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Pay (Authority/Police Staff)

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1 Overview

1.1 What is this about?

1.1.1 The information here provides an overview of how pay is determined, managed, paid and communicated. It outlines the processes to access temporary responsibility payments, market supplements and job evaluation.

1.2 Who is this for?

1.2.1 This is for authority/police staff and managers. This information does not apply to agency workers who remain under the supervision and direction of their employing agency.

1.3 Key information

- In line with our commitment to the principle of equal pay for work of equal value, we apply the SPA Job Evaluation Scheme, based on the Scottish Joint Council's Job Evaluation Scheme (3rd Edition).
- Our pay and grading structure consists of a number of Spinal Column Points (SCP's) grouped together in bands to create grades that form the basis of basic pay.
- We consult with employee representatives on levels of basic pay and a range of other payments that may or may not be based on basic pay.
- Negotiated pay settlements are undertaken in line with the Public Sector Pay Policy and gender pay gap data will be used to inform, reinforce and improve our position on equal pay.
- Although there is no guarantee that increments or pay awards will be paid in any year to all or any grades this will normally be the case and will be subject to negotiation with the relevant Trade Unions.

2 Officer/Staff

2.1 What you need to do:

- Ensure we have up to date details of your bank or building society account number and sort code.
- Advise us of any changes to these.
- Submit any claims for allowances, additional hours, and expenses promptly with the appropriate paperwork; and
- Check your payslip regularly and tell us about any anomalies that you discover (e.g. overpayment/underpayment or changes to role and/or working pattern that may affect pay).

2.2 Pay

2.2.1 Salaries for permanent and temporary staff are paid monthly by BACS transfer directly into individual bank or building society accounts.

2.2.2 Payments are made on the 28th day of each month unless this day falls on a weekend or bank holiday. In these circumstances, payments are made on the previous working day. The pay given will include all days in the month, meaning you are paid partly in advance. You should be aware that changes to circumstances such as contracted hours may result in an over or underpayment if these changes take place after a payroll cut-off date.

2.2.3 Regular allowances are normally paid in the month in which they are earned with overtime and other variable payments normally paid one month in arrears. A timetable of payroll cut-off dates is published on the Intranet.

2.3 Deductions from pay

2.3.1 Deductions from pay are classified as:

- Statutory, (income tax and national insurance etc.)
- Voluntary, (union and other subscriptions, salary sacrifice etc.)
- Legal, (arrestment of earnings, student loans etc.)
- Pension
- Contractual, (unpaid leave, recovery of overpayments or industrial action etc.)

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2.3.2 In accordance with the Employment Rights Act 1996, we are allowed to deduct from your pay, any contractual sums that are due from you, including any overpayments, loans or advances made by us and any overpayments in respect of annual leave, TOIL or flexi-time taken in excess of your entitlement.

2.3.3 Where an overpayment situation occurs, repayment of all money received is expected. Repayment will normally take place within a two year period, depending upon the circumstances that led to it.

2.4 **Pay statements**

2.4.1 You will be provided with an itemised pay statement of your earnings and deductions on or before the date on which you are paid. This is normally provided through an online pay statement which you can access from any web browser.

2.4.2 Any queries or problems concerning payment of salary or accessing pay statements should be reported to People Direct as soon as possible.

2.5 **Market supplement**

2.5.1 When the grading given to a post results in an inability to successfully recruit or retain people, we may pay a market supplement in addition to the basic pay for a limited period.

2.5.2 If a market supplement applies to the job you do, you will be advised in writing. This may be as part of your contract of employment or offer letter.

2.5.3 Jobs that qualify for a market supplement will be reviewed every three years as a minimum and payments may be preserved, varied or withdrawn with written notice.

2.6 **Undertaking additional responsibilities**

2.6.1 If you have been asked to perform specific duties that fall outside the general scope of your role, you may be entitled to a temporary responsibility allowance (TRA). TRA's are paid as a percentage of your substantive salary depending on the amount of time taken up by the duties and are usually payable for up to six months. If you are eligible for TRA, speak to your line manager.

2.6.2 If you are sick for more than four weeks and are receiving TRA, this will be subject to management review and may be withdrawn.

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2.6.3 The term 'Acting up' is no longer appropriate for temporary responsibilities. Acting up is for temporary appointment to the higher grade where you are taking on most or all of the responsibilities of another post.

2.7 **Job Evaluation - Individual grading appeals**

2.7.1 If the tasks outlined in your job description do not reflect the role that you do, a request can be submitted to have the role reassessed. You can ask for someone in the pay and grading team to look at the grading.

2.7.2 Jobs generally change over time and in most cases these changes will not materially alter the job purpose or accountabilities, so a new evaluation will not be appropriate. Some examples of the types of changes unlikely to result in a regrading are:

- Introduction of a new customer base.
- Introduction of new technology.
- New reporting lines.
- Achieving a new skill.
- Change in work processes or increases in volume of work.

2.7.3 However, it is possible that the cumulative effect of a number of relatively small permanent changes over a period of time can result in a job that has changed significantly since it was first graded.

2.7.4 Requests for a re-evaluation of grade should be discussed with your line manager.

2.7.5 A process for appealing your Staff Pay and Reward Modernisation (SPRM) job evaluation outcome exists. Any separate attempt to engineer re-evaluation as part of business as usual activities will be refused if we believe the intention is to undermine or express dissatisfaction with the outcome of that dedicated appeal process.

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3 Manager

3.1 What you need to do:

- Authorise any eligible claims for allowances, additional hours, and expenses promptly with the appropriate paperwork; and
- Resolve any anomalies that you discover (e.g. overpayment/underpayment or changes to role that may affect pay) and notify People Direct immediately.
- Consider applications for job grading, temporary responsibility payments and market supplements and progress as necessary.

3.2 Pay

3.2.1 As a line manager, you will likely be presented with a number of scenarios or requests involving aspects of pay.

3.2.2 There are various elements of pay, allowances and expenses that make-up the total remuneration package for staff, some of which you will have no control over, and others that can be requested, such as:

- Market Supplement
- Temporary Responsibility Allowance; and
- Job Evaluation.

3.2.3 The general provisions of pay are outlined in the Staff section with guidance on when certain elements of pay apply or how they are calculated available the Manual of Staff Terms and Condition or from People Direct.

3.2.4 Before authorising any claims for allowances, expenses or variable aspects of pay, you should make yourself familiar with the terms and conditions of employment.

3.2.5 The following headings outline the procedures to progress pay requests that you may have.

3.3 Market supplement

3.3.1 Where there is evidence to prove that a post cannot or will not be filled at the salary applied by the job evaluation process it may be appropriate to consider and request the application of a market supplement.

3.3.2 This is only lawful under the Equality Act (2010) where there is evidence to justify that market factors are a 'material reason' for a job attracting a higher

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rate of pay than others that are similarly graded.

3.3.3 Objective and verifiable evidence can include:

- Details of previous unsuccessful recruitment attempts; or
- Evidence that our 'Employer of Choice' reputation may be jeopardised;
- Evidence of skilled staff leaving, or being approached for similar jobs with a higher total remuneration package elsewhere; and
- Tangible market information on the total remuneration package being paid for similar posts in other organisations being significantly higher.

3.3.4 Market supplements are payable on a time limited basis, subject to at least triannual review and apply to all staff carrying out the role. In the case of a single occupancy post where a supplement has been applied, a vacancy arising will require a review of the post, its grade and remuneration before going into the recruitment process.

3.3.5 To progress consideration of a market supplement, refer to the Market Supplements - Basic Criteria to Consider and complete Form (104-001).

3.4 **Temporary responsibility allowance (TRA)**

3.4.1 TRA may be applicable to staff who have been asked to perform a specific duty(s) that falls outside the general scope of their role where the duty(s) attracts a higher grade of pay or sits at a more senior level. Examples might include the management of a budget or leading a project.

3.4.2 TRA is paid as a percentage of substantive salary depending on the amount of time taken up by the duties and is usually payable to an individual for up to six months. An extension can be requested but cannot exceed 18 months in total duration and will be subject to quarterly review where granted.

3.4.3 The allowance will be paid, based on a percentage of time taken up by the additional duty or responsibility as follows:

- 5% of substantive salary - where additional responsibility has been identified as taking up less than 50% of substantive job.
- 10% of substantive- where additional responsibility has been identified as taking up 50% or more of substantive job.

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- 3.4.4 An objective and justifiable process for assessing skill sets within teams should be used when selecting team members to take on temporary responsibilities. These should be equality proofed to ensure no direct or indirect discrimination or bias.
- 3.4.5 If you have a need to progress an application for TRA you should discuss this with your P&D Business Partner, complete Form (104-004) and forward this in line with the instruction on the form.
- 3.4.6 In the event of a team member's sickness, TRA will continue to be paid for a maximum of four weeks, subject to management review.

3.5 **Job evaluation**

- 3.5.1 Requests for a job evaluation occur mainly in circumstances where:
- You are creating a new role that does not already exist; or
 - You have to modify an existing job with either the permanent removal or addition of a significant number of responsibilities.
- 3.5.2 The creation of new jobs, no matter whether they are permanent, temporary or interim require a job description (role profile) and you should discuss this with your People and Development (P&D), Business Partner or Advisor as soon as possible who will liaise with the job evaluation team on your behalf and assist with any job design, evaluation and progression with recruitment as appropriate.
- 3.5.3 In circumstances where jobs are evolving as a consequence of formal organisational change or where they have changed gradually over time resulting in a team member asking you for support with a request for a re-evaluation, you should liaise with your P&D Business Partner or Advisor as soon as possible.
- 3.5.4 A process for staff to appeal their Staff Pay and Reward Modernisation (SPRM) job evaluation outcome exists separately. This opened on 1 April 2019. Staff must not be allowed to engineer a re-evaluation of their role as part of business as usual activities. If you believe the intention is to undermine or express dissatisfaction with the outcome of this appeal process, applications should be rejected and disciplinary action considered.
- 3.5.5 The Job Evaluation Team has responsibility for making sure that all jobs are consistently evaluated; and that gradings are transparent and implemented fairly in line with both ACAS best practice and the Scottish Council's practice (guidance) manual.
- 3.5.6 To provide an evaluation they will need:
- Any supporting documentation

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- A Job description (role profile) detailing;
 - The job title, division or department, line manager and work location.
 - An organisation chart with the relationships above, below and alongside the role(s) to be evaluated.
 - A high level statement about the overall purpose and context of the job.
 - A detailed summary of responsibilities and main accountabilities.

3.5.7 Job evaluation requests must be submitted electronically to the job evaluation team using their mailbox by an appropriate P&D Business Partner in order for a grade to be given.

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4 Resources

Forms

- Temporary Responsibility Allowance Request, Form (104-004)
- Market Supplement Application, Form (104-001)
- Market Supplement Review, Form (104-002)

Letters

- Temporary Responsibility Allowance Notification.

How to Guides

- How to Calculate a Market Supplement.

Reference Documents

- Market Supplements - Basic Criteria to Consider
- Frequently Asked Questions
- Pay Scales

Related Procedures

- Allowances and Expenses (Staff)
- Pay Protection
- Recruitment (Authority/Police Staff)
- Staff Pay and Reward Project (SPRM) Pay and Grading Structure Implementation Procedure.

Useful Links

- Job Description Bank
- www.legislation.gov.uk



Appendix A

Pay Scales (as at 1 April 2019)

Grade	SCP	Salary
1	1	18616
	2	19081
	3	19654
	4	20538

2	5	20641
	6	21157
	7	21792
	8	22772

3	9	22886
	10	23233
	11	23930
	12	25007

4	13	25132
	14	25760
	15	26533
	16	27329
	17	28558

5	18	28701
	19	29419
	20	30301
	21	31210
	22	32615

6	23	32778
	24	33597
	25	34605
	26	35643
	27	37247

7	28	37434
	29	38109

Grade	SCP	Salary
8	33	42460
	34	43522
	35	44827
	36	46172
	37	48250

9	38	48491
	39	49703
	40	51195
	41	52730
	42	55103

10	43	55379
	44	56763
	45	58466
	46	61097

11	47	61403
	48	62938
	49	64826
	50	67743

12	51	68082
	52	69784
	53	71877
	54	75112

13	55	75487
	56	77374
	57	79696
	58	83009

14	59	83417
	60	85462
	61	87978

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	30	39252
	31	40430
	32	42249

	62	91865
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Appendix B

How to Calculate a Market Supplement

Stage 1: Investigating recruitment and/or retention problems

The relevant Chief Superintendent/Head of Department should consult with their People and Development (P&D) Business Partner and investigate the cause(s) of the recruitment/retention problem. Refer to the supporting document, Market Supplements - Basic Criteria to Consider.

Chief Superintendents/Heads of Departments, supported by their Business Partner should adequately consider and implement non-pay solutions before a market supplement will be considered e.g. ensure all ancillary benefits have been fully promoted for the post.

If the evidence suggests that the current reward package offered might be uncompetitive or difficult to fill due to the specialist knowledge of the specific labour market, the Chief Superintendent/Head of Department, in discussion with their P&D Business Partner, should compile relevant evidence using the 'Section 1' section of the Market Supplement Application Form (104-001) and submit this to the P&D Pay and Grading team who will undertake further labour market research and benchmarking.

If the Pay and Grading team agree that a particular post will be difficult to fill based on this evidence, further Market Data Analysis will be undertaken.

Stage 2: Analysing the market data

The P&D Pay and Grading team will be responsible for identifying and analysing relevant labour market pay data to establish whether justification exists for a payment. This data source will vary depending on what is relevant for the particular post. Data from a minimum of two recognised sources will usually be considered and professional publications, where possible.

The outcome will be recorded using 'Section 2' of the Market Supplement Application Form (104-001). If the evidence indicates that the **total reward rate** is equal to or lower than the value of the **total reward package** offered by SPA/Police Scotland, a market supplement will not be appropriate.

Where investigations confirm that the market pay rate is significantly higher than the reward package offered by the SPA/Police Scotland, the P&D Pay and Grading team may recommend the use of a market supplement. Recommendations will be made using the 'Section 2' section of the Market Supplement Application Form (104-001).

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Stage 3: Formal consideration of the case

Where evidence established at Stage 1 and 2 of this procedure indicates that a market supplement payment may be a reasonable and proportionate response, the resulting recommendations will be formally considered by the SPA Chief Executive.

The P&D Pay and Grading team will retain a record of all submissions and decisions on the register within the Market Supplement Review Form (104-002).

Review:

The Market Supplement Application Review Form (104-002) (available from P&D) should be completed each time the supplement is reviewed.

A Market Supplement is applied on a fixed term temporary basis and will be subject to review by the Reward Manager, Police Scotland. This will either be at the time agreed at either the time of appointment, or implementation but in any case no longer than 3 years.

Any payment may be reviewed sooner, when a further assessment of the market conditions and organisational requirements take place to determine whether the payment should be preserved, varied or withdrawn. Any continuation of the supplement will be agreed at the time of review, and a further review date established, however this should not exceed a further 3 years.

Market supplements will be monitored by the P&D Pay and Grading team.

The outcome of a review will take effect in the salary month following the review date.

Post holders will receive written confirmation of the outcome of the review.

Where the outcome of a review is that the supplement is to be reduced or withdrawn, the employee(s) concerned will be given three months written notice of the variation, after which time the reduction/withdrawal will take effect. The employee will be informed of how objective market data has been used to calculate the reduction or withdrawal of a market supplement.

Total Reward Rate	Base pay plus any contractual allowances and other benefits that may be applicable to any given role or groups of roles.
Total Reward Package	<ul style="list-style-type: none">• Base pay plus any contractual allowances and other benefits derived from terms and conditions, such as cafeteria benefits, contributory pension scheme and access to flexible working arrangements etc. that may be applicable to any given role or groups of roles.

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	<ul style="list-style-type: none">• While not exhaustive the following list of benefits should also be considered in the overall benefit package – both financial and non-financial:• Sick Pay, Maternity, Adoption/Maternity Support, Adoption Leave, Annual Leave, Flexible Working, Work-Life balance arrangements.
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Appendix C

Market Supplements - Basic Criteria to Consider

Compare local turnover rates with market rates.

Is there an evidenced sectoral or local shortage? This can be tested and evaluated by the People and Development (P&D) Pay and Grading team who have access to a range of benchmarking tools.

Consider the impact on other staff within SPA/Police Scotland.

If a market supplement or retention payment is applied? Would legal challenge or grievance be likely and what impact would there be on morale?

Consider whether service delivery will collapse without appointment.

Could the duties be reasonably undertaken by another Jobholder or Jobholders (without increasing workloads)? Is the post business critical or could it be reconfigured to support recruitment or retention?

Consider other risks.

Could the application of a market supplement set an organisational precedent locally and generate risks nationally?

Will the market supplement will be cost effective (e.g. cheaper than role reconfiguration, re-grading or paying day rates).

Consult exit surveys to assess how far pay is a factor in employees' decisions to leave the organisation. Evidence to show why the previous post holder left the role should be collected and readily accessible.

Consider if waiting for an expected increase in supply for example from new trainees, if appropriate would alleviate the retention issue.

Consider non-pay benefits and total rewards package before considering market supplements and fully document the approach undertaken. Market Supplements, should not be seen as an easy option, but as the least preferred option, when all other approaches have failed.

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Are retention problems linked to unrealistic demands or non-pay elements of work, does the role have enough support, or too much in the way of demand for the remuneration level?

Collate information

How many times have previous posts been advertised before being filled (if applicable), number of applicants to (previous) posts, vacancy level within service, if applicable.

Guidance for Developing Business Case to be Included in Stage 1 of Market Supplement Application Form (104-001), or Review Application Form (104-002)

The business case should be completed using the standard Form (104-001) and be prepared in discussion with an HR Business Partner and the Pay and Grading Team, if necessary.

The following factors should be considered:

- **Risk to Business:** A description of the consequences of not being able to attract or retain staff with the necessary skills and experience, e.g. material operational difficulties and/or a risk to the delivery of key objectives.
- **Recruitment:** A description of the nature of the recruitment difficulties being experienced. The results of any recruitment exercises which have been held to fill the relevant post(s)
- **Retention:** Evidence of retention difficulties, in particular the number of staff who have left SPA/Police Scotland for comparable jobs elsewhere at a better salary/employment package - applicable only if you are tackling retention problems.
- **Market evidence (external):** Up-to-date evidence about the pay and terms and conditions for comparable jobs in the external labour market and in the public sector. Market evidence should generally focus on the Scottish labour market, but should include relevant UK data, when appropriate. This should be undertaken in conjunction with the People and Development Pay and Grading team.
- **Market Analysis:** Up-to-date evidence from benchmarking analysis. The benchmarking analysis report will be used to inform all decisions about market supplements.
- **Posts:** Set out the eligibility criteria, which will apply to the award of market supplements, the number of posts which will attract a market supplement, the value and duration of the proposed supplement.
- **Equal Pay:** Provide an assurance that, so far as possible, any possible equal pay issues have been considered

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Appendix D

Frequently Asked Questions

What is Responsibility Allowance?

This is where staff are compensated for taking on additional duties in addition to their own job.

How are staff selected to receive responsibility allowance?

Management will assess the skill set in the team and will make a selection based on this.

What will I get paid for responsibility allowance?

- 5% of substantive salary - Where additional responsibility has been identified as taking up less than 50% of substantive job.
- 10% of substantive- Where additional responsibility has been identified as taking up 50% or more of substantive job.

Is there a minimum period that additional duties have to be undertaken to qualify for payment?

No

Is there a maximum period that additional duties can be undertaken?

The initial period of responsibility allowance should be for no more than six months. Extensions can be requested up to a maximum of 18 months in total but will be subject to quarterly review.

How will this be reviewed?

A review will take place if an extension is requested.

Will I still get paid responsibility allowance whilst I am on annual leave?

You will continue to be paid the responsibility allowance rate during annual leave.

Will I still get paid responsibility allowance whilst I am on sick leave?

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You will continue to be paid responsibility allowance for four weeks whilst on sick leave. If your absence continues beyond this your management have the right to review.

Will I still get paid responsibility allowance whilst I am on paid special leave?

Yes

Will any overtime payments include the responsibility allowance?

Yes

Will additional responsibility payments be included in pension calculations?

Yes, additional responsibility payments will be included in pension calculations.

What is Acting Up?

Acting up is the temporary appointment to carry out the additional duties of a post of a higher grade than your own grade.

How are staff selected to undertake acting up duties?

Management will assess the skill set within the existing team and notes of interest may be requested. Where it is identified that the period of acting up will exceed 6 months an internal departmental recruitment process may be applied where there are more than one suitably qualified or interested person.

Is there a minimum period that acting up has to be undertaken to qualify for payment?

No

Is there a maximum period that acting up can be undertaken?

Acting up should be for no longer than 18 months. In exceptional circumstances a further extension of up to 12 weeks may be requested.

How will this be reviewed?

A review will take place if and when an extension is requested.

What will I get paid for acting up?

You will normally be placed at the lowest salary within the grade unless you have occupied another temporary post at the same grade within the previous 12 months. If this is the case you will be placed at the same scale point as when the last temporary contract ended.

Will I still get paid the acting up rate whilst I am on annual leave?

Yes, if the leave is taken during a period where you are temporarily contracted to an Acting position.

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Will I still get paid the acting up rate whilst I am on paid special leave?

You will continue to be paid the acting up rate whilst on paid special leave during your period of acting up.

Will any overtime payments be based on the acting up rate?

Yes – overtime will be paid at the acting up rate.

Will Acting Up be included in pension calculations?

Yes, acting up will be included in pension calculations.