18 Where recruitment was limited due to the short term nature of the post, or no formal recruitment process 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 and externally if required.

Protection Arrangements

- 1.19 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.

Equality Impact Assessment:

Temporary Promotion Policy

Equality Impact Assessment:

| Equality Impact Analysis: | |
|---|---|
| Policy / Project / Function: | Temporary Promotion policy |
| Date of Analysis: | December 14 |
| This Equality Impact Analysis was completed by: (Name and Department) | Christine Brown - Workforce Service |
| What are the aims and intended effects of this policy, project or function ? | The aim of this policy is to ensure a fair and equitable approach across the Organisation 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 |
| Please list any other policies that are related to or referred to as part of this analysis | Recruitment and Selection |
| Who does the policy, project or function affect ? Please Tick ✓ | Employees ✓ Service Users Members of the Public Other (List Below) |

Equality Impact Analysis:

Local Profile/Demography of the Groups affected (population figures) Relevant data can be found in the attached Knowledge Management Toolkit (Employee data as at Jan 2014)

| General | <p>There are 57 GP practices in the Hull area which spans 7,154 hectares and, as a city, has relatively tight geographical boundaries with most of the ‘leafy suburb’ areas outside Hull’s boundaries in East Riding of Yorkshire. As a result, Hull has a relatively high deprivation score, as measured by the Index of Multiple Deprivation 2010, with Hull ranked as the 10th most deprived local authority out of 326 (bottom 4%).</p> <p>The resident population of Hull is 256,406 based on the 2011 Census data and 265,369 residents based on estimates from the local GP registration file as at October 2011. This equates to approximately 37 residents per hectare. The Joint Strategic Needs Assessment (JSNA) identifies considerable inequalities in health between Hull and England, and between populations within Hull.</p> | | | | | | | | | | | | | | | | | | | | | |
|----------------|--|-------------|----------|-------------|------|------|------|-------|------|------|-------|------|------|-------|------|------|-------|------|------|-----|------|------|
| Age | <div style="text-align: center;"> <h3>Population by Age</h3> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Estimated Population by Age Group</caption> <thead> <tr> <th>Age Group</th> <th>Hull (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>~18%</td> <td>~15%</td> </tr> <tr> <td>16-34</td> <td>~30%</td> <td>~25%</td> </tr> <tr> <td>35-44</td> <td>~12%</td> <td>~10%</td> </tr> <tr> <td>45-54</td> <td>~10%</td> <td>~10%</td> </tr> <tr> <td>55-64</td> <td>~10%</td> <td>~10%</td> </tr> <tr> <td>65+</td> <td>~10%</td> <td>~10%</td> </tr> </tbody> </table> </div> <p>Compared to England, Hull has lower percentages of residents aged 10-19 years and 55+ years, but slightly higher percentages aged under 5, 20-34 years and 45-54 years. There is a relatively large difference between Hull and England for the age group 20-34 years, due to Hull’s colleges and Universities.</p> <p>There were 2,869 live births occurring to Hull residents in 2001, but this has increased steadily to 3,771 for 2010. The number of deaths occurring to Hull residents has decreased</p> | Age Group | Hull (%) | England (%) | 0-15 | ~18% | ~15% | 16-34 | ~30% | ~25% | 35-44 | ~12% | ~10% | 45-54 | ~10% | ~10% | 55-64 | ~10% | ~10% | 65+ | ~10% | ~10% |
| Age Group | Hull (%) | England (%) | | | | | | | | | | | | | | | | | | | | |
| 0-15 | ~18% | ~15% | | | | | | | | | | | | | | | | | | | | |
| 16-34 | ~30% | ~25% | | | | | | | | | | | | | | | | | | | | |
| 35-44 | ~12% | ~10% | | | | | | | | | | | | | | | | | | | | |
| 45-54 | ~10% | ~10% | | | | | | | | | | | | | | | | | | | | |
| 55-64 | ~10% | ~10% | | | | | | | | | | | | | | | | | | | | |
| 65+ | ~10% | ~10% | | | | | | | | | | | | | | | | | | | | |

| | <p>from 2,571 to 2,310 between 2001 and 2010. ONS estimated the resident population to be 243,596 in 2001 compared to 260,424 residents based on the GP registration file, with the difference between these estimates narrowing over time. So, whilst it is difficult to quantify the exact increase in Hull's population, it has increased over recent years. Between 2010 and 2030, ONS estimate that Hull's population will increase from 266,100 to 311,900 residents, an increase of 17%.</p> <p>The figure above shows the population of Hull (2011 Census Data).</p> | | | | |
|-----------------------------------|--|----------------|------|-----------------------------------|-------|
| Race | <p>The percentage of the population from Black and Minority Ethnic (BME) groups has increased substantially since 2001. For the 2001 Census, it was estimated that 3.3% of Hull's population was not White British or White Irish, whereas Census data shows that this figure increased to 10.2% for 2011. There is no single BME group in Hull with much higher percentages compared to other groups. The 2011 census data shows:</p> <p>White British - 89.7% White Other - 4.4% Mixed – 1.3% Asian - 2.5% Black - 1.2% Other – 0.8%</p> | | | | |
| Sex | <p>The gender split in Hull is approximately 50.1% men and 49.9% women. For 2008-2010, life expectancy in Hull was 75.7 years for men and 80.2 years for women compared to 78.6 years and 82.6 years for men and women respectively in England.</p> | | | | |
| Gender reassignment | <p>No local information provided.</p> | | | | |
| Disability | <p>According to the 2011 Census, it is estimated that approximately 19.7% of the Hull population lives with a long term health problem or disability compared with 17.6% for England. This information can be broken down further (Source: Projecting Older People Population Information System and Projecting Adult Needs and Service Information) to include learning disabilities, physical disabilities, hearing impairments and visual impairments, as follows:</p> <table border="1" data-bbox="507 1861 1402 1980"> <thead> <tr> <th>2012 Estimates</th> <th>Hull</th> </tr> </thead> <tbody> <tr> <td>Learning Disability (Age 18 – 64)</td> <td>4,078</td> </tr> </tbody> </table> | 2012 Estimates | Hull | Learning Disability (Age 18 – 64) | 4,078 |
| 2012 Estimates | Hull | | | | |
| Learning Disability (Age 18 – 64) | 4,078 | | | | |

| | Learning Disability (Age 65 and over) | 762 | | | | | | | | | | | | | | | | | | | | |
|---------------------------------------|---|----------|------|-----------|-------|----------|------|-------|------|--------|------|--------|------|------|------|----------------|------|-------------|-------|---------------------|------|--|
| | Physical Disability – Moderate (Age 18 – 64) | 12,222 | | | | | | | | | | | | | | | | | | | | |
| | Physical Disability – Serious (Age 18 – 64) | 3,491 | | | | | | | | | | | | | | | | | | | | |
| | Visual Impairment (Age 18 – 64) | 108 | | | | | | | | | | | | | | | | | | | | |
| | Visual Impairment (Age 65 and over) | 3,263 | | | | | | | | | | | | | | | | | | | | |
| | Hearing Impairment – Moderate or Severe (Age 18 – 64) | 5,765 | | | | | | | | | | | | | | | | | | | | |
| | Hearing Impairment – Moderate or Severe (Age 65 and over) | 15,707 | | | | | | | | | | | | | | | | | | | | |
| | Hearing Impairment – Profound (Age 18 – 64) | 49 | | | | | | | | | | | | | | | | | | | | |
| | Hearing Impairment – Profound (Age 65 and over) | 402 | | | | | | | | | | | | | | | | | | | | |
| Sexual Orientation | There are no local statistics for how many Lesbian, Gay or Bisexual (LGB) people live within Hull however, nationally, the Government estimates that 5% of the population are lesbian, gay, bi and transgender communities. | | | | | | | | | | | | | | | | | | | | | |
| Religion, faith and belief | According to the 2011 Census, 54.9% of the population have identified themselves as Christian and 3.1% of the population is made up of other religions. The remainder of the population did not state anything (7.2%) or stated 'no religion' (34.8%). | | | | | | | | | | | | | | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Religion</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>Christian</td> <td>54.9%</td> </tr> <tr> <td>Buddhist</td> <td>0.3%</td> </tr> <tr> <td>Hindu</td> <td>0.2%</td> </tr> <tr> <td>Jewish</td> <td>0.1%</td> </tr> <tr> <td>Muslim</td> <td>2.1%</td> </tr> <tr> <td>Sikh</td> <td>0.1%</td> </tr> <tr> <td>Other Religion</td> <td>0.3%</td> </tr> <tr> <td>No Religion</td> <td>34.8%</td> </tr> <tr> <td>Religion Not Stated</td> <td>7.2%</td> </tr> </tbody> </table> | Religion | 2011 | Christian | 54.9% | Buddhist | 0.3% | Hindu | 0.2% | Jewish | 0.1% | Muslim | 2.1% | Sikh | 0.1% | Other Religion | 0.3% | No Religion | 34.8% | Religion Not Stated | 7.2% | |
| Religion | 2011 | | | | | | | | | | | | | | | | | | | | | |
| Christian | 54.9% | | | | | | | | | | | | | | | | | | | | | |
| Buddhist | 0.3% | | | | | | | | | | | | | | | | | | | | | |
| Hindu | 0.2% | | | | | | | | | | | | | | | | | | | | | |
| Jewish | 0.1% | | | | | | | | | | | | | | | | | | | | | |
| Muslim | 2.1% | | | | | | | | | | | | | | | | | | | | | |
| Sikh | 0.1% | | | | | | | | | | | | | | | | | | | | | |
| Other Religion | 0.3% | | | | | | | | | | | | | | | | | | | | | |
| No Religion | 34.8% | | | | | | | | | | | | | | | | | | | | | |
| Religion Not Stated | 7.2% | | | | | | | | | | | | | | | | | | | | | |
| Marriage and civil partnership | This protected characteristic generally only applies in the workplace. Data from the Office of National Statistics covering the period 2008-2010 indicates that there were 18,049 Civil Partnerships in England and Wales during this three-year period – 52% men and 48% women. | | | | | | | | | | | | | | | | | | | | | |

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|--------------------------------|--|
| Pregnancy and maternity | There were 2,869 live births occurring to Hull residents in 2001, but this has increased steadily to 3,771 for 2010. |
|--------------------------------|--|

Equality Impact Analysis:

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|--|--|
| <p>Is any Equality Data available relating to the use or implementation of this policy, project or function ? Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘<i>Equality Groups</i>’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive) 1: Application success rates <i>Equality Groups</i> 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i> 4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i></p> | <p>Yes employee data has been used to support the monitoring of the impact of this policy in the future. The employee data is not included due to the low number of CCG employees and concern around anonymity</p> <p style="text-align: center;">No <input type="checkbox"/></p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p> |
| <p>List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function</p> | <p>Consultation has taken place both locally and nationally with Trade Unions and staff</p> <ul style="list-style-type: none"> • SLT • CCG Employees • JTUPF Sub group • JTUPF • Governing Body (approval) |
| <p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p> | <p>This Policy does not directly promote inclusivity, but provides a framework for fair promotion on a temporary basis. It should be reviewed along side recruitment data, processes and policies</p> |

Equality Impact Assessment Test:

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

| Protected Characteristic: | No Impact: | Positive Impact: | Negative Impact: | Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists |
|--|------------|------------------|------------------|--|
| Gender (Men and Women) | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities (64% staff employed are female and 36% staff employed are male) |
| Race (All Racial Groups) | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities |
| Disability (Mental and Physical) | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities. |
| Religion or Belief | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities |
| Sexual Orientation (Heterosexual, Homosexual and Bisexual) | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities |
| Pregnancy and Maternity | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities |

| | | | | |
|-----------------------|---|--|--|--|
| Transgender | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities |
| Marital Status | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities |
| Age | ✓ | | | The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities |

Action Planning:

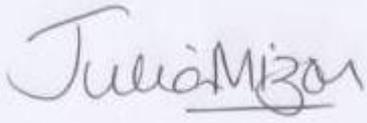
As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

| Identified Risk: | Recommended Actions: | Responsible Lead: | Completion Date: | Review Date: |
|------------------|----------------------|-------------------|------------------|--------------------|
| none | | | | Next policy review |
| | | | | |
| | | | | |
| | | | | |

Equality Impact Findings:

| | |
|---|---|
| Analysis Rating: | Green |
| Red – Stop and remove the policy | Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed. |
| Red Amber – Continue the policy | As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken. |
| Amber – Adjust the Policy | As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document. |
| Green – No major change | As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage. |

| | |
|---------------------------------------|--|
| Brief Summary/Further comments | As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage. |
|---------------------------------------|--|

| Signatures | |
|---|---|
| Other Comments | |
| Confirmed by (manager): (Name and Title) |  Julia Mizon Director of Commissioning and Partnerships |
| Date: | 19 March 2015 |