

The total contribution that someone makes to the organisation is recognised and rewarded through pay; this is called Total Contribution Pay (TCP).

How Total Contribution works in practice

Five elements; Working Better, Objectives and Accountabilities; Values and Behaviours; Personal Development and Wider Contribution need to be considered when setting expectations and assessing individual contribution. A total contribution assessment considers all the elements of an individual's performance: what they do, how they do it, their wider contribution, how they develop their capacity and capability and the actions they take to continuously improve the way they work and the service they work in.

In making your assessment you should be able to reflect on the conversations and reviews that have taken place, the expectations that have been set over that period, and any evidence as to how the employee has performed against them. Where an employee works in a more complex environment in which more than one person could perform the review, it should be agreed who will undertake this function.

As a principle, a total contribution assessment should be carried out for all employees that are in post by the close of the TCP assessment window.

All Kent Maintained schools (Community, Controlled, Foundation and Aided Schools) which follow Kent Scheme (and have made provision in their pay policy to exercise local discretion) are permitted to identify an assessment deadline locally as long as the following restrictions are applied:

- For Kent Schools who have adopted the April to March TCP cycle the assessment deadline can be no earlier than **the end of the Autumn term**.
- For Kent Schools who have adopted the September to August TCP cycle the assessment deadline can be no earlier than **the end of the Summer term**.

New starters that commence before the assessments are due

New starters will be entitled to a total contribution assessment if they are in post by the close of the TCP assessment window as confirmed by the School. The Manager should defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred the Manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment. It is recommended that the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete and submit an assessment outside of the normal TCP cycle and how this will be applied to an individual's pay.

April to March Cycle

Presha starts with the school on 2nd November. The manager submits a rating for Presha by the TCP deadline. Even though Presha has been with school for fewer than 2 months she has

already made an impact and the manager has evidence to support the rating.

September to August Cycle

Alex starts with school on 2nd May. In this role it takes about 5-6 months before any impact can be seen. The manager decides to defer the decision because there is not enough evidence for her to make a judgement about Alex's performance. The manager diary dates to have a conversation with Alex at the beginning of November. Following this discussion, the manager feels that she can make an assessment which will be backdated to the 1st September.

New starters that commence after the assessments are due

New starters who join the organisation/School after the TCP assessment deadline has passed will have a total contribution assessment in the following assessment period.

Promotions that commence before the assessments are due

Employees who have been promoted should not be placed at a detriment. People who have been promoted by the time the assessment is due will normally have a total contribution assessment. The manager should defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred the manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment. It is recommended that the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete an assessment outside of the normal TCP cycle.

April to March Cycle

Jasmine is promoted from KR5 to KR6 within the same team on 1st December. The manager submits a rating for Jasmine by the TCP deadline. Jasmine had been performing well in her KR5 role and all the evidence so far shows that she will continue to perform well in the KR6 role.

September to August Cycle

Sajid is promoted from KR8 to KR10 on 1st July. The KR10 role is very different to the KR8 role and most of the time spent so far has been completing the induction and training for the new role. The new manager does not have enough evidence to make an assessment so defers the decision for a further 4 months. The manager evaluates Sajid's performance after 4 months as well as discussing his performance with his previous line manager. Sajid has done a really good job in his previous role and is impressing in his current role; therefore, there is plenty of evidence to support an "successful" rating. The new manager makes an assessment which will be backdated to the 1st September.

April to March Cycle

Emilia was promoted to a new role on 1st October. The manager decides to defer the assessment because there is not enough evidence for him to make a judgement about Emilia's performance in the new role. The manager diary dates to have a conversation with Emilia at the beginning of April. Following this discussion, the manager feels that he can make an assessment which will be backdated to 1st April.

Promotions that commence after the assessments are due

Employees who have been promoted after the TCP assessment deadline has passed will have a total contribution assessment in the following assessment period.

Both Cycles

Connor currently holds a KR4 post. He successfully applied for a one grade promotion which is due to commence a month after the assessment deadline. His current manager rated him as 'Successful' for his KR4 post at the time the assessment was due. The percentage uplift he would have received if he had remained in his KR4 post would have increased his salary to near the top of the KR4 grade. His new manager recognises that Connor will not receive a TCP uplift on his new post as it commenced after the TCP assessments were due. Therefore, to ensure Connor's pay for his new role equates to at least the recommended 2.5% increase, the new manager raises the starting salary for his new role by more than the recommended 2.5% from his current salary to take into account the TCP uplift Connor would have received.

Promotions and secondments at a higher grade effective from 2nd April/2nd September depending on the TCP cycle the School follows

A pay award based on the assessment rating will be applied to the employee's salary effective from 1st April/1st September which will result in a pay increase or lump sum payment. Individuals who are promoted or seconded at a higher grade from 2nd April/2nd September onwards will receive a salary increase by being appointed on the higher grade. Their new salary will not be uplifted in accordance with the assessment rating as well.

Both Cycles

Gina was assessed as 'successful' and the salary for her current KR9 post was uplifted accordingly on the 1st April/1st September. Gina was promoted to a KR11 position which commenced on the 2nd April/2nd September and, in accordance with KCC policy, she was appointed at the bottom of the KR11 grade. The percentage uplift associated with the 'successful' rating was not applied to the salary of the new role.

Moving to a different job on the same grade

An assessment rating should be submitted if an employee has moved to a different job on the same grade, regardless of when the new job started.

Both Cycles

Josh moves from a KR7 role to a different job on the same grade in a different team. The new manager submits an assessment rating for Josh by the TCP deadline. Prior to making the assessment the new manager and previous manager have a conversation about Josh's performance so that an appropriate rating can be given.

Secondments and acting up arrangements that commence before the assessments are due

Employees who are seconded to a higher grade or who are acting up should not be placed at a detriment in their substantive post. Regardless of when the arrangement started, they should have a total contribution assessment and the uplift associated with their rating will be applied to their substantive role. The rating may also be applied to their higher salary, dependent on the date the secondment commenced.

The manager can defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred the manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment. It is recommended the assessment is completed within 6 months of the deferment or before the end of the secondment, whichever is first, and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for guidance how to process deferred assessments.

April to March Cycle

Caroline commenced a KR7 secondment for a period of 6 months on the 1st November. The secondment manager decides to defer the assessment because there is not enough evidence for her to make a judgement about Caroline's performance in the new role. The manager diary dates to have a conversation with Caroline a month before the secondment is due to complete. The manager also has a conversation with Caroline's previous manager about her performance in her substantive role. Following these discussions, the secondment manager makes an assessment which will be backdated to 1st April and is applied to both Caroline's substantive and seconded post.

People who are seconded to a higher grade or acting up by the time the assessment is due will normally have a total contribution assessment unless the manager chooses to defer the assessment. They will receive the uplift associated with their rating on their higher pay. When the arrangement ceases, and they return to their substantive role, the same percentage uplift will be applied to their substantive pay.

September to August Cycle

Gloria was seconded from KR6 to KR8 on 1st June for a period of 2 years. The KR8 role is very different to the KR6 role and, most of the time spent so far has been completing the induction and training for the new role. The new manager does not have enough evidence to make an assessment so defers the decision for a further 6 months. The manager evaluates Gloria's performance after 6 months as well as discussing her performance with her previous line manager. Gloria has done a good job in her previous role and is performing well in her current role; therefore, there is plenty of evidence to support an "successful" rating. The new manager makes an assessment which will be backdated to the 1st September and is applied to both Gloria's substantive and seconded post.

Secondments and acting up arrangements that commence after the assessments are due

People who commence acting up arrangements or secondments after ratings have been submitted will only receive the uplift associated with their rating on their substantive role. If they are at the top of their grade, they will receive their lump sum calculated from their substantive salary (i.e. the salary they were paid on 1 April/1 September). This will be processed as a special payment. The higher salary will not be uplifted as the assessment is not based on performance in the secondment or acting up arrangement.

April to March Cycle

Clayton's manager submitted an 'successful' rating for his performance in the substantive KR5 post that he held when the TCP assessments were due. Clayton is at the top of his grade and will receive a lump sum payment in respect of his rating. Clayton commences a KR6 maternity cover secondment on 1st February. Clayton receives a lump sum payment in April, however the higher secondment salary is not uplifted as the secondment commenced after the TCP assessments were due.

September to August Cycle

Aaisha's manager submitted an 'outstanding' rating for her performance in the substantive KR12 post that she held when the TCP assessments were due. The percentage uplift she will receive for her 'outstanding' rating will take her to the top of her grade. Aaisha commenced a KR13 2-year secondment on 1st August and her new manager recognises that Aaisha will not receive a TCP uplift on the seconded post as it commenced after the TCP assessments were due. The uplift will only be applied to her substantive KR12 post that she is not returning to for 2 years. The new manager increases the starting salary for the secondment by 2.5% from their current salary in recognition of the forthcoming salary increase to her substantive post, therefore ensuring Aaisha's pay increase equates to at least the recommended 2.5%.

Additional responsibility

Additional responsibility will not be subject to TCP as this is a temporary short-term arrangement.

Secondments continuing beyond 1 April/1 September

When the employee is eligible for a rating to be applied to their seconded salary the percentage pay increase will be applied to the seconded salary (including any lump sum) as the employee is still in the seconded post as of 1 April/1 September. If the employee is being paid at the top of the seconded grade, then any lump sum payment will be based on the 1 April/1 September seconded salary.

Secondments ending on or before 1 April/1 September

The percentage pay increase will be applied to the employee's substantive salary, as they will be back in their substantive post as of 1 April/1 September.

External Secondments

Employees who are on Kent Scheme terms and conditions but are externally seconded to another organisation have the same entitlement to have their performance reviewed and a total contribution assessment. It is the responsibility of the substantive line manager to liaise with the employee and secondment manager to ensure that a fair and evidenced assessment is undertaken, and an appropriate rating submitted.

Regrading

Employees in a post that has been regraded through the Job Evaluation process should not be placed at a detriment. Regardless of when the regrade was applied the employee should still have a total contribution assessment and a rating submitted. Employees will be entitled to a TCP payment which will be applied to the salary the individual is receiving on 1 April/1 September.

To clarify, if a role is regraded affective from 1 April or 1 September their salary will be put to the bottom of the grade. The individual will also be entitled to a TCP assessment rating and a salary uplift for their TCP rating which will be applied to the salary they are now receiving for the regraded role or the salary they are receiving on 1 April/1 September. This is because a regrade is not promotion or reward for individual performance but based on a review and evaluation of the role and its level of responsibilities and accountabilities.

Both Cycles

David is a KR7 Business Support Officer. The role is evaluated and as a result regarded to a KR8. The regrade is affective from 1 April/1 September and David's salary was increased to the KR8 grade minimum. David also received an 'Excellent' TCP assessment which attracts 3% pay rise. 3% is applied to David's salary which he is receiving on 1 April/1 September who is the KR8 grade minimum.

This does not apply to members of staff who are appointed to a different grade as the result of a restructure. Please refer to the 'Loss of Earnings' section.

Permanent Relief

Anyone holding a permanent relief contract with zero hours will normally be assessed at the time the assessment is due.

The manager can defer the assessment if they do not have sufficient evidence to make a judgement about the rating. If an assessment is deferred the manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be sufficient evidence to make an assessment. It is recommended the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete an assessment outside of the normal TCP cycle.

April to March Cycle

Liam works as an Enablement Supervisor. He worked 1 shift per month at the beginning of the year but since October has not been offered work. The manager does not judge that there is sufficient evidence to make an assessment at the time it is due. The manager keeps this under review but must make an assessment within 6 months of the deferment and

September to August Cycle

Ruth works as a Care Worker. She works regularly in the residential unit covering vacancies, sickness absence and training. Some months she works on average 3-4 shifts per week. During September to December she did not work. The manager judges that there is plenty of evidence to make an assessment about Ruth's performance. The manager submits a rating for Ruth.

Casual contracts

Employees on casual contracts are normally on a contract of employment of 13 weeks or less and are therefore TCP does not apply

HR advice should be sought if a casual relief contract is extended beyond 13 weeks.

Loss of Earnings compensation

Employees receiving loss of earnings compensation will still receive a total contribution assessment rating, but any increase in their salary will result in a reduction in the protected element of their salary. Therefore, any annual pay increases will not be reflected in the salary as actual pay increases until the protection has been removed. Once the protection is removed TCP will apply as normal.

Absence

A 'successful' rating should be given to any employee who is on extended sick leave at the time the assessment is due/had periods of extended sickness absence/who has taken Family Leave unless there is evidence which indicates a different rating is more appropriate. HR advice should

be sought if a manager wants to submit a 'Performance Improvement Required' rating for an employee who is/has been absent.

April to March Cycle

Sarah has been absent from work since 1 October. The manager submits a 'successful' rating for Sarah as the evidence of Sarah's performance prior to 1 October supports this.

September to August Cycle

Aston was on long-term sick leave from 1st January to 20th May. The manager submits a 'successful' rating for Aston as the evidence of Aston's performance prior to 1st January and after 20th May supports this.

Both Cycles

Jessica has been absent from work for 4 months. Prior to the start of the absence Jessica had not been meeting expectations and her manager had been having informal conversations with her about her performance. The manager seeks HR advice and decides to defer the assessment until Jessica returns to work and has enough evidence to make his assessment.

HR advice should be sought if a manager wants to submit a 'Performance Improvement Required' rating for an employee who has had frequent short-term absence.

Maternity Leave/Shared Parental Leave

KCC needs to ensure that people who have been absent for a period of time are not inappropriately disadvantaged in terms of salary progress. A 'successful' rating should therefore be given to any employee who is on maternity leave/shared parental leave, or who has been on maternity leave/shared parental leave during the period being reviewed, unless there is evidence from before and/or after their period of absence which contradicts this.

April to March Cycle

Emily is on maternity leave from 1 April to end November. She returns to work in December. At the time the assessment is due the manager considers Emily's performance in the role prior to 1 April and since she has returned. Emily's performance is consistently good. The manager submits a 'Successful' rating.

September to August Cycle

Vidhi goes on maternity leave on 1 December and is planning to return to work on 1 December the following year. At the time the assessment is due the manager considers Vidhi's performance prior to 1 December. Vidhi's has consistently worked above the expectations of the role. The manager submits an 'outstanding' rating.

Both Cycles

Sophie goes on maternity leave and using a combination of maternity leave, annual leave and parental leave she will be off work for 15 months. Sophie and her manager have been having regular conversations throughout the year and schedule a 1 to 1 meeting just before Sophie takes maternity leave. Part of this discussion covers how Sophie has been performing at work. At the time the assessment is due for 2018/19 the manager considers Sophie's performance up her maternity leave. Sophie had been performing consistently well. The manager submits a 'successful' rating. At the time the assessment is due for 2019/20, and Sophie is still off work, the manager submits a 'successful' rating, based on Sophie's performance before she went on maternity leave and the expectation that the same level of performance will continue when she returns to work.

Formal procedures for Disciplinary and Poor Performance

People who are under the formal stages of the capability procedure at the time of the assessment should receive a 'performance improvement required' rating.

People who are underperforming and informal action is being taken to address this should receive a 'performance improvement required' rating.

If a person has been in the formal capability procedure during the assessment year, but this has concluded because the employee has met the required standard and the person has been performing at a successful level or above for at least 6 months, the manager should submit a rating.

If a person has been in the formal capability procedure during the assessment year, but this has concluded because the employee met the required standard, but the person has yet to show sustained performance for at least 6 months, the manager should defer the assessment. Deferment should be no longer than a maximum of 6 months after the formal performance and capability procedure closed.

Both Cycles

Sarah was in a formal capability procedure earlier in the year. The procedure closed 6 months ago as Sarah was working at the required standard. Sarah has shown sustained improvement in her performance since June. The manager submits a rating of successful.

Both Cycles

Tom was in a formal capability procedure earlier in the year. The procedure closed 3 months ago as Tom was working at the required standard. The manager diary dates to have a conversation with Tom in 3 months' time. Tom has shown sustained improvement in his performance and is working at the required standard and now is eligible for an assessment which will be backdated to the 1 April/1 September.

If an employee has been under the formal disciplinary procedure, at any time during the year, please ask HR for advice.

Leavers and redundancies

Employees who are leaving the organisation prior to 1 April/1 September (including those leaving due to redundancy) will not be entitled to receive their TCP lump sum payment. TCP lump sum payments are only made to employees in post on 1 April/1 September each year.

Apprenticeships

The approach to apprenticeships has broadened. Traditional apprentices (i.e. individuals who are paid in line with Kent County Council's Apprenticeship salary framework) have a separate mechanism for pay increase and therefore are not subject to the usual TCP pay award. For those employees who are undertaking Apprenticeship Training but remain on the Kent Scheme terms and conditions, the normal TCP approach applies. Further information regarding Apprenticeship pay rates can be found on Kelsi or through your Payroll/HR Provider.

Regardless of the mechanisms for pay increases, the principles of our approach to managing and supporting performance should be used for all apprentices.

Pay falling outside of the grade

All Kent Maintained schools (Community, Controlled, Foundation and Aided Schools) which follow Kent Scheme are required to apply these increases and new grade bandings to all staff on Kent Scheme effective from 1 April. This is regardless of the TCP cycle the school follows.

This also includes any member of staff who is at the bottom of the grade but receives a 'Not Assessed' rating due to joining/being promoted after the assessment deadline or their assessment is deferred. In this circumstance their salary will move with the bottom of the grade and any increase received due to a later TCP assessment will be offset against any payment they have already received due to the pay scale minimum increasing.

Individuals in schools which follow the September to August cycle will receive an assessment later in the year and a payment in respect of that TCP rating effective 1st September. Therefore, no individual should fall beneath the grade regardless of the cycle the school follows. The exception is individuals who receive performance improvement required.

Both Cycles

Jennifer assessment is deferred as she commenced her new role 3 weeks before the assessment deadline. As she was recently appointed, she is at the bottom of KR2. On 1 April the minimum of KR2 was increased following the Kent Scheme annual pay review. Jessica salary is increased to the new grade minimum. Her manager assesses Jessica and awards 'outstanding' 6 months later. Jessica has already received a pay increase affective 1 April, so this is **offset** against the pay increase she receives in respect of her TCP rating.

- KR grade minimum increased by 11.2% in 1 April
- School have determined % for 'Outstanding' rating will be 4%
- Therefore, Jessica will not receive any further pay increase due to her TCP assessment as the grade minimum increase is greater.

Employees who receive 'performance improvement required' will not receive a pay increase and this could result in an individual falling beneath the bottom of the grade. When the employee receives a TCP assessment of 'successful', 'excellent' or 'outstanding' in the following year they will receive the relevant uplift for this rating or their pay will be automatically adjusted to the bottom of the grade, whichever is the highest payment.

The only exception to this, is when the hourly rate of an individual will fall beneath the Nation Minimum Wage if they receive no increase due to receiving 'performance improvement required'. In these circumstances the individual will be moved to a salary comparable to the National Minimum Wage effective from 1 April.

Employees with more than one contract

An assessment should be carried out for each role/contract an employee holds. It is possible for an individual to receive a different TCP rating for each contract depending on the individual's performance in each role.

Both Cycles

Roy has a part time Caretakers position and a part time Lunchtime Supervisor position. Roy has been under performing in the Caretaker role but has been exceptional in his lunchtime Supervisor role. Therefore, the School submits 2 assessments; 'performance improvement required' for the Caretaker role and 'Outstanding' for the Lunchtime Supervisor role

Employees on Fixed Term/Temporary Contracts

Individuals who hold a fixed term/temporary contract will be entitled to a total contribution assessment if they are in post by the close of the TCP assessment window as confirmed by the School and their contract end date is after 1 April. The Manager should defer the assessment if they do not have enough evidence to make a judgement about the rating. If an assessment is deferred, the Manager is accountable for ensuring that an assessment is carried out at such time that they judge there to be enough evidence to make an assessment.

It is recommended that the assessment is completed within 6 months of the deferment and any pay award back dated to the start of the cycle followed by the School. Please contact your payroll provider for clarification on how to complete and submit an assessment outside of the normal TCP cycle and how this will be applied to an individual's pay.

Contracts which end before 1 April are not entitled to a TCP assessment and associated pay increase.

An individual who has their fixed term contract extended passed 1 April but originally did not receive an assessment because the termination date was before 1 April should receive a TCP assessment retrospectively at the point the contract is extended. Please contact your payroll provider for guidance how to process assessments outside of the usual cycle.

Timeout from work (Career break)

An employee taking timeout from work (Career break) will not be paid during their break and there will be no pay progression within their grade. However, a TCP assessment should be applied so the individual is not at detriment depending on the time the career break is taken or when they return to work.

A 'successful' rating should be given to any employee who is on a Timeout at the time the assessment is due, unless there is evidence which indicates a different rating is more appropriate.