

SESLHD PROCEDURE COVER SHEET



Health
South Eastern Sydney
Local Health District

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TYPE OF DOCUMENT	Procedure
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EXECUTIVE SPONSOR or EXECUTIVE CLINICAL SPONSOR	Director People and Culture
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FUNCTIONAL GROUP(S)	Industrial and Employee Relations
KEY TERMS	Health Manager, Commencement Salary Increase within the Health Service Managers salary band, Performance related pay increases for Health Managers, Higher Grade Duties
SUMMARY	This procedure outlines the process for determining the rate and the application of increased Health Manager salary rates under the <i>Health Managers (State) Award</i> . The procedure covers the process for commencement salaries, performance related pay salary increases (within the current band), and temporary increases under higher grade duties.

COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

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1. POLICY STATEMENT

South Eastern Sydney Local Health District (SESLHD) is committed to ensuring that all Health Managers are remunerated at the appropriate level based on the skills and experience they bring to their position, and that they can seek to progress within their salary band based upon an annual assessment and review of their performance.

This procedure applies to all staff employed by SESLHD under the *Health Managers (State) Award* and outlines the procedures for:

- commencement salary of a new or existing employee (**Section 4.1**)
- salary increases based on performance within their position (**Section 4.2**)
- higher grade duties (**Section 4.3**).

This procedure only applies to salary increases that are possible within the salary band of the classification of the employee's substantive/temporarily contracted position (with the exception of higher grade duties). Commencing salaries or salary progression within the band cannot exceed the salary band of the position as per the Award.

2. BACKGROUND

It is important for SESLHD to have a standardised process which ensures a common understanding and promotes an equitable and consistent approach to salary increases for Health Managers. It also provides SESLHD with an opportunity to recognise and reward employees for high performance whilst documenting transparent and responsible financial decision making processes.

2.1 DEFINITIONS

- **Approving Officer:**
As delegated by the Chief Executive under the [SESLHD Delegations of Authority Manual](#)
- **Director:**
Director includes Tier 2 Directors, General Managers, and Director Population and Community Health (PaCH), as per the [SESLHD Delegations of Authority Manual](#).
- **Cost Centre Manager:**
Cost Centre Manager has overall financial responsibility and accountability for the day to day budget management of their business unit or department.

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2.2 Levels of Achievement:

Rating	Description
Does not meet expectations	Does not meet performance expectations for all goals. Performance is not at an acceptable level for the role.
Needs improvement	Still developing in role and needs improvement across some performance goals. A number of performance goals have not been met yet. The employee has met one or some performance goals.
Meets expectations	Delivers to the performance goals. Consistently meets performance outcomes to a high standard.
Exceeds expectations	Exceeds on all performance goals. Consistently meets all performance outcomes and exceeds on a number of outcomes. Considered a role model.
Exceptional	Consistently goes above and beyond exceeding all performance expectations. Considered a role model living the values each day and mentoring others to role model the values.

3. RESPONSIBILITIES:

3.1 Employees will:

- Where necessary - provide information about, and evidence of qualifications/experience/skills from previous employment history if above minimum commencement salary is sought.
- Actively participate in the performance development process using the Performance and Talent (PAT) system, with their cost centre manager.

3.2 Managers will:

- Where necessary - submit a recommendation by email, with a summary of the applicant's qualifications, skills and experience, justifying a higher than minimum of the salary band to their tier 3 or tier 2 Manager.
- Ensure all employees have consistently updated position descriptions which clearly outline the key accountabilities of each role.
- Implement [SESLHDPR/415 - Performance and Talent Procedure](#) with employees.
- Conduct annual performance development reviews with employees, using the PAT system, as per [SESLHDPR/415 - Performance and Talent Procedure](#) to determine if an employee's performance has been: "Exceptional"; "Exceeds expectations"; "Meets expectations"; "Needs improvement"; or "Does not meet expectations" (as per the definitions provided under 2.2) and determine an employee's eligibility for a salary increase within the band.
- Submit an email and supporting documentation to their tier 3 or tier 2 Manager to seek approval to increase an employee's salary within the band, where appropriate.
- Ensure that rates of pay for higher grade duties are consistent with the *Health Employees' Conditions of Employment (State) Award* and the *Health Managers (State) Award* requirements noting standard minimum base rates apply unless otherwise approved.

- Process salary increases in Manager Self Service in StaffLink for higher grade duties, and following performance reviews.

3.3 Human Resources Business Partners will:

- Provide guidance and advice to managers on how to negotiate a commencement salary which is above the minimum of the band with recommended applicants.
- Provide guidance and advice to managers on conducting performance development reviews, rating the performance of employees, and determining an appropriate performance related pay increase within the Health Manager band.
- Provide guidance and advice to managers when determining a suitable rate for higher grade duties, based on the employees current salary level, and for increases within the band if an employee takes on additional duties but not the full range of duties of the higher level role.

3.4 Head of Human Resources Business Partnering will:

- Ensure recommendations for salary increases 7.6% and above, for commencement salaries, or an employee's 'Exceptional' performance, is documented and seek approval from the Director People and Culture, and the Chief Executive.

3.5 Chief Executive will:

- Review recommendations for commencement salaries, and performance related pay salary increases above 7.6% for an employee's 'Exceptional' performance, and approve if appropriate.

4. PROCEDURE

4.1 Higher Commencing Salaries

4.1.1 Eligibility

As provided in the *Health Managers (State) Award*, staff appointed to a position which is graded at one of the six Health Manager levels should commence at the minimum rate of the salary band for that level.

There are certain circumstances in which it may be appropriate to commence an employee at a salary that is greater than the minimum level of the new position, such as:

- where an outstanding applicant (**internal or external**) is highly skilled and/or experienced for the position and a higher salary is necessary to secure them
- the applicant is currently receiving a salary above the minimum of the level in question and through a lateral or classification change would be subject to a salary reduction if appointed at the minimum salary level

Discussions regarding proposed salary should commence with the applicant at interview stage, and be followed up once they have been identified as the recommended applicant and are awaiting confirmation of appointment pending the employment checks.

Conveners should advise the recommended applicant of the salary range of the position and discuss the applicant's expected salary. Where an applicant requests a higher than

base commencement salary they should be requested to provide clear justification why they should be paid more than the minimum salary based on one of the circumstances listed above. Applicants who are external to NSW Health should provide payslip evidence of current, or most recent salary).

NOTE: Recommended applicants should be advised that the application to commence at a higher commencing salary must be considered by the delegated authority and approval is ultimately at the discretion of SESLHD. The manager/convener/Director should consider whether approval of the request is appropriate and equitable to existing employees in the team.

Applicants are considered to be outstanding applicants when:

- Their previous (and current, if applicable) employment is relevant
- Their skill set can be used across the whole range of responsibilities of the role
- They can demonstrate values and behaviours consistent with NSW Health CORE values
- They are highly marketable employees in a competitive employment market

The previous employment must be relevant to the new position, with similar responsibilities and accountabilities. The applicant's resume, reference check and/or previous position description may be used by the convener as evidence that the previous employment is relevant. The decision to approve applications is based on relevancy of recent employment, skill set, and associated considerations, for example, comparable employment market salaries.

When considering an applicant's career history and employment experience to determine a commencing salary, managers must apply the principles of equal employment opportunity, in line with the Anti-Discrimination Act 1977 (NSW). Applicants must not be disadvantaged for reasons such as pregnancy, or family or carer's responsibility, which may have led to changes in their employment status or a career break. Employment experience beyond the applicant's current role or current employment status should be reviewed and considered appropriately in determining the commencement salary that aligns with their skills and experience.

Consideration for appointment to a rate that is no greater than 7.5% above the existing/previous salary can be made by seeking approval as per 4.1.2. The salary determined can also be less than the requested 7.5% amount.

Increases greater than 7.6% of an employee's existing/previous salary will only be provided in exceptional circumstances, and require support from the Director of People and Culture, and approval of the Chief Executive.

4.1.2 Approval Process

Applications for higher commencing salaries require the following approval:

1. If the higher commencing salary sought is up to 7.5% above the applicants existing/previous salary the approval must be recommended by email from

the convener and cost centre manager then reviewed and approved by the tier 3 (General Managers, Director Primary and Community Health) or tier 2 Director.

2. If the higher commencing salary sought is 7.6% or above, then the approval must proceed via the above approvals AND additional approval received from the Director People and Culture, and the Chief Executive. This will only be approved in exceptional circumstances and extensive evidence to support this case should be provided in a self-initiated brief.

Selection committee conveners must ensure that approval for the higher commencement salary has been obtained before an applicant is offered the higher salary.

The higher commencement salary will be confirmed in the employee's letter of offer and a copy provided to their manager.

A flowchart of this process is included in [Appendix A](#).

4.2 Salary Increase within the Band

4.2.1 Eligibility

Employees are eligible for a salary increase once they have been receiving their current salary for at least 12 months (excluding standard Award based increases) and the employee's performance development review has been completed in the Performance and Talent (PAT) system, and covers at least a 12 month period.

If the employee has taken an extended period of leave (i.e. greater than two months cumulative) within the 12 month performance review period, then the performance review period is to be extended by the same amount of time as the leave taken. For example, if a performance review was undertaken on 1 January, and the employee took leave for a total period of four months, then the performance review period would be extended to 1 May.

If the employee has acted in higher grade duties for a period of time exceeding one month during the twelve month review period, the employee's performance in both the substantive, and the higher graded position should be reviewed.

4.2.2 Annual Performance Development Review

To ensure that employees under the *Health Managers (State) Award* are able to progress within their salary band based on performance, managers are required to implement processes in accordance with [SESLHDPR/415 - Performance and Talent Procedure](#).

These processes include the development of the employee's performance goals and development goals for the coming 12 months. The [Performance and Talent \(PAT\) intranet site](#) should be referred to for assistance in successfully completing these conversations, to develop and retain staff, and to align performance with the SESLHD vision of 'Exceptional

care, healthier lives’. Once the conversation is completed the agreed performance goals and development goals are entered by the staff member in the PAT system. The manager then enters the PAT system, reviews these goals and either approves them or requests further information/edit.

At the conclusion of the 12 months, the employee and the manager will review the performance goals and development goals and conduct the annual performance development review. Recording of this review is then again completed in the PAT system which automatically updates the StaffLink performance review record. Based on the annual performance development review the manager needs to determine if the employee should be recommended for a salary increase based on the definitions of ‘Meets expectations’, ‘Exceeds expectation’ or ‘Exceptional’ performance (refer to [Section 2.2](#)). General performance indicators can be used to determine the applicable rating and to enable objective measure and consistent application (refer to Appendix C for General performance indicators for each of the performance ratings). Refer to [Section 4.2.3](#) for the appropriate salary increases related to these levels of performance.

Employees are not to be recommended for a salary increase if they achieve ‘Needs improvement’, or ‘Does not meet expectations’ performance [Section 4.2.3](#). The manager should discuss with the employee how they are required to improve, what is required to meet expectations in the next 12 months and encourage them to seek support and guidance throughout this period. Managers have the discretion to nominate an interim review period of six months for an employee after a ‘Needs improvement’ performance outcome is determined, however, clear justification is required.

NOTE: This assessment needs to be made within the full context of the operational environment and takes into account where an employee has been prevented from achieving agreed objectives due to factors outside of their control. Where this has been agreed by management to have occurred, other areas of review might be determined to be appropriate in lieu of those said to be outside of their control.

4.2.3 Salary Increases

Based on the manager’s assessment of the employee’s performance and level of achievement determined via their annual performance development review, the following salary increases are available to SESLHD employees:

Level of Performance	Salary Increase	Recommending Officer	Review of documentation for completeness	Approving Officer
Does not meet expectations	0%			
Needs Improvement	0%			
Meets expectations	0% to 2.5%	Manager	N/A	Tier 3 or tier 2 Managers
Exceeds expectations	2.6% to 7.5%	Manager	N/A	Tier 3 or tier 2 Managers

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Exceptional	7.6% to 10%	Manager	Head HR Business Partnering, Employee and Industrial Relations	Tier 2 Director, Director People & Culture, Chief Executive
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Increases above 7.6% will only be considered in exceptional circumstances which are both evidenced and comprehensively detailed in terms of their application, recommendation, and budgetary consideration. These recommendations will require support from both the relevant tier 2 Director, Director People and Culture and approval of the Chief Executive.

4.2.4 Budget considerations

Staff and managers are responsible for the delivery of *'Exceptional care, healthier lives'* in the most cost effective way possible and while staff should not be prevented from receiving a recommended salary increase due to budgetary limitations the manager must consider how increases in salary will impact the delivery of essential services within budget. As with regrading applications, the recommendation for a salary increase needs to be considered and approved within the context of the criteria of this procedure, any salary increases will be met from existing budgetary resources, and the manager and staff must work together to enable service delivery to continue within budget.

4.2.5 Approval Process

If the employee is recommended for a performance related pay salary increase, the Manager is required to email their tier 3 or tier 2 Manager with:

- a letter to employee noting approval of the salary (Refer to Appendix D)
- a copy of the employee's position description
- a copy of their annual performance PAT review summary
- details of how the existing budget supports this increase

Once approved, the letter in Appendix D confirming the approved permanent salary increase will be forwarded to the employee with a copy provided to their manager to action the increase via Manager Self Service (MSS) in StaffLink.

A flowchart of this process is outlined at Appendix B.

4.2.6 Effective Date

The effective date for an employee's salary increase will be the first full pay period to commence after the date of the review outcome as recorded in the PAT system. Salary increases will not be backdated except in exceptional circumstances, and only with approval from the Director People & Culture.

4.3 Higher Grade Duties

4.3.1 Eligibility

Under the *Health Employees' Conditions of Employment (State) Award* employees will be eligible for higher grade duties under the *Health Managers (State) Award* if they are directed to relieve for a period of five consecutive working days or more.

As outlined in the *Health Employees' Conditions of Employment (State) Award*, employees are to be paid not less than the minimum of the salary band of the higher level position for the period of relief. The exceptions to this rule are where:

- i. If, in the manager's opinion, the relieving employee merits a higher salary, the manager may pay the relieving employee more than the minimum of the salary band for the senior employee's level; or
- ii. If the relieving employee's normal salary is equal to or more than the minimum of the salary band for the senior employee's level, the manager may pay at least 2.5% above the existing salary.
- iii. Where the relieving person is in the same salary band, they shall be paid at least 2.5% above the existing salary.

When determining eligibility in relation to the above, managers should apply judgement and take a considered approach which is mindful of equity arguments and principles.

The above arrangements apply only where both the employee's position and the higher grade duties position are graded as Health Manager. Separate arrangements apply to Nursing and Midwifery roles.

4.3.2 Approval Process

For higher grade duties to be processed by managers, an Assignment Change form (Higher Grade Duties) from electronic forms in Manager Self Service in StaffLink must be completed. More information on how to complete the form can be found on the [A-Z Encyclopaedia](#) on the People and Culture Intranet Site. Approval will be required from the Manager's reporting manager.

If the higher grade duties are to be paid at a rate above the minimum of the band, supporting information must be included to justify the requested amount. Whilst circumstances that warrant a higher than minimum rate may be limited, such a reason could include that the employee relieving has previously undertaken higher grade duties at the same level in the same or similar role, for a period of 12 months or more, which

was performed successfully.

The supporting information and assessment undertaken by the manager is required to show financial accountability and consistency. Managers are required to apply sound judgement and consideration of salary relativities when making decisions regarding rates of pay.

5. DOCUMENTATION

- Flow Chart – Higher Commencement Salary (Appendix A)
- Flow Chart – Performance related pay salary increase (Appendix B)
- General Performance Indicators (Appendix C)
- Template letter – salary increase (Appendix D)
- Frequently Asked Questions (Appendix E)

6. AUDIT

Not required.

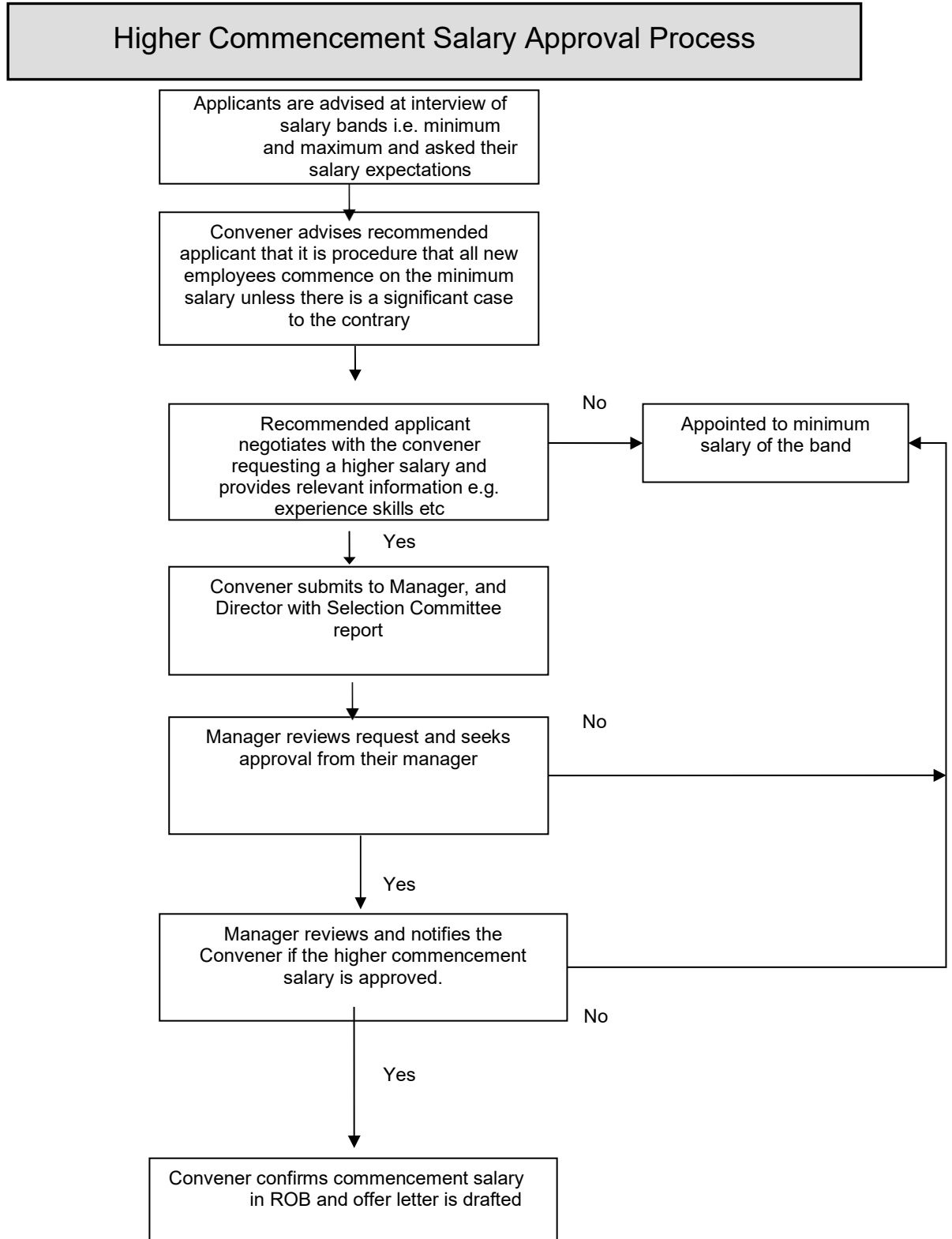
7. REFERENCES

- [Health Managers \(State\) Award](#)
- [Health Employees Conditions of Employment \(State\) Award](#)
- [SESLHDPR/415 - Performance and Talent](#)

8. VERSION AND APPROVAL HISTORY

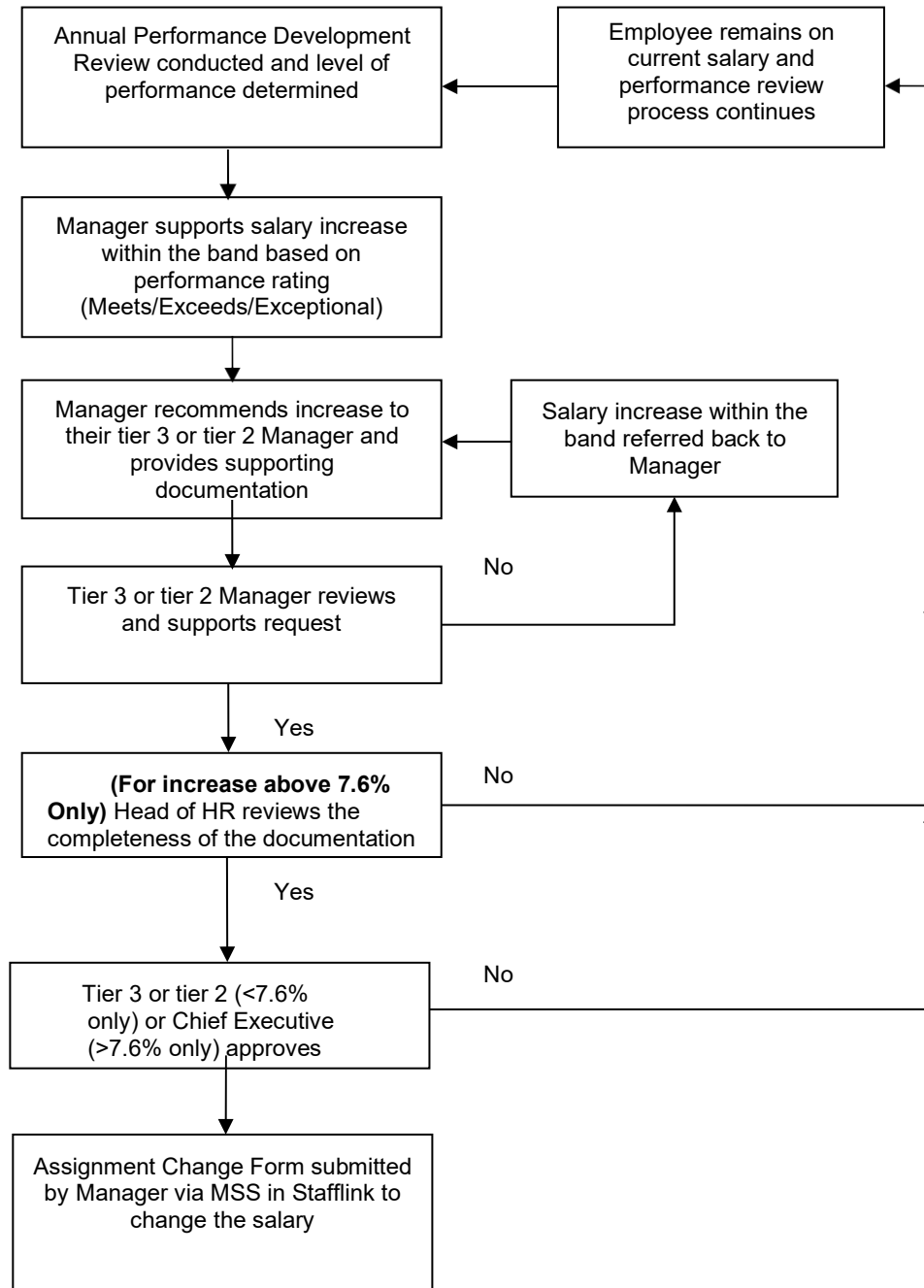
Date	Version No.	Version and approval notes
January 2014	0	Developed by Louise Johnson, Principal Consultant ,Workforce Services
April 2014	1	Endorsed by Director Workforce Services
August 2014	1	Endorsed by SESLHD District Executive Team, 14 August 2014
June 2018	2	Minor changes. Endorsed by Director Workforce Services
February 2022	3	Minor review: Changes to align with PAT system. Endorsed by Director People & Culture
3 August 2023	4	Major review. Approved at SESLHD Executive Meeting June 2023.

Appendix A – Flowchart: Higher Commencement Salary Approval Process



Appendix B – Flowchart: Salary Increase within the Band Approval Process

Salary Increase within the Band Approval Process



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Appendix C – General Performance Indicators

GENERAL PERFORMANCE INDICATORS	Exceptional far exceeds expected standards	Exceeds expectations meets more than the expected standards	Meets expectations meets expected standards	Needs improvement development is needed to meet expected standards	Does not meet expectations does not meet expected standards
Develops and leads self	<ul style="list-style-type: none"> ✓ Demonstrates commitment to continuous learning and self-development ✓ Accurately assesses own strengths and limitations ✓ Actively welcomes, seeks and accepts constructive criticism ✓ Actively seeks out new and challenging responsibilities to increase knowledge and skills ✓ Consistently demonstrates drive, enthusiasm, and determination ✓ Regularly steps forward to take the lead 	<ul style="list-style-type: none"> ✓ Demonstrates confidence in own abilities ✓ Recognises how feelings and emotions affect their own performance and how this may impact on others ✓ Is reliable, punctual and keen ✓ Is willing to take on new or different responsibilities or change roles ✓ Is valued by peers ✓ Can be creative and innovative when required ✓ Steps forward to lead when required ✓ Communicates with authority and confidence 	<ul style="list-style-type: none"> ✓ Meets mandated learning expectations ✓ Is reliable and punctual ✓ Seeks support when required 	<ul style="list-style-type: none"> ✓ Is committed to developing required skills ✓ Is improving communication ✓ Is taking on feedback and accepting support to improve 	<ul style="list-style-type: none"> ✓ Is unwilling to learn new skills ✓ Uses inappropriate language and/or behaviour ✓ Has difficulty empathising with others ✓ Finds it hard to accept feedback or criticism ✓ Needs more supervision or guidance than would be expected ✓ Is slow or unwilling to take the lead ✓ Creates an environment of mistrust or blame ✓ Is not approachable

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<p>Achieves results</p>	<ul style="list-style-type: none"> ✓ Applies high levels of diligence in achieving goals ✓ Demonstrates a consistently high level of skill and knowledge ✓ Demonstrates high levels of productivity even when challenged by limited resources 	<ul style="list-style-type: none"> ✓ Demonstrates consistently good levels of accuracy and takes appropriate action ✓ Always demonstrates sound judgement and common sense ✓ Always fulfils tasks ✓ Actively takes part in team tasks ✓ Demonstrates reliability and copes well with setbacks 	<ul style="list-style-type: none"> ✓ Achieves results and meets deadlines through effective planning and use of resources ✓ Demonstrates common sense and sound judgement on most occasions ✓ Demonstrates good levels of accuracy most of the time 	<ul style="list-style-type: none"> ✓ Is meeting some but not all deadlines ✓ Raises concerns with manager in advance ✓ Works towards goals however requires significant support/direction 	<ul style="list-style-type: none"> ✓ Fails to communicate needs and instructions clearly ✓ Complains about problems rather than dealing with them ✓ Puts in minimal effort and shows little energy or enthusiasm for work ✓ Relies heavily on the work of others ✓ Fails to complete tasks even with support
<p>Engages people and manages relationships</p>	<ul style="list-style-type: none"> ✓ Consistently models CORE values behaviours ✓ Persistently encourages and practices open and direct communication with staff and managers ✓ Regularly coaches or mentors members of the team ✓ Demonstrates integrity and accountability when managing diversity and conflict 	<ul style="list-style-type: none"> ✓ Always uses appropriate language and behaviour ✓ Regularly inspires others ✓ Manages conflicting pressures and tensions ✓ Helps staff to understand the shared vision and common goal ✓ Acknowledges and recognises improved performance ✓ Challenges poor performance ✓ Speaks with authority and confidence 	<ul style="list-style-type: none"> ✓ Helps staff to understand the shared vision and common goals ✓ Acknowledges, recognises and rewards improved performance and challenges poor performance 	<ul style="list-style-type: none"> ✓ Has the required relationship with most though not all staff ✓ Takes accountability for their own role in developing and maintaining relationships and is working towards this 	<ul style="list-style-type: none"> ✓ Does not have the trust of the team ✓ Does not respect confidentiality ✓ Fails to listen or understand the needs of others ✓ Does not respect others opinions or values ✓ Is ineffective at using communication to influence people or situations ✓ Fails to give feedback or to challenge or reward performance ✓ Doesn't recognise poor performance
<p>Transforms the system</p>	<ul style="list-style-type: none"> ✓ Regularly demonstrates innovation and creativity ✓ Always champions change and encourages others to 	<ul style="list-style-type: none"> ✓ Regularly demonstrates a positive attitude towards change ✓ Influences people or situations 	<ul style="list-style-type: none"> ✓ Takes risks with support ✓ Usually demonstrates a positive attitude towards change 	<ul style="list-style-type: none"> ✓ Initially resistant to and/or slow to adopt change though will adhere where directed ✓ Avoids new systems/processes 	<ul style="list-style-type: none"> ✓ Has little knowledge or interest outside their own area of responsibility ✓ Resists change ✓ Avoids new processes

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	<ul style="list-style-type: none"> ✓ make it happen ✓ Develops sophisticated strategies for influencing others at all levels of the organisation ✓ Challenges the status quo and constantly demonstrates critical and analytical thinking that focuses on the future needs of patients 	<ul style="list-style-type: none"> through effective communication ✓ Creates an environment where people can learn from mistakes 		<ul style="list-style-type: none"> unless explained ✓ Does not have an extensive understanding of related systems/ knowledge though is willing to learn 	<ul style="list-style-type: none"> and systems and new technology ✓ Is afraid to take risks or make mistakes
Collaborates across teams	<ul style="list-style-type: none"> ✓ Regularly seeks opportunities to work collaboratively ✓ Regularly uses consulting or networking skills ✓ Regularly shares ideas and experiences and encourages fresh insights ✓ Demonstrates a willingness to take tough, principled stands even when they're unpopular 	<ul style="list-style-type: none"> ✓ Usually shares ideas and experience with others ✓ Calculates risks and takes decisive action 	<ul style="list-style-type: none"> ✓ Is loyal to members of the team ✓ Manages conflicting pressures and tension ✓ Usually shares ideas and experiences with others 	<ul style="list-style-type: none"> ✓ Shares knowledge and experience when asked ✓ Has a limited network though is willing to expand this ✓ Working towards better understanding of interrelated teams/roles/functions 	<ul style="list-style-type: none"> ✓ Does not share ideas and experiences with others
Understands and meets the needs of customers	<ul style="list-style-type: none"> ✓ Consistently champions the service ethos ✓ Regularly seeks and develops original and workable ideas for improvement ✓ Consistently demonstrates sound judgement when planning contingencies and alternatives 	<ul style="list-style-type: none"> ✓ Balances customer needs with other organisational issues ✓ Strives for improved service delivery ✓ Achieves results and demanding deadlines through careful planning and effective use of resources 	<ul style="list-style-type: none"> ✓ Manages customer expectations 	<ul style="list-style-type: none"> ✓ Understanding of client needs is superficial though is working to improve this 	<ul style="list-style-type: none"> ✓ Fails to understand the environment in which the organisation operates ✓ Fails to ensure that the needs of the customer are met ✓ Avoids making unpopular decisions

Appendix D – Template letter to employee: Approved Salary Increase



Ref: Txx/xxxx

[Insert: Employee name]
[Insert: Employee email
address]

Dear <insert salutation + surname>

I refer to your [Insert relevant rating Exceptional/Exceed/Meets expectations] performance of the previous 12 months particularly <INSERT the outstanding achievements on which this salary increase is based> and wish to again thank you for meeting all expectations of your role.

In consideration of your [Insert relevant rating Exceptional/Exceed/Meets expectations] performance across this period I applied to grant you a salary increase within your position of [Insert relevant position title, grade, business unit, facility]. I am pleased to advise an increase of [Insert increase] % to \$[amended increased salary figure] per annum (\$XXXX.XX per week) has been approved.

Your personnel and payroll records will be updated effective from the first pay period after [insert date of submitted PAT performance review].

Thank you again for your contribution to date, I look forward to seeing all you will achieve in the coming months and years.

Should you require any further information please do not hesitate to contact me on [insert relevant contact number].

Yours sincerely

[insert name of Manager]
[insert contact name position and business unit]

[Insert: Date]

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Appendix E – Frequently Asked Questions (FAQS)

When do we commence the salary increase for an employee who meets or exceeds performance to increase within the band?

After conducting an employee's annual performance development review in the PAT system a determination is made as to whether an employee's performance has been "Exceptional"; "Exceeds expectations"; "Meets expectations"; "Needs improvement"; or "Does not meet expectations" (as per the definitions provided under [section 2.2](#)) and based on this whether an employee is therefore eligible for a salary increase within the band (for eligibility requirements see [section 4.2.3](#)).

What is an acceptable salary request?

- A higher commencing salary for an outstanding new appointee to either match or provide an increase in current/recent salary can be negotiated based on highly comparable role, skills duties and/or experience. Where the increase in salary and/or the difference between proposed salary and the existing salary is 0-7.5% this can be approved by tier 3 or tier 2 Managers. A salary increase of 7.6% or greater is to be approved by the Chief Executive.
- An acceptable salary increase within the band for performance for an existing employee is 0-2.5% for 'Meets expectations' performance and between 2.6-7.5% for 'Exceeds expectations', and 7.6-10% for 'Exceptional' performance following an employee's performance development review.

What can I do if an application is not supported?

In the first instance, feedback should be sought from the approver that has declined the request, to understand the reasons. Ultimately the approvers of the request have the responsibility to consider all aspects of the request and make a decision. An employee, may contest an unsuccessful application through the [NSW Health PD2016_046 Resolving Workplace Grievances](#).

How is the salary progression within the band for existing employees processed in the payroll system?

The manager actions the increase via the assignment change electronic form in Manager Self Service in StaffLink.

When does the increase in salary become effective?

For higher commencing salaries the increase will become effective as of the employee's start date. For increases within the band for performance, the effective date for an employee's salary increase will be the first full pay period to commence after the date of the submitted performance development review in PAT system.

How is a higher commencing salary processed in the payroll system?

The Manager will request the appropriate salary in Recruitment and Onboarding (ROB) when they complete the Offer and Assignment Details task in ROB, providing a comment in the task that appropriate documentation has been reviewed and considered.