

SESLHD PROCEDURE COVER SHEET



NAME OF DOCUMENT	Progression within the Health Manager Salary Band
TYPE OF DOCUMENT	Procedure
DOCUMENT NUMBER	SESLHDPR/321
DATE OF PUBLICATION	February 2022
RISK RATING	Low
LEVEL OF EVIDENCE	National Safety and Quality Health Service Standards: Standard 1 – Clinical Governance NSW Health PD2016_040 Managing for Performance, Health Managers (State) Award, SESLHD Delegations Manual
REVIEW DATE	February 2027
FORMER REFERENCE(S)	N/A
EXECUTIVE SPONSOR or EXECUTIVE CLINICAL SPONSOR	Director People & Culture
AUTHOR	Head People and Culture Business Partnering and Employee Relations Louise.Johnson1@health.nsw.gov.au
POSITION RESPONSIBLE FOR THE DOCUMENT	Director People & Culture
KEY TERMS	Health Manager, Higher Commencement Salary Increase within the Health Service Managers salary band, 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 commencing salaries, general within grade salary increases (within the current band) and temporary increases under higher grade duties

COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

**This Procedure is intellectual property of South Eastern Sydney Local Health District.
Procedure content cannot be duplicated.**

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 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).

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 and District Executives, General Managers, Directors of District Services and Service Directors 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.

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

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 payslips or other forms of salary confirmation and evidence of qualifications/experience/skills from previous position if above minimum commencement salary is sought.
- Actively participate in the performance development process with their cost centre manager.

3.2 Cost Centre Managers will:

- Where necessary - submit a detailed recommendation, with evidence of applicant's previous salary and/or qualifications, skills and experience, justifying a higher than base salary grade to the relevant Director.
- 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 reviews with employees 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 2.1) and determine an employee's eligibility for a salary increase within the band.
- Submit brief and supporting documentation to the relevant Director, via the People and Culture Business Partner, to seek approval to increase an employee's salary within the band, where appropriate.
- Ensure that recommended 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 base rates apply unless approved.
- Process salary increases in Manager Self Service following performance reviews.

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

3.3 Lead People and Culture Business Partner will:

- Review supporting documentation and sign off that it is complete, for higher than minimum commencement salaries up to 5% above the applicant's previous salary and/or up to 5% above the base rate of the Health Manager salary band, and forward to the Tier 2 Director for review.
- Ensure recommendations for salary increases for an employee's "Exceptional" or "Exceeds expectations" performance is documented and forward to the Tier 2 Director for review.

3.4 Head People and Culture Business Partnering and Employee Relations will:

- Review supporting documentation for higher than minimum commencement salaries up to 5% above the applicant's previous salary.
- Ensure recommendations for salary increases above 5% for an employee's "Exceptional" performance is documented and seek approval from Tier 2 Director and the Chief Executive.

3.5 Director will:

- Review all higher than minimum commencement salaries, based on recent evidence of their previous comparable salary with supporting documentation, and approve if appropriate for requests of up to 5% above the applicant's previous salary and/or up to 5% above the base salary rate within that Health Manager band.
- Review recommendations for salary increases for an employee's "Exceptional" or "Exceeds expectations" performance, and approve if appropriate.

3.6 Chief Executive will:

- Review a higher than minimum commencement salary where there is an increase of above 5% of the applicant's previous salary, based on recent evidence of their previous comparable salary with supporting documentation, and/or more than 5% above the base salary rate within that Health Manager band and approve if appropriate.
- Review recommendations for salary increases above 5% 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 **external** applicant is highly skilled and/or experienced for the position and a higher salary is necessary to secure them

- where an outstanding **internal** applicant is highly skilled and experienced for the position and has been appointed to a promotion position (i.e. at a higher Health Manager level) and the minimum salary level is the same as the applicant's previous lower graded position
- 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 recommended applicant once they have been identified as such and are awaiting confirmation of appointment pending the criminal record check. Conveners should advise the recommended applicant of the salary range of the position and that they will be appointed to the minimum of the Health Manager salary band as per the Award. 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 above circumstances (e.g. evidence of a previous higher salary from a recent comparable role).

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/convenor/Director should consider whether approval of the request is necessary or whether there is another option to achieve the required outcome (e.g. appoint another eligible candidate at base salary).

4.1.2 Evidence of Previous Salary

Evidence of an external applicant's recent previous salary relative to 38 or 40 hours per week undertaking a comparable role, in the form of a payslip or other accepted confirmation from the previous employer, is required to consider and further decline/approve appointment of an applicant to a higher than minimum salary level.

Internal applicants requesting a higher than minimum starting salary as a result of one of the above circumstances, are required to provide their employee number and current salary rate to the convener, which will be checked by the Workforce Operations prior to a higher than minimum salary level being submitted for review to the People and Culture Business Partner and review by the Tier 2 Director.

Evidence of previous salary must also be considered in light of the nature of the applicant's previous employment. 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 and associated consideration and is subject to assessment by the relevant approving officer.

Applicants with evidence of their previous salary being greater than the minimum salary level, and that the previous role is relevant to the new position, are to be assessed by People and Culture Business Partners to ensure they meet the requirements of this

procedure and then forwarded to the Tier 2 Director for consideration and appointment at a rate within the band that is equivalent to their previous salary where appropriate. Consideration for appointment to a rate that is no greater than 5% above the existing salary can be made by seeking approval as per [Section 4.3](#). The salary determined can also be less than the requested 5% amount.

Increases above 5% of an employee's previous salary will only be provided in exceptional circumstances, and require support from the relevant Director and approval of the Chief Executive.

4.1.3 Approval Process

Applications for higher commencing salaries are categorised into two approval processes:

1. If the higher commencing salary sought is 5% or less above the applicants previous salary and/or 5% or less above the base rate, then the approval must be recommended by the convener and cost centre manager, be reviewed as meeting requirements by People and Culture Business Partners, then reviewed by Tier 2 Director for approval if appropriate.
2. If the higher commencing salary sought is above 5% then the approval must proceed via the above approvals AND additional approval received from the Chief Executive (or nominated delegate). This will only be approved in exceptional circumstances and extensive evidence to support this case should be provided.

All applications for higher commencing salaries must be submitted by the selection committee convener to those required under the approval process via a SESLHD Brief [Appendix A](#). The Brief should be included with the selection committee report wherever possible so that consideration and justification of commencing salary is included as part of the selection process.

The approved Brief, with a copy of the applicant's payslip/position description/other confirmation, must be included in the recruitment documentation so that it can be processed as part of the person's appointment to the position.

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 cost centre manager.

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

4.2 Salary Increase within the Band

4.2.1 Eligibility

Employees will not be eligible for a salary increase unless they have been receiving their current salary for at least 12 months (excluding standard Award based increases) and the employee's performance review 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.

4.2.2 Annual Performance Review

To ensure that employees under the *Health Managers (State) Award* are able to progress within their salary band based on performance, cost centre 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 'Excellent 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 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 review the cost centre manager needs to determine if the employee should be recommended for a salary increase based on the definitions of "Exceptional" and "Exceeds expectations" 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 "Meets expectations"; "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 exceed 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 "Meets

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

expectations” 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 take 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 line manager’s assessment of the employee’s performance and level of achievement determined via their annual review, the following salary increases are available to SESLHD employees:

Level of Performance	Salary Increase	Recommending Officer	Review of documentation for completeness	Approving Officer
≤ Meets expectations	0%	N/A	N/A	N/A
Exceeds expectations	0% to 2.5%	Cost Centre Manager	People and Culture Business Partner	Tier 2 Director
Exceptional	Between 0% to 5%	Cost Centre Manager	People and Culture Business Partner	Tier 2 Director
	Greater than 5%	Cost Centre Manager	Head People and Culture Business Partnering and Employee Relations	Tier 2 Director, & District Finance Director, & Chief Executive

The People and Culture Business Partner will confirm:

- ✓ That a performance appraisal was completed (using the PAT system) covering a minimum of a 12 month period
- ✓ That the employee has been receiving their current salary for at least 12 months (annual Award increases excluded)
- ✓ That the salary increase recommended meets the level of performance as recommended by the Cost Centre Manager.

Increases above 5% 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 Director, District Director of Finance and approval of the Chief Executive.

4.2.4 Budget considerations

Staff and managers are responsible for the delivery 'Excellent 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 salary increase, the Cost Centre Manager is required to complete [Appendix D Brief: Request for Salary Increase within the Band](#) and submit for approval with the following attachments:

- a letter to employee noting approval of the salary ([See Appendix E](#))
- a copy of the employee's position description
- a copy of their annual performance PAT review
- details of how the existing budget supports this increase
- relevant supporting documentation.

NOTE: Supporting documentation is required to evidence work completed that meets the level of performance and supports the recommended increase..

Once approved, the letter in [Appendix E](#) 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. The approved brief should be attached when completing the assignment change form via MSS. These forms will not be processed without the endorsement from the People and Culture Business Partner and the necessary approval as per [Section 4.2.3](#).

NOTE: Adequate documentation is to be provided. The recommended salary increase will not be approved unless documentation is complete. Documentation will be returned to the manager requesting additional information, which will delay the employee's salary increase. It is the responsibility of the manager to ensure that adequate evidence and justification of the recommended increase are included as part of the documentation.

A flowchart of this process is outlined at [Appendix F](#).

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 not be eligible for higher grade duties under the *Health Managers (State) Award* unless 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 manager for the period of relief. The exceptions to this rule are where:

- i. If, in the employer's (*that is, the manager’s*) opinion, the relieving employee merits a higher salary, the employer 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 employer must pay the relieving employee a rate which is not less than the midpoint between the relieving employee's normal salary and the senior employee's normal salary.
- iii. Where the relieving person is in the same salary band, he/she shall be paid not less than the midpoint between the salary of the relieving officer and the salary of the person relieved.

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

4.3.2 Approval Process

For higher grade duties to be processed, an Assignment Change form (HGD task) 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 in accordance to the Delegation of Authority Manual.

If the higher grade duties are to be paid at a rate above the minimum of the band, the following approvals must occur:

Salary Increase	Recommending Officer	Reviewer
Up to 5% higher than the minimum of the band	Cost Centre Manager	People and Culture Business Partner

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

Greater than 5% higher than the minimum of the band	Cost Centre Manager	Lead People and Culture Business Partner
---	---------------------	--

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 cost centre manager is required to show financial accountability and consistency.

People and Culture Business Partners are required to review all higher grade duties to be paid above the minimum of the band. Business Partners will consider the following:

- ✓ That the relief is formalised ie. the relieving employee is moved on StaffLink into the position that they are relieving
- ✓ That managers have applied sound judgement and that consideration has been made of salary relativities when making decisions regarding rates of pay
- ✓ That the pay rate is not a higher rate than the salary level of the staff member being relieved.

To process higher grade duties above the minimum of the salary band, the manager should complete the Higher Grade duties form in Manager Self Service on StaffLink and submit the request to the People and Culture Business Partner as an ad hoc approver. The form will not be processed unless the People and Culture Business Partner can confirm the three requirements listed above.

5. DOCUMENTATION

- Position Description
- Brief: Request for Higher Commencement Salary
- Brief: Request for Salary Increase within the Band
- [Frequently Asked Questions and Answers \(FAQ's\)](#)

6. AUDIT

Not required.

7. REFERENCES

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

8. REVISION AND APPROVAL HISTORY

Date	Revision No.	Author and Approval
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

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

Appendix A – Sample of Brief: Request for Higher Commencement Salary

Purpose:

To seek approval from the <General Manager/Director/Chief Executive> for a commencement salary above the minimum level of Health Manager Level <insert level> for <insert employee name, position, business unit>.

Background and Key Issues:

- Insert details of recruitment process, the recommended applicant and if they are an internal or external applicant.
- Insert details of recommended applicant's background and how it relates to the position that he/she is being appointed to, e.g. qualification, previous experience (in terms of duties and years) related to the position and any specialised skills i.e. justification for higher salary(**TAB A - <insert TRIM number reference>**).
- Insert details of the recommended applicant's request to commence on a salary higher than the base rate of Health Manager <insert level>(**TAB B - <insert TRIM number reference>**).
- <Insert recommended applicant's name> has provided evidence of his/her recent previous salary relevant to the role (**TAB C - <insert TRIM number reference>**). **OR**
- Insert details of the applicant's current salary within NSW Health or other employment setting, including a comparison against the minimum salary level of the relevant Health Manager level.
- Insert financial position of the unit and the source of funding for this increased expenditure.
- All members of the selection committee, consisting of <insert selection committee member's names and positions>, agree with the recommended higher commencement salary (**TAB D - <insert TRIM number reference>**).

Risk:

This brief {identifies / does not identify} unmitigated risks <insert risk or possible consequences of higher salary being declined>.

Recommendation:

That the <General Manager/Director/Chief Executive> approve that <insert name of employee> be appointed to the position of <insert position title> at an annual salary of <insert recommended salary> which is a <insert % increase from base rate>, and a <insert % increase/match of applicant's current salary (if relevant)>.

Author:

Tel:

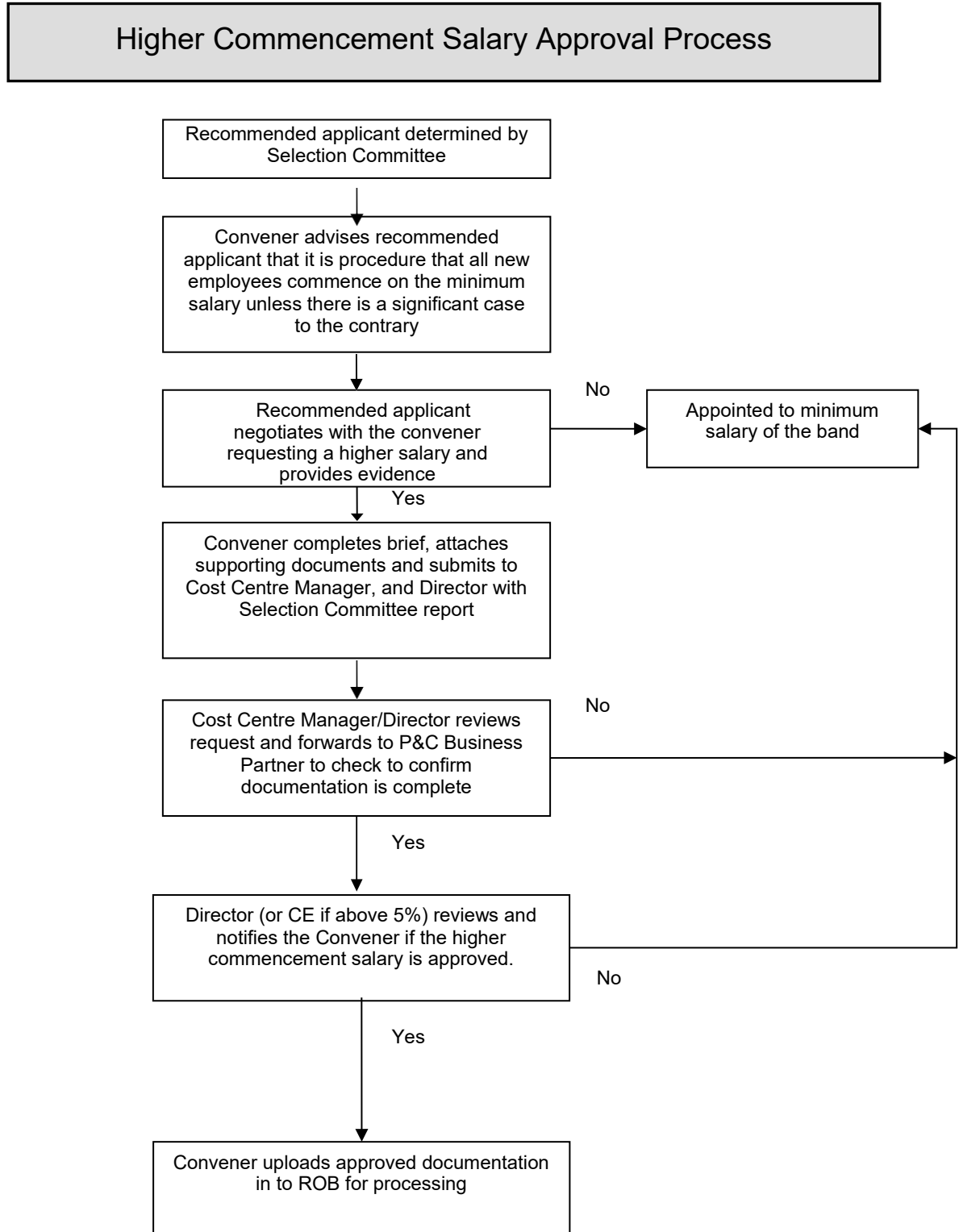
Date:

Title:

Consultation: ensure local finance representative consulted (e.g. Business Manager)

1. **Cost Centre Manager (delete if Author)**
2. **P&C Business Partner (to assess if documentation is complete)**
3. **Head P&C Business Partnering and Employee Relations (delete if below 5%)**
4. **Director of Finance**
5. **Tier 2 Director/General Manager**
6. **Chief Executive (delete if below 5%)**
7. **Return to Author**

Appendix B – Flowchart: Higher Commencement Salary Approval Process



SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

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
Achieves results	<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

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

<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 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"> ✓ Regularly demonstrates a positive attitude towards change ✓ Influences people or situations through effective communication ✓ Creates an environment where people can learn from mistakes 	<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 unless explained ✓ Does not have an extensive understanding of related systems/ knowledge though is willing to learn 	<ul style="list-style-type: none"> ✓ Has little knowledge or interest outside their own area of responsibility ✓ Resists change ✓ Avoids new processes and systems and new technology ✓ Is afraid to take risks or make mistakes
<p>Collaborates across teams</p>	<ul style="list-style-type: none"> ✓ Regularly seeks opportunities to work collaboratively ✓ Regularly uses consulting or networking 	<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 	<ul style="list-style-type: none"> ✓ Shares knowledge and experience when asked ✓ Has a limited network though is willing to expand this ✓ Working towards 	<ul style="list-style-type: none"> ✓ Does not share ideas and experiences with others

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

	<ul style="list-style-type: none"> ✓ skills Regularly shares ideas and experiences and encourages fresh insights ✓ Demonstrates a willingness to take tough, principled stands even when they're unpopular 		and experiences with others	better understanding of interrelated teams/roles/functions	
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

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

Appendix D: Brief: Request for Salary Increase within the Band

Purpose:

To seek approval from the <Director/General Manager/Chief Executive> for a <insert %> salary increase within the band of Health Manager Level <insert level> for <insert employee name and position> based on <insert performance level achieved i.e. "Exceptional" or "Exceeds expectations"> performance.

Background and Key Issues:

- <Insert employee details i.e. name, position, department, Health Manager Level> has been receiving <insert salary> for <insert time period>, and the performance review covers a period of <insert time period since last performance review provided that 12 months or more>.
- Position description for the <insert position> is attached (**TAB A - <insert trim number>**).
- <Insert employee's name> Annual Review was completed on the <insert date>. The performance has been assessed as <insert Exceeds expectations / Exceptional> based on the following evidence of exceptional/exceeding performance (**TAB B - <insert trim number reference>**):
 - <Insert details of exceeding/exceptional achievements attaching associated evidence to justify salary increase>
- A copy of the Performance Development Annual Review from the PAT system is attached (**TAB C - <insert trim number reference>**).
- Consider financial position of unit, financial return/impact of exceeding/exceptional performance, source of funding for proposed salary increase.
- <Insert employee's name> has met the Health Manager salary progression criteria of having:
 - Received their current salary for at least 12 months (excluding standard Award based increases).
 - Demonstrated an 'Exceptional' or 'Exceeds expectations' performance over the previous twelve months, as documented in their Annual Performance Review, and as evidenced in the attached.
- <insert details of consultation if relevant>

Risks:

This brief {identifies / does not identify} unmitigated risks <insert risk or possible consequences of salary increase being declined>

Recommendation:

That the <Director/General Manager/Chief Executive> approves the salary increase of <insert employee name> within the Health Manager Level <insert Level> band of <insert %> increase at an annual salary of <insert recommended salary>.

Author:
Title:

Tel:

Date:

Consultation: ensure local Finance representative is consulted (e.g. Business Manager)

1. Cost Centre Manager
2. P&C Business Partner (to check documentation is complete)
3. Head P&C Business Partnering and Employee Relations (delete if below 5%)
4. Director of Finance
5. Tier 2 Director/General Manager
6. Chief Executive (delete if below 5%)
7. Return to Author

Appendix E – Template letter to employee: Approved Salary Increase



Ref: Txx/xxxx

[Insert: Employee name]
[Insert: Postal address]
[Insert: Postal address]

Dear <insert salutation + surname>

I refer to your [Insert relevant rating Exceptional/Exceed 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 exceeding all expectations of your role.

In consideration of your [Insert relevant rating Exceptional/Exceed 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 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 Cost Centre Manager]
[insert contact name position and business unit]

[Insert: Date]

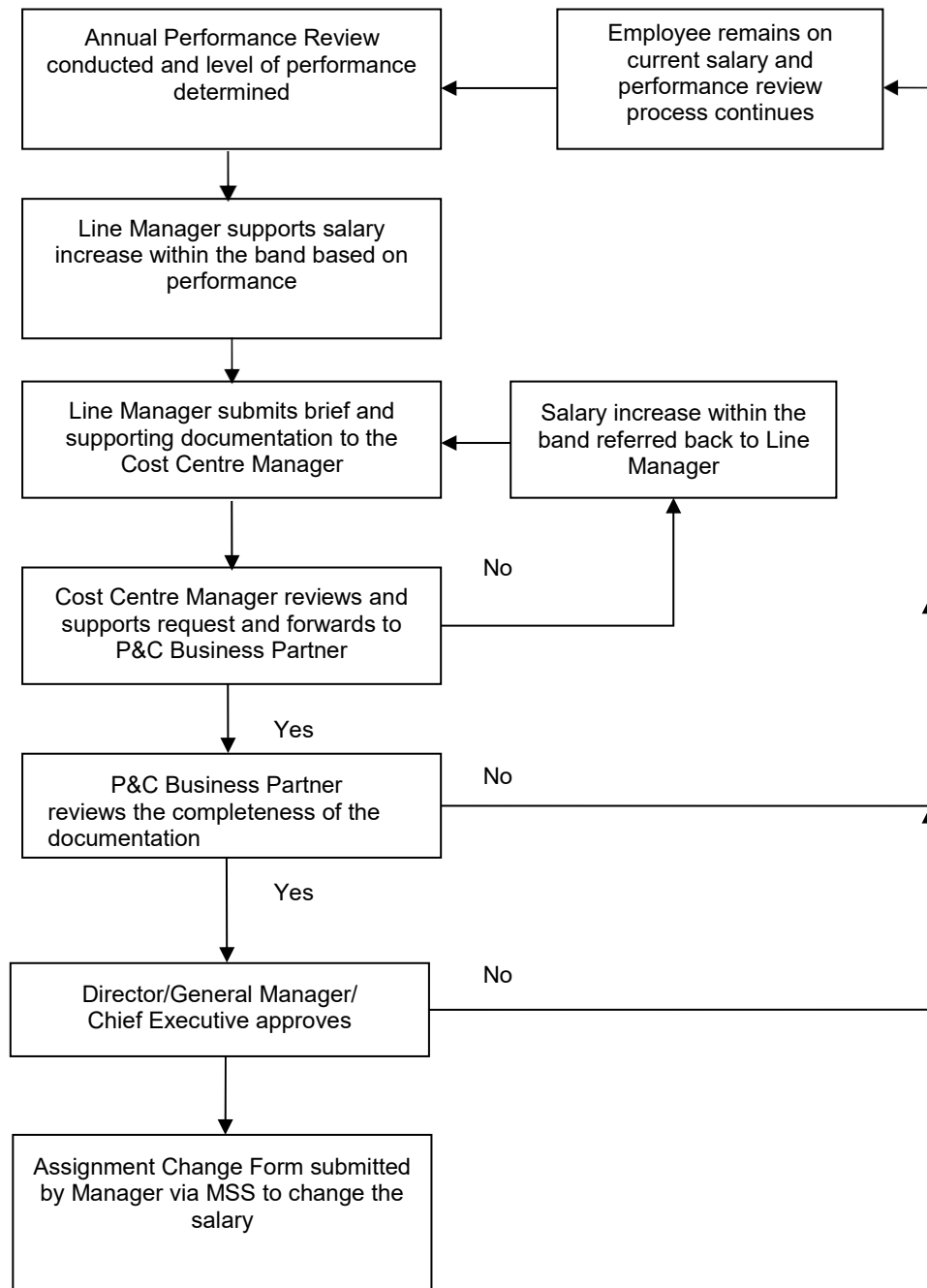
SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

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

Salary Increase within the Band Approval Process



Appendix G – Frequently Asked Questions (FAQS)

When do we commence the salary increase application an employee to increase within the band?

After conducting an employee's annual performance 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 exceptional 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 base rate of the Health Manager band is 0-5% this can be approved by the Tier 2 Director. A salary increase greater than 5% or an increase 5% or more above the base of the Health Manager band can be approved by the Chief Executive.
- An acceptable salary increase within the band for an existing employee is 0-2.5% for "Exceeds expectations" performance and between 0-5% for "Exceptional" performance following an employee's performance review. In extraordinary circumstances an increase of over 5% can be considered and would require review/approval of the Chief Executive.

What documentation is required when requesting a higher commencing salary or increase within the band?

- appropriate brief as per Appendix A or D
- performance review and management documentation
- supplementary documentation that supports the claim (e.g. a current payslip or confirmation of salary from previous employment, evidence of accomplishments in a comparable prior role, evidence of achievements beyond expectations during the review period).

What can I do if an application is not supported?

An employee, may contest an unsuccessful application through the [NSW Health PD2016 046 Resolving Workplace Grievances](#).

How is the salary increase processed in the payroll system?

The manager actions the increase via the Assignment Change form in Manager Self Service in StaffLink. The approved brief should be attached when completing the Assignment Change form. These forms will not be processed without the endorsement from the HR Advisor and the approval from the Tier 2 Director.

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 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 per the PAT system.

SESLHD PROCEDURE

Progression within the Health Manager Salary Band

SESLHDPR/321

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

The Manager will upload the appropriate documentation 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 uploaded.