

Red Circling Management Guidance Notes

1. Introduction

The following guidance notes have been compiled to assist Heads of Departments and Line Managers in dealing with staff who have been identified as red circled during the implementation of the University of Sheffield Grading Scheme.

Red circling occurs when an individual member of staff is matched into a grade lower in salary terms than that indicated by their old grade. In these circumstances individuals will have their pay frozen and protected at its current level for a period of four years, after which time their pay will revert to the top point of the normal range of their allocated grade (their target salary). In many cases, annual cost of living rises will make their target salary greater than or equal to their frozen salary before the end of the four years. At this time, the individual will move to their target salary.

These guidance notes apply to all staff covered by the University of Sheffield Grading Scheme. They are designed to promote good practice and to provide a framework for the effective management of staff who have been red circled following assimilation onto the new pay spine. The aim behind the procedure is to grow the job, but it must be recognised that this is not always appropriate and practicable.

Throughout these notes the title of 'supervisor' is to be taken as the first line manager to whom the member of staff concerned reports formally on a day to day basis.

2. Consideration of how to address the red-circling decision

Following communication of the red-circling decision to the member of staff, the Head of Department and Supervisor should arrange a meeting with the individual. If required, the Department's customary HR Adviser from the Department of Human Resources will also be present at this first meeting.

Prior to the meeting with the member of staff, the Head of Department and Supervisor should consider how the red circling issue will be addressed. This can be done in one of three ways:

- The individual growing their job to a stage where it can be re-graded (section 2.2)
- Personal development to allow them to be strong candidates for higher graded vacancies both within the Department and elsewhere in the University (section 2.3)

- By recognising that in certain circumstances the individual may wish to maintain their current levels of responsibility and accept the new salary position at the end of the four year period of protection (section 2.4).

During the meeting notes should be taken of the discussion and a summary recorded on Appendix 1.

2.1 Personal Development Plan

To assist with the first two options above, the individual will be offered a Personal Development Plan to assist them to reach the full potential of the job and/or to maximise their own personal potential.

It is recommended that a number of short, medium and long term objectives are set in line with departmental aims (Appendix 2). During the four years of the personal development period all reasonable efforts will be made to assist the individual to develop. This will include allowing the individual access to any developmental activities e.g. working alongside a more senior colleague, a staff development interview or assessment and any training which may be of benefit.

The Head of Department will identify an appropriate person (usually the Supervisor) to work with the member of staff in developing an appropriate and realistic Personal Development Plan. Support and advice can be sought from the Customary HR Adviser and/or a Staff Development HR Adviser.

An additional individual meeting may be necessary to agree the Personal Development Plan. This will be followed by a formal review after six months and then annually once the Personal Development Plan has been set.

Work on the Personal Development Plan should continue even if an individual's salary becomes unfrozen through cost of living rises.

2.2 Developing the job

The post of a member of staff on a protection arrangement will be assessed by the Head of Department to determine whether it is appropriate, and in the management interest, to develop the job. This may include identifying new duties and responsibilities to add to the job from elsewhere in the Department. If further opportunities for the job are identified, the Personal Development Plan for the individual will be developed around these at an appropriate time.

During the meeting with the member of staff, the Head of Department and Supervisor should discuss with the individual their ideas for developing the job beyond the current responsibilities. The member of staff may also have ideas regarding how the job can be developed and should be given every opportunity to contribute to this discussion.

A set of personal objectives and targets should then be drawn up aimed at developing the job to the benefit, and in the interests, of the Department and the University.

A job grading may be requested by the job holder or the line manager, in line with the new/revised annual promotion procedures, following any review to assess whether the higher grade has been attained.

If still applicable, a job grading will be undertaken towards the end of the protection period to assess whether the higher grade has been attained. If there is not adequate growth, and salaries have not caught up, the salary will move to the target salary at the end of the four year period.

If at any time during the four year period the job is assessed as being at a higher grade than previously, the individual member of staff will move to the next salary point on the new grade above their salary at that time, and the protection agreement will end.

There is no guarantee that a member of staff will move to a higher grade, but the Personal Development Plan will allow individuals opportunities which might otherwise not have been available or considered.

The Head of Department and Supervisor may also wish to consider other opportunities arising within the department, for example, the departure or retirement of a member of staff whose duties are currently at a higher level. However when considering these options it is important to bear in mind other staff who may be eligible, due to the expiry of a fixed term contract for example. It is recognised that it may not always be possible to develop the job beyond its current boundaries, and guidance on this matter can be found below.

2.3 Developing the individual

In those cases where it is not possible to grow the job further a set of personal objectives and targets should be developed, using the Personal Development Plan template. The plan should be aimed at developing the individual member of staff to their full potential. The intention of this is to allow the individual the opportunity to apply for alternative jobs elsewhere in the University, should an appropriate opportunity arise at a future date, and should focus on the realistic career aspirations of the individual. A summary of the reasons for the decision not to develop the job further should be noted on Appendix 1.

It is important that prior to embarking on this route this option should be discussed with the Department's Customary HR Adviser.

2.4 Maintaining current levels of responsibility

If the individual wishes to maintain their current levels of responsibility their salary will be reduced to the target salary after a period of four years and no action taken to develop the job. It is important that the individual is aware of the implications of making this decision and Appendix 1 should be completed and signed by the member of staff to confirm that they do not wish to grow their job.

Any development opportunities will then be agreed through the annual Staff Review and Development Scheme, in the same way as for staff who have not been red-circled.

Appendix 1



**RECORD OF DEVELOPMENT MEETING FOLLOWING
JOB MATCHING OUTCOME**

Details of meeting			
Name:			
Department:			
Date of meeting:			
Attendees:			
Summary of key points discussed			
Developmental activities identified/Support required			
Review dates or action required:			
If it has been identified that it is not possible to grow the job further, a summary of the reasons for this should be noted below			
Personal development plan created?	Yes/No	Attached?	Yes/No

Signed:
Manager

Date:

Signed:.....
Staff member

Date:

Appendix 2



PERSONAL DEVELOPMENT PLAN FOLLOWING
JOB MATCHING OUTCOME

Timescale	Development area What knowledge or skills do I need to develop?	Development Activity How am I going to acquire the necessary skills and knowledge?	Target Date When will I do it? Do I need milestones along the way?	Expected outcomes How will I know I have achieved this? What will I do differently as a result?
Short term objectives				
Medium term objectives				
Long term objectives				

Signed:
Manager

Date:

Signed:.....
Staff member

Date: