

**Health Professions Council
Remuneration Committee 21st June 2007**

HPC'S PROCESS TO SET AND ADJUST EMPLOYEE SALARIES

Executive Summary and Recommendations

Introduction

This paper explains the process that the HPC uses to set and adjust employee salaries. This policy contains some minor adjustments to the existing pay policy and these adjustments are due to be rolled out to employees along with all HR policies during the annual review of the Employee Handbook in July 2007. These minor amendments to the previous policy include referring to the performance review process in the policy, detailing what happens to employees at the higher end of the amount awarded to their post, and specifying the impact of inflation.

Whilst these adjustments do not change the pay policy or how salaries are calculated, it is hoped that they will provide an increased level of clarity around the policy and address new situations which arose this year (people reaching the higher end of the salary for their post).

Decision

The Committee is requested to note the document. No decision is required.

Background information

Nil

Resource implications

Nil

Financial implications

Nil

Appendices

- Appendix 1. HPC Job Description Template
- Appendix 2. Performance Appraisal Documentation

Date of paper

4th June 2007

Background Information

The pay policy is attached, however this document provides some background information to the Committee on the rationale behind the policy (as some of this information would not ordinarily be contained in a pay policy document).

1. Design of Pay Policy

The pay policy at HPC is designed to provide consistency in the way that salaries are awarded at HPC by awarding salaries for all employees at a starting point between the lower and upper quartile of the Income Data Services (IDS) recommended amount. The pay policy is also designed to give HPC the flexibility to:

- award pay based on experience and length of service with the organisation by awarding a higher salary than the lower or median quartile where this is relevant;
- in exceptional circumstances only, award pay based on greater experience or contribution to the organisation through the ability to consider non-standard standard pay rises for exceptional performance, and equally, no pay rise or a pay rise based on inflation only for less than adequate performance;
- deal with any non-standard pay rises equitably by identifying the basis for these in the performance review system;
- recognise that there will be situations where for those who require training and development, and therefore has built in the ability to award the lower IDS recommended salary;
- address with consistency those employees who have reached the top of their IDS recommended by offering an inflationary salary rise only; and
- award higher salaries where required (for example when recruiting people who are already on salaries equal to or above the median amount recommended by the external pay evaluation company, an amount more closely aligned with the upper quartile amount recommend can be offered)

2. Individually Negotiated Pay Rates

The HPC have a system of individually negotiated pay rates. The basis for these rates, however, is controlled through the external pay evaluations. The rationale behind operating such a system is as follows:

- we can be flexible in our design of jobs;
- we can reward according to our assessment of the individual's performance; and
- we can offer market rates.

The system also has a number of checks and balances. For example, there are no guaranteed salary increase every year and so the amount spent on salaries can be adjusted according to the financial status of HPC in any particular year.

3. Progression of Salaries between the Lower and Upper Quartile Amounts

Progression along salaries is determined by a combination of all of the following:

- the job description;

- performance;
- market rates; and
- views about whether the person is has critical skills to the running of the organisation.

4. Equal Pay Claims

In order to address any potential equal pay claims, a recent addition to the internal selection reports following any appointment to a post has been made. This is a section on the report justifying how the salary was decided by the Chair of the interview Panel (and line Manager for the post). This will include details of the candidates existing salary, the salaries in relation to those which already exist in the Department (and any other relevant salaries which are offered internally) as well as any negotiating by the candidate which occurred. This provides a defensible record on how decisions were made to award particular salaries to any one individual.

Employee Handbook Section 3b – Pay Policy

1.0 Introduction

1.1 The policy outlines the process that the Health Professions Council (HPC) uses to set the salaries of employees. The pay policy is designed to:

- attract suitably qualified people to work at HPC
- retain people who have the required competencies or who make a particularly valuable contribution and are performing to the standards expected
- reward people for their individual contribution
- be free from unfair discrimination; and
- be affordable.

1.2 To attract and retain suitably competent people we:

- benchmark jobs against the inner London market rates for the public sector as advised by an independent job evaluation organisation;
- determine pay on the basis of the contribution of each job to the organisation as defined in the job description;
- determine a market range for each individual job;
- set the minimum of the rate at the lower quartile and the maximum at the upper quartile figures of the range provided by the job evaluation company and determine a starting salary within this range; and
- take account of a number of factors including competencies, current salary, recruitment difficulty and internal consistency to determine starting salary.

2.0 Job Descriptions

2.1 All HPC jobs have a job description. Therefore, all employees have a job description. However it should be noted that in some situations where a number of employees are undertaking similar roles they will have identical job descriptions, for example Registration Officers or Fitness to Practise Case Managers. When a new position is created the job description is jointly agreed by the Line Manager and the Human Resources Department before an appointment is advertised.

2.2 It should be noted that all HPC's job descriptions use a similar format as recommended by HPC's pay evaluation company and employment advisors.

3.0 Annual review of salaries

3.1 Once a year all salaries for all jobs are compared to the market rate. This exercise takes place in the last quarter of the financial year in January to March so that any adjustments can be included in the draft annual budget.

4.0 Expectation of an annual salary adjustment

4.1 An annual salary increase is not a contractual obligation. It is therefore possible that no salary increase will occur due to a number of factors. These include for example the

financial well-being of the HPC, poor performance by an employee, or changes in the labour market.

5.0 Changes to Job Descriptions

5.1 If the responsibilities of a job change significantly, then the job description is revised. This can be at the request of the line Manager or the employee. Any changes to the job description have to be formally agreed in writing by the next line manager.

6.0 Salary Changes linked to Job Description Changes

6.1 If the job responsibilities change significantly during the year, the job description is revised at the time and sent to the external company who evaluate HPC's job descriptions, Incomes Data Services (IDS). If there is an increase in the salary amount awarded to the post as a result of the amended job description, a contract variation process is undertaken which involves written justification from the Manager, and approval from the Director of Finance, Director of Human Resources, and Chief Executive. This process is used infrequently as HPC job descriptions are generic in nature and are flexible, high level and not prescriptive.

7.0 Performance Appraisals and Salaries

7.1 All HPC employees undergo a performance appraisal once a year. Copies of the relevant documents are found in Section 7 of the Employee Handbook. The result of the performance appraisal is directly linked to any future salary increase.

7.2 It is anticipated that the majority of employees will receive a salary increase in line with the market rate if there has been a change in the market rate.

7.3 In exceptional circumstances only, employees who perform significantly above and beyond the expectations for their role are eligible to be considered for an extra pay increase. Equally for particularly poor performance, employees may receive inflation only and not the full salary increase awarded to that post. Some may receive nothing at all.

The employee does not have any influence on any additional or lesser amounts awarded. The ratings provided in the performance review and comments need to reflect the justification for such measures, particularly when compared to other ratings awarded within that team. For each year the amount of any additional salary awarded for employees who perform significantly above and beyond the expectations of their role is usually 1% to 2%. However, this can vary in addition to any increase which was already going to be awarded accordingly to market rate and an average performance.

8.0 Market Sector Comparisons

8.1 HPC salaries are set in line with the employment market for Central London. The HPC is a relatively small organisation in terms of employee numbers. It is also not a subsidiary of a much larger organisation. The HPC therefore adjusts salaries in relation to the market rate for a specific job. The salaries of jobs at HPC can be relatively easily linked to market rates, unlike other organisations such as some larger organisations.

8.2 HPC sets its salaries in relation to general public sector rates. Private rates are also obtained however these are used for observation purposes only and to gauge an idea of any potential difficulties there may be to attract recruits to public sector rates if the private industry rate is much higher for that profession generally. HPC does not set its salaries in relation to highly profitable sectors, for example the financial services industry. HPC does not set its salaries against local government or the charities.

8.3 The size of the amount of money available for salaries increases is determined by reference to forecast information, HPC's financial status, the ratio of salaries to total operating expenses, and the outcome of performance reviews. This "pot" is presented to and approved by the Remuneration Committee, Finance and Resources Committee, and Council. There is therefore not an expectation of an annual salary increase, salaries are not reviewed in line with inflation, and discretionary bonuses are not paid.

9.0 Process to ascertain market rates

9.1 Once a year all job descriptions are reviewed by an external organisation that has extensive and up to date data on the salary market. Following advice from the Work Foundation, this organisation was changed to Incomes Data Services (IDS) in April 2007.

9.2 IDS are an independent research organisation providing information and analysis on pay conditions, pensions, employment law, and personnel policy and practice. They are a part of Thomson Corporation, a worldwide organisation.

9.3 When pay benchmarking, IDS establish the appropriate comparators for benchmarking, for example whether specific industries or locations are required and if the jobs are common to many employers. They consider the job description details provided by HPC and research the market pay information. IDS's approach is to use a number of different sources, their internal databases and others, and to give named sources for the data. Typical data sources are the IDS pay benchmark database, IDS salary surveys and research including Executive Compensation Review and Pay in the Public Services. They also have access to a wide range of salary surveys by commercial providers and other regulators. No additional London weighting allowance is awarded to posts by HPC.

9.4 The IDS market data is then matched to HPC salaries by either:

- job title. This is appropriate in the case of jobs that are common across many organisations; or
- job level. A generic set of work levels are used to provide a common job-matching framework across the disparate sets of employers. They provide a relatively easy method of ranking jobs according to the skills, knowledge, responsibility and decision-making required by the role to provide a consistent matching of jobs by size. "Size" includes all of the factors outlined above as well as recognising the complexity and largeness of the organisations concerned.

10.0 Salaries for new starters

10.1 Each job description will have a minimum, median, and a maximum wage. On the advice of the line manager and the HR Department, a new starter's salary will be set between the minimum, median or maximum. Considerations for the Manager in determining this

level are the experience of the candidate, the salary of the candidate where they currently work, and comparisons with salaries of other people in the relevant Department and also across the business holding similar posts. Difficulty in finding and appointing candidates is also a factor. This amount forms a mid point for their salary and they can then move along this scale each year as appropriate (outlined in further detail below).

10.2 The IDS amounts are kept confidential from employees as these amounts change every year.

10.3 An example of information provided for a common post is as follows:

IDS Evaluation

Department	Job Title	Public			Private		
		LQ	MED	UQ	LQ	MED	UQ
xxx	xxx	27,072	31,850	36,946	27,213	32,015	37,138

The first three evaluations are the public sector amounts which form the basis of the market range for that individual job. The starting salary and any salary adjustments made from here onwards will then be determined within this range between the lower quartile (minimum starting point for the range for this post) and the upper quartile (maximum starting point for the range for this post). The second three are the private sector rates which are noted for information (comparison purposes) only.

In very exceptional circumstances only, a starting salary may be awarded below the lower quartile amount. Such circumstances may be where a candidate requires significant training and development to meet the skills required for the post.

11.0 Maximum Salaries

11.1 For any employee whose salary matches the maximum upper quartile amount recommended by IDS, there will only be a potential inflationary increase (provided the employee receives a satisfactory performance appraisal). However, if the upper quartile amount increases the next year to an amount higher than inflation, this would be applied rather than inflation. The decision to impose an upper limit to salary information was taken in 2007 as it was the first time this situation occurred.

For all other employees who have a salary amount between the lower quartile and upper quartile, the maximum salary increase that can be achieved is 10% above the lower quartile or median amount (provided this does not exceed the upper quartile recommended amount).

12.0 Adjustment

12.1 Once all the annual appraisals have been completed and the IDS Report applied, a potential total salary increase for all existing jobs is calculated. This is calculated based upon the salary estimates for each post.

12.2 This is then compared to:

- Wage inflation forecast
- % salary costs of operating expenses

- HPC financial well-being
- Results from performance appraisals

The total figure may therefore be adjusted before incorporation into the draft annual budget.

13.0 Approval process

13.1 The draft proposed salary increases are reviewed by the Remuneration Committee then incorporated in the draft annual budget.

13.2 The budget including salaries is presented to the Finance and Resources Committee. The Committee then recommends its approval by the Council.

14.0 Banding

14.1 HPC does not use banding where employees are placed into a band with other employees regardless of the market value of their own post and progress within those set bands each year. However, HPC jobs can be grouped into five similar salary groups. They are as follows.

- i The Executive Management Team (EMT)
- ii Middle Managers
- iii Coordinators
- iv Specialists
- v Administrative and support employees

These groups do not have an impact on how salaries are calculated for individual employees. The only potential reason that these salary groups may be referenced is to ensure that for new starters and increases for existing employees, salaries are awarded which are not inconsistent with those awarded to similar positions within the organization.

15.0 Incrementals

15.1 Some employers divide the salary for a job into a number of equal slots or increments. Each year the majority of employees have a salary increase of one increment. HPC does not use this process.

16.0 New starters

16.1 The salaries of any new starters who join the HPC after 1st January are not reviewed until the following April, ie a maximum period of fifteen months.

17.0 Secondments

17.1 Employees who are seconded to a different post are paid at the same rate of pay as their substantive post. No salary increase or decrease is applied according to the salary of the particular post to which they are seconded.

18.0 Discretionary Annual Bonuses

18.1 HPC does not currently pay discretionary bonuses. Bonuses are defined as one-off payments related to performance.

19.0 Wage Inflation

19.1 HPC does not apply salary information to salaries as the IDS annual comparison to the market includes salary inflation. The only occasions where salary inflation may be applied is (as mentioned above) where performance is poor and a non-standard pay rise of no increase or inflation only may be awarded or where the employee has reached the maximum salary recommended by IDS.

20.0 The Executive Management Team (EMT) and Chief Executive Salaries

20.1 The Chief Executive presents a summary of the EMT's annual performance appraisals to the Remuneration Committee in March each year, along with the proposed salary increases. These are then formally endorsed by the Remuneration Committee and recommended to Council for approval.

21.0 Chief Executive

21.1 The Chief Executive undergoes the same performance review process as the rest of the organisation with the President of HPC conducting the Chief Executive's performance review. The President presents a summary of the Chief Executive's annual performance appraisal to the Remuneration Committee in March each year, along with the proposed salary increase. This is then formally endorsed by the Remuneration Committee and recommended to Council for approval.

22.0 Temporary Agency Workers and Contractors

22.1 The HPC occasionally uses temporary agency workers or contractors for urgent or specific tasks and projects. These are not HPC employees and do not go through the HPC employee salary process.

23.0 Council Members, Committee Members and Partners

23.1 Council members, Committee Members and Partners are not HPC employees and are therefore excluded from the HPC employee salary process.

Appendix 1
HPC Job Description Template



Job Description – **Job Title**

Name of Department

MAIN PURPOSE OF JOB

- To
-
-

POSITION IN ORGANISATION

- Reports to the Director, []
- Liaises with []
-

SCOPE OF JOB

NOTE THESE SHOULD BE 2-3 VERY BROAD STATEMENTS ABOUT THE OVERALL NATURE OF THE JOB. THE MORE DETIALED ELEMENTS OF THE JOB TO BE CONTAINED IN THE DUTIES AND KEY RESPONSIBILITIES SECTION.

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-

DIMENSIONS & LIMITS OF AUTHORITY

Date
2007-06-06

Ver.
a

Dept/Cmte
HRD

Doc Type
PPR

Title
Pay Paper

Status
Draft
DD: None

Int. Aud.
Internal
RD: None

- Able to
-
-

SKILLS, KNOWLEDGE AND ABILITIES

Essential

-
-
-
- .
- Sound working knowledge of window based software packages, including word processing, spreadsheets, databases, electronic mail, and the internet.

Desirable

DUTIES & KEY RESPONSIBILITIES

Your principal duties and key responsibilities will be those set out below. In addition to those duties, HPC reserves the right to require you to undertake additional or other duties within your capacity as may from time to time be reasonably required and necessary to meet the needs of the HPC.

- To
-
-
-

Appendix 2
Performance Appraisal Documentation



HEALTH PROFESSIONS COUNCIL

Human Resources Management

ANNUAL PERFORMANCE DEVELOPMENT REVIEW

This review form must be completed in conjunction with the Guidance Notes for Performance Review

EMPLOYEE NAME:

REVIEW PERIOD:

CURRENT POSITION:

CURRENT DIRECTORATE:

CURRENT DEPARTMENT:

MANAGER/DIRECTOR NAME:

DATE OF REVIEW:

INDIVIDUAL PERFORMANCE FOR YEAR ENDING: 2006 - 2007

Performance criteria to consist of key objectives, challenges, goals and responsibilities, and should support the HPC's Strategic Plan and Departmental Business Plans where applicable.

Performance Criteria	Measures and Targets	Results Achieved and Comments	Agreed Feedback Providers	Rating (See Scale Below)

Rating Scale:

5. Unacceptable (does not meet the expected performance criteria – significant improvement required).
4. Needs Improvement (occasionally does not meet the expected standards – some improvement required).
3. Competent (meets requirements and performance criteria).
2. Exceeds Requirements (from time to time exceeds the standards required).
1. Outstanding (consistently demonstrates outstanding competence – exceptional quality of work).

COMPETENCY	A	B	C	D	E	COMMENT Comments must be provided to support ratings given	RATING
Initiative Proactively making judgements, dealing with uncertainty. Looking for opportunities for improvement where possible.	Excellent ability to demonstrate initiative when appropriate for a given situation.	Good ability to demonstrate initiative when appropriate for a given situation.	Satisfactory ability to demonstrate initiative when appropriate for a given situation.	Limited ability to demonstrate initiative when appropriate for a given situation.	Unsatisfactory ability to demonstrate initiative when appropriate for a given situation.		
Integrity Respect for and adherence to HPC's guiding principles.	Very willing to take responsibility for own actions and is an extremely ethical and trustworthy team member.	Willing to take responsibility for own actions and is an ethical and trustworthy team member.	Will take responsibility for own actions and is generally an ethical and trustworthy team member.	Reluctant to take responsibility for own actions and requires further development to become an ethical and trustworthy team member.	Does not take responsibility for own actions and is not an ethical and trustworthy team member.		
Tenacity The ability to persist, take action and make progress despite obstacles.	Excellent ability to overcome difficulties that may arise during any given task.	Good ability to overcome difficulties that may arise during any given task.	Satisfactory ability to overcome difficulties that may arise during any given task.	Limited ability to overcome difficulties that may arise during any given task.	Unsatisfactory ability to overcome difficulties that may arise during any given task.		
Standards of Achievement A concern for establishing and achieving standards of excellence and continuously striving for improvement.	A desire to establish and achieve excellent standards.	A desire to establish and achieve good standards.	Establishes and achieves satisfactory standards.	Limited desire to establish and achieve high standards.	Lack of desire to establish and achieve high standards.		

COMPETENCY	A	B	C	D	E	COMMENT Comments must be provided to support ratings given	RATING
Team work & Co-operation Ability to work co-operatively as part of a team.	Works very well as part of a team and contributes to building team effectiveness.	Works well as part of a team and contributes to building team effectiveness.	Works satisfactorily as part of a team and contributes to building team effectiveness.	Doesn't work satisfactorily as part of a team or contribute to building team effectiveness.	Doesn't work as part of a team or contribute to building team effectiveness.		
Adaptability The ability to think on one's feet, flexible approach in response to challenges and changing environments.	Embraces change and adapts to challenges and changing environments very well.	Accepts change and adapts to challenges and changing environments well.	Tolerates change and adapts to challenges and changing environments.	Uncomfortable with change and has difficulty adapting to challenges and changing environments.	Dislikes change and does not adapt to challenges and changing environments.		
Listening and Responding The ability to hear and understand the positions of others and reconsider one's position when needed.	Excellent ability to listen to and consider the opinions of others.	Good ability to listen to and consider the opinions of others.	Satisfactory ability to listen to and consider the opinions of others.	Limited ability to listen to and consider the opinions of others.	Unsatisfactory ability to listen to and consider the opinions of others.		
Communication Skills The ability to communicate effectively both in person and in writing.	Excellent interpersonal skills and ability to communicate effectively both in person and in writing.	Good interpersonal skills and ability to communicate both in person and in writing.	Satisfactory interpersonal skills and ability to communicate both in person and in writing.	Limited interpersonal skills or ability to communicate in person and in writing.	Unsatisfactory interpersonal skills and inability to communicate both in person and in writing.		

<p>Attendance A genuine desire to attend work on time. No lateness or punctuality patterns to cause concern.</p>	<p>Excellent level of punctuality and a desire to attend work on time.</p>	<p>Good level of punctuality and a concern for attending work on time.</p>	<p>Satisfactory level of punctuality and interest in attending work on time.</p>	<p>Poor level of punctuality and lack of concern for attending work on time.</p>	<p>Unsatisfactory level of punctuality and no desire to attend work on time.</p>		
<p>Core Skills Performance of the core duties and responsibilities of the post.</p>	<p>Performs their core duties and responsibilities to a high standard</p>	<p>Performs their core duties and responsibilities to a good standard.</p>	<p>Performs their core duties and responsibilities to a satisfactory standard.</p>	<p>Does not perform their core duties and responsibilities to a satisfactory standard.</p>	<p>Does not perform their core duties and responsibilities.</p>		
<p>Timeliness & Delivery Ability to deliver work and projects within established deadline.</p>	<p>Excellent ability to deliver work and projects within set deadline.</p>	<p>Good ability to deliver work and projects within set deadline.</p>	<p>Satisfactory ability to deliver work and projects within set deadline.</p>	<p>Limited ability to deliver work and projects within set deadline.</p>	<p>Unsatisfactory ability to deliver work and projects within set deadline.</p>		

COMPETENCIES: MANAGERS ONLY	A	B	C	D	E	COMMENT Comments must be provided to support ratings given	RATING
Management Know-How Understanding management best practise and applying these skills to the benefit of the team and organisation.	Excellent understanding and application of management practices.	Good understanding and application of management practices.	Satisfactory understanding and application of management practices.	Limited understanding and application of management practices.	Unsatisfactory understanding and application of management practices.		
Developing Talent Excellent ability to foster the learning & development of team members.	Excellent ability to foster the learning & development of team members.	Good ability to foster the learning & development of team members.	Satisfactory ability to foster the learning & development of team members.	Limited ability to foster the learning & development of team members.	Unsatisfactory ability to foster the learning & development of team members.		
Leadership Ability to motivate and manage staff effectively and to remain professional at all times.	Excellent leadership skills with the ability to motivate and manage staff to a high level.	Good leadership skills with the ability to motivate and manage staff to a good level.	Satisfactory leadership skills with the ability to motivate and manage staff to a satisfactory level.	Limited leadership skills or ability to motivate and manage staff to a satisfactory level.	Unsatisfactory leadership skills and an inability to motivate and manage staff to a satisfactory level.		

Budget Management The ability to accurately forecast budget requirements, manage them effectively and address any deficits promptly.	Excellent ability to produce accurate budgets and to manage them well throughout the year.	Good ability to produce accurate budgets and to manage them throughout the year.	Satisfactory ability to produce accurate budgets and to manage them throughout the year.	Limited ability to produce accurate budgets or to manage them well throughout the year.	Unsatisfactory ability to produce accurate budgets or to manage them well throughout the year.		
Resource Management The ability to consider and plan resource needs and to effectively work forecast for departmental resources.	Excellent ability to plan ahead and to accurately forecast resource needs.	Good ability to plan ahead and to forecast resource needs well.	Satisfactory ability to plan ahead and forecast resource needs.	Limited ability to plan ahead or effectively forecast resource needs.	Unsatisfactory ability to plan ahead or effectively forecast resource needs.		

Rating Scale: “A” being the highest rating achievable, “E” being the lesser rating achievable.

Please note: these are generic competencies which were designed with the intention of being applicable to all posts at HPC. If however there is a competency which is not relevant to a particular post, please mark the rating as non-applicable (this is should be in exceptional circumstances only).

OBJECTIVES FOR THE COMING YEAR: 2007 - 2008

Performance criteria to consist of key objectives, challenges, goals and responsibilities.

Objectives	Measures and Targets	Results Expected to be Achieved/Comments	Agreed Feedback Providers

CAREER ASPIRATIONS – (the employee to determine what they would like their career aspirations to be, working in conjunction with input and suggestions from their Manager/Director)

Employee	Manager/Director
Short Term Career Aspirations (0-2 years)	Manager/Director's comments on the employee's short term career aspirations.
Employee	Manager/Director
Long Term Career Aspirations (2-5 Years)	Manager/Director's comments on the employee's long term career aspirations.

EMPLOYEE DEVELOPMENT PLAN (Please note: Under the Area to be Developed both areas requested/identified by the employee and areas identified by the Manager should be noted).

<u>AREA TO BE DEVELOPED</u> Specific skills, qualifications and competencies identified for improvement in this review must be achievable within training budget.	<u>ACTION PLAN</u> Should include internal/external training and coaching to develop the employee.	<u>TARGET PERIOD</u>

COMMENTS ON PERFORMANCE REVIEW:

Comments By Manager/Director (Summary of Overall Performance of Employee):
(Please note – any instances of exceptional performance such as special projects or duties performed significant over and above the level of the job description may be noted here),

Comments By Employee (In Response to Above or Any Other Aspect of the Performance Review):

SIGNATURES:

Employee:

..... Date:
(I acknowledge that this form has been discussed with me and I have sighted this form)

Manager/Director:

..... Date:
(I acknowledge that I have discussed this form with the relevant employee and I have sighted this form)