



Policies, Procedures and Guidelines

RULES OF PROGRESSION POLICY

CSG029

INTRODUCTION

Council commits itself and its staff to a salary system that meets the following objectives:

- The development of career progression opportunities through training and skills enhancement
- Internal equity – to ensure internal relativities between jobs are fair, equitable and defensible
- External competitiveness – to set salaries which are competitive and flexible enough to attract and retain staff.
- Individual motivations – to provide a remuneration system with sufficient incentive for employees to achieve their job objectives
- Ease of administration – to be sufficiently simple to communicate and administer.

The rules of progression detailed below have been established to guide the operation of Council's Salary System. Where significant issues are identified in relation to the operation of the Salary System the matter shall be addressed in consultation with Council's Consultative Committee.

AWARD VARIATIONS

The Grades and Salary Steps, as contained within the entire salary structure, of the salary system shall be increased by the same quantum, and be operative from the same date as variations in the Local Government (State) Award ("the Award").

DEFINITIONS

Award

Shall mean the Local Government (State) Award and any Award made to succeed this Award.

Award Entry Level Rate of Pay

Shall mean the rates established by reference to the Bands and Levels detailed in Clause 5, Skill Descriptors of the Award. These rates are minimum and Council's Salary System determines the actual rates of pay for employees of Council.

Council

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Shall mean the Lachlan Shire Council.

Consultative Committee

The Committee formed consistent with the Constitution Rules of the Consultative Committee and the provisions of Clause 25. Consultative Committees of the Award as varied from time to time.

Impediment

A barrier or obstacle to progression which does not relate to the reasonable development of the position given the work environment and demands of Lachlan Shire Council.

Progression

The process whereby a position holder develops, acquires and uses skills and is able to more effectively perform an expanded range of duties and assume higher levels of authority.

Salary System

The system for determining rates of pay for the employees of Council, which provides reward for broadening the range of duties performed by a position and adding value to the services provided by Council.

Salary Step

Shall mean the five (5) steps of salary progression, which shall be based on the assessment of the skills acquired and used by each employee. The appropriate Salary Step shall be determined by reference to the position description.

Skills

Shall mean skills which are in addition to those recognized as part of the job through the Band and Level determination process and which add value to the position, or enhance customer service, or increase productivity or flexibility of Council’s activities.

BAND AND LEVEL DETERMINATION

- Council’s Band and Level panel through the application of the skill descriptors in the Award will establish the Band and Level for each position. Progression above the entry rate of pay for the Band and Level as specified in the salary structure shall be by the acquisition and use of skills

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as detailed in the position descriptions as well as the Staff Appraisal form and as dealt with in the salary steps part of this document.

- Changes in a Band and/or Level for a position shall be operative from the date of approval of the new Grade by the General Manager in conjunction with the Consultative Committee

SALARY STEPS (GRADES 1 -15)

- Each of the levels determined through the Band and Level determination process shall have five (5) Salary Steps. These shall be an entry level (entry) and five (5) steps of progression with a 2.5% increment between each step. The Salary Steps shall provide reward for employees gaining and applying skills additional to those recognised through the Band and Level determination process.
- A review of each permanent employee against the skills detailed for each position shall be conducted at least annually. Where a review of skills subsequent to the annual review is undertaken it shall be at a time established between the employee and the supervisor/manager, agreed at the annual review, to coincide with the acquisition and use of skills.
- A review of skills shall require the supervisor/manager and the incumbent to determine whether the employee has acquired and is performing the skills necessary to move to the next Step.
- Salary progression is dependent upon the acquisition and use of skills identified in the position descriptions. Upon receiving accreditation for the acquisition and use of skills the employee’s salary will progress to the appropriate Salary Step rate of pay.
- In the event that there is no agreement between the employee and the supervisor/manager on the outcome of the review the assessment shall be referred to the General Manager. The employee may have access to the grievance and disputes procedure, as outlined in the Award, at any point of the appeal process.
- Upon completion of the assessment the employee shall work with the supervisor/manager to develop a training plan for the ensuing twelve month period consistent with Council’s funded training budget and in line with Council’s five (5) year training timeframe as per the Staff Appraisal form.
- Progression for all staff under the Local Government State Award will occur at a communal date to be set in the last half of the year (e.g. staff appraisals will normally be conducted in September/October of each year).

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- The development of skills consistent with the position descriptions shall be to a level of performance, which is appropriate to the work environment and to ensure efficient, effective and flexible Council operations.
- The addition and removal of skills from the position profiles shall be recommended by the Manager, in consultation with the occupant(s) of the position to the General Manager and the Consultative Committee. Such changes to the position descriptions shall be consistent with changes in the nature of the work of the position. These changes shall not result in a reduction in the salary of the occupant(s) of the position.
- Obtaining an increase to Step 5 in any one grade requires the completion of all training modules sighted in training plan as well as the position description (including desirable criteria) excluding Tafe Diplomas/Advanced Diplomas and university undergraduate and post graduate studies.
- To obtain a Step increase employees may utilise refresher training. However, once the employee has reached Step five (5) in any one Grade then there are no further progressions available under the salary structure, however relevant training must still be undertaken.

Salary Steps (Grades 16 - 20)

- Each of the Levels determined through the Band and Level determination process shall have five (5) Salary Steps. These shall be an entry level (Entry) and five (5) steps of an ‘at risk’ bonus with a 2.5% increment between each step. The Salary Steps shall provide reward for employee performance.
- A six monthly review of each employee against the objectives detailed for each position shall be conducted. Such objectives shall be set in consultation with the employee(s).
- In the event that there is no agreement between the employee and the supervisor/manager on the outcome of the review the assessment shall be referred to the General Manager. The employee may have access to the grievance and disputes procedure, as outlined in the Award, at any point of the appeal process.
- Upon completion of the assessment the employee shall work with the supervisor/manager to develop objectives and a training plan for the ensuing six month period consistent with Council’s objectives and funded training budget.

LABOUR MARKET PREMIUM

A labour market premium may be applied to a position at the General Manager’s discretion and based on objective evidence that such a need exists. The premium may be applied as recognition

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at a Step above entry level in the Salary Structure or as an allowance that applies in addition to the normal progression through the Steps for the Grade into which the position is placed.

The General Manager in determining the labour market premium may take into account:

- Internal equity to ensure internal relativities, on the appointment of the new recruit, are fair, equitable and defensible.
- Prevailing labour market conditions for the position.
- Council's needs in filling a position.
- The additional skills the successful applicant shall bring to the position.

HIGHER GRADE

Council may direct the employee to carry out such duties as are within the limits of the employee's *skill, competence and training*.

An employee required by Council to relieve in a position classified in a higher level or band shall be paid according to the skills and knowledge possessed to undertake the higher duties but at least the entry salary/wage of the level and band in which the employee is relieving.

The provisions of subclause ii) shall not apply to periods of so relieving, where the relieved employee is absent from his/her normal duty on paid leave of any kind unless such period is three consecutive working days. In the event of the relief period exceeding this period, the provisions of subclause ii) shall apply for the whole of the period involved. Provided that for the purpose of this sub-clause three consecutive days may be spread over separate pay periods.

This shall be read in conjunction with the relevant job description and cognisance taken of the fact that additional payment for occasional higher grade duties may have been built into the base rate for such periods.

An employee who is required by management to work at a higher grade than their current position within Council's Salary System for a period of ninety (90) working days or more in any financial year (July to June) shall be entitled to be regraded to that higher level. These ninety (90) days do not have to be sequential, nor do they have to be full days (i.e. singular hours may count towards the ninety (90) day rule).

The employee shall be responsible for providing evidence of such higher grade work (i.e. pay slips) and can only utilise duties in the same position and grade to supplement the ninety (90) day period.

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For example, duties from a Grade 5 & a Grade 6 position cannot be added together to obtain ninety (90) days. If the employee meets this criteria, a regrade will be effective from the next full pay period after approaching Human Resources with the request.

Approval for salary progression rests with the appropriate Director who must advise the General Manager of the necessity resulting in the progression, as well as inform the Consultative Committee that a progression has taken place.

Employees who have accepted a position at a higher level on a 'temporary contract' basis cannot access this regrading provision.

ADVERTISING POSITIONS

Council reserves the right to advertise positions in a manner where applicants, who do not meet the essential requirements of the position, may be considered. The commencing rate of pay for applicants appointed in these circumstances shall be at a Grade and Step determined by the General Manager to be appropriate to the successful applicant's experience and skills.

SKILLS UPON COMMENCEMENT

Candidates who exceed the requirements of the position for which they have been appointed may receive appropriate progression within the relevant Grade of the Salary Structure commensurate with skills and experience. This probationary period progression will be directly related to the recommendation of the supervisor only and at the discretion of the Director (or General Manager as the case may be).

Allowances – (Award Allowances Only) Allowances shall be paid in addition to the rates established within the salary ranges. Disability, traveling, meal, and tool allowances shall be paid explicitly in addition to the rates determined through the Salary System.

EMPLOYEE DISADVANTAGE

No employee shall be disadvantaged if the training specified in their Staff Appraisal and training plan is not forthcoming. Should training not be forthcoming which would allow the employee to utilise the skills and abilities from the training in their daily duties this would be considered an impediment and, as such, automatic progression shall be considered by management. However, an employee who rejects or turns down training offered to them shall not be entitled to a Step increase in that appraisal year.

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DISPUTES PROCEDURE

Disputes, which arise through the operation of Council’s Salary System, shall be handled consistent with Grievance and Dispute Procedures, detailed in the Award.

SYSTEM REVIEW

The Salary System and the Rules of Progression Policy shall be reviewed by management in consultation with the Consultative Committee as required to ensure this system continues to support and reward the skill development process within Council and the increased effectiveness of Council’s operations.

TRANSITIONAL PROVISIONS

- Employees whose current salary is in excess of the maximum salary for their identified grade shall be classified as Present Occupant Only.
- Persons classified as Present Occupants Only (POO) shall be entitled to Award Increases and those increases that they would have been entitled to under the existing Salary System provided that any training identified in their Training Plan or at reviews is completed satisfactorily. Upon completion of all such training (excluding refresher training) the employee shall be entitled to receive immediately the maximum salary that they would have been entitled to under the present Salary System. For employees classified at Grades 15 or 16, Council’s ‘at risk’ performance bonus system shall continue to apply.
- Employees identified as POO who choose not to undertake training shall not be entitled to the relevant salary increment. Additionally topped out POO who reject refresher training will be deemed a performance issue relevant to the duties of the position.

General Manager

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