

# Pay

Procedure

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## Overview

### What is this about?

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

### Who is this for?

This is for authority/police staff and managers. It does not apply to agency workers who remain under contract with their employing agency.

### 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)](https://spi.spnet.local/commonservices/people-and-development/mspb/Documents/Appeals/SPA%20Version%20of%20SJC%20Job%20Evaluation%20Scheme%202019%28Secured%29.pdf).
* [Our pay and grading structure](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Pay%20-%20Pay%20Scales.pdf) 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 and negotiate with employee representatives through a Joint National Consultative Committee (JNCC) 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 [Scottish Government’s Public Sector Pay Policy](https://www.gov.scot/policies/public-sector-pay/), 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.
* All leavers are entitled to receive payment for pay awards implemented after their leaving date where they have relevant employment covering the effective date of any pay award implementation and their leaving date. Details on how to do this are contained within the Leavers Procedure.

## Staff/Officer

### What you need to do:

* Ensure your bank or building society details match those recorded in the Employee Self Service portal. If you need to change these, simply overtype them, click save, and the changes will feed directly through to your payroll record.
* Check your pay statements regularly and tell us about any anomalies that you discover using the email ***[REDACTED]*** (e.g. overpayment/underpayment or changes to role and/or working pattern that may affect pay).

### Pay

Salaries for permanent and temporary staff are paid monthly by Bankers’ Automated Clearing System (BACS) transfer directly into individual bank or building society account.

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 over or underpayments where these changes take place after a payroll cut-off date.

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 annually](https://spi.spnet.local/commonservices/finance). Email ***[REDACTED]*** for assistance.

### Deductions from pay

Deductions from pay include:

* Statutory, (income tax, national insurance, and student loans etc.)
* Voluntary, (union and other subscriptions, salary sacrifice etc.)
* Legal, (arrestment of earnings etc.)
* [Pension](https://spi.spnet.local/commonservices/people-and-development/policy-hub/ToolsResources/Pay%20-%20Pension%20Contribution%20Rates.pdf)
* Contractual, (unpaid leave, recovery of overpayments or industrial action etc.)

In accordance with the [Employment Rights Act 1996](https://www.legislation.gov.uk/ukpga/1996/18/contents), we are allowed to deduct from your pay any contractual sums that are due from you, including any overpayments, or advances made by us, and any overpayments in respect of annual leave, TOIL or flexi-time taken in excess of your entitlement.

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. In agreeing any repayment plan consideration will be given to individual circumstances and affordability.

### Pay statements

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 using the Employee Self Service portal link. If you have any issues accessing the online pay statements, then please email **[REDACTED].**

Any queries or problems concerning payment of salary or accessing pay statements should be reported as soon as possible using the email address **[REDACTED].**

### Market supplement

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.

If a market supplement applies to the job you do, you will be told in writing.

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

Supplements will decrease as a result of any annual cost of living increases, and if you receive incremental increases as part of the normal pay scale progression, it will decrease by the same value as the increment until it is no longer payable.

### Undertaking additional responsibilities

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 can be payable for up to 18 months. If you are eligible for TRA, speak to your line manager.

The allowance is 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.

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

### Job Evaluation - Individual grading appeals

Although jobs generally change over time, in most cases these changes will not materially alter the job purpose or accountabilities. Some examples of the types of changes unlikely to result in a regrading are:

* Introduction of a new customer base.
* New reporting lines at the same level.
* Achieving a new skill.
* Change in work processes or increases in volume of work.

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 graded. If the tasks outlined in your role profile do not reflect the role that you do, a request can be made to have the role reassessed.

Requests for a re-evaluation of role should be discussed with your line manager in the first instance. If they are in agreement a request can be submitted. Job evaluation procedures are set out in [appendix E](#JobEvaluation).

## Manager

### What you need to do:

* Correctly authorise any eligible claims for allowances, and expenses in line with the Allowances and Expenses (Staff) Procedure.
* Correctly authorise any eligible claims for additional hours in line with the Overtime and TOIL Procedure.
* Highlight 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 allowance or market supplement and progress as necessary.

### Pay

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

Pay, allowances and expenses are just some of the elements that make-up the total reward package for staff, some of which you have no control over, and others that you do, such as:

* market supplement;
* temporary responsibility allowances; and
* job evaluation.

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 in the Manual of Staff Terms and Conditions, or from People Direct.

Before authorising any claims for allowances, expenses or variable aspects of pay, you should make yourself familiar with the terms and conditions of employment to ensure that all claims eligible for payment and are correct.

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

### Market supplement

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

This is only lawful under the [Equality Act (2010)](https://www.legislation.gov.uk/ukpga/2010/15/contents) where there is evidence to justify that market factors are a ‘material reason’ for a job attracting a higher rate of pay than others that are similarly graded.

Objective and verifiable evidence can include:

* details of previous unsuccessful recruitment attempts;
* evidence of skilled staff leaving, or being approached for similar jobs with a higher total reward package elsewhere; or
* tangible market information on the total reward package being paid for similar posts in other organisations being significantly higher.

Market supplements are payable on a time limited basis, subject to review every three years at least, and apply to all staff carrying out the role. On review the payments may be preserved, varied or withdrawn with written notice. In the case of a single occupancy post where a supplement has been applied, a vacancy arising will involve a review of the post, its grade and reward before going into the recruitment process.

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

### Temporary responsibility allowance (TRA)

TRA may be applied 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.

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 after six months when granted.

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.

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.

If you have a need to progress an application for TRA you should discuss this with your People Partner, complete Form (104-010) and forward this in line with the instruction on the form.

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.

### Job evaluation

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.

The creation of new jobs, no matter whether they are permanent, or temporary require a role profile and you should discuss this with your People Partner or People Services Advisor as soon as possible. They will liaise with the Pay and Grading team on your behalf and assist with any job design, evaluation and progression with recruitment as appropriate.

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 People Partner as soon as possible.

The Pay and Grading team has responsibility for making sure that all jobs are consistently evaluated and that gradings are transparent and implemented fairly in line with both Advisory, Conciliation and Arbitration Service (ACAS) best practice and the SPA Job Evaluation Scheme.

To provide an evaluation they will need any supporting documentation and a role profile (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; and
* a detailed summary of responsibilities and main accountabilities.

Job evaluation requests must be submitted electronically to the Pay and Grading team using their mailbox **[REDACTED]** by an appropriate People Partner. All job evaluation procedures are outlined in [appendix E](#JobEvaluation).

## Resources

### Forms

* Job Evaluation Scheme - Grade Request Form (102-013)
* Temporary Responsibility Allowance Request Form (104-010)
* Market Supplement Application Form (104-001)
* Market Supplement Review Form (104-002)

### How to Guides

* How to Calculate a Market Supplement

### Reference Documents

* Local Government Pension Scheme (LGPS) assessment of member contribution rates
* Market Supplements - Basic Criteria to Consider
* Frequently Asked Questions
* Job Evaluation Procedures

### Related Procedures

* Allowances and Expenses (Staff)
* Pay Protection
* Overtime and TOIL (Staff)
* Disruption
* Recruitment

### Useful Links

* Role profile Bank
* UK Government Legislation
* LGPS 2015 HR Guide
* Pay Scales

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**Feedback**

All Police Scotland People Policies and Procedures are subject to regular reviews. It is important that user feedback is considered when documents are reviewed.

If anyone wants to provide comment or make suggestions for improvements to this or any associated document, please email **[REDACTED].**

Appendix A

Local Government Pension Scheme (LGPS) assessment of member contribution rates

The [LGPS regulations](https://www.legislation.gov.uk/ssi/2018/141/contents) require that contribution rates are applied according to pay bands (or tiers) rising from 5.5% to 12% depending on an individual’s rate of pensionable pay. A member’s contribution rate is calculated based on contractual pay (inclusive of fixed allowances) plus, for members with variable pensionable payments such as Part-Time Additional Hours and Standby Allowance, an estimate of such pensionable pay based on the payments received in the preceding year. This calculation, including re-assessment as a result of a pay award being agreed during the year and any increment awards, is reviewed each April to ensure that the contribution rate remains relevant.

In addition to the annual review, the contribution rate applied to an individual is reviewed in the course of a scheme year if there is a permanent material change to terms and conditions of employment which affects the member’s pensionable pay. Permanent changes are considered by Police Scotland and the Scottish Police Authority as lasting, or intended to last, unchanged, indefinitely, and only applying at the end of any trial period. They include:

* appointment to a different post through recruitment, promotion, demotion, or organisational change;
* re-grading of a post through organisational change or job evaluation; or
* a change to working hours through flexible working application.

Staff can contact Payroll with any queries they may have relating to the application of their pension contribution rate using the following email address **[REDACTED].**

A right of appeal exists in the case of any dispute, using stage one of the Internal Dispute Resolution Procedure (IDRP). This must be brought within six months of the date the member was informed of the change and should be lodged with the Reward Manager, Police Scotland using the mailbox **[REDACTED].**

Appeals should include the reason for the dispute, the contribution rate applied, and any backup documentation to support the proposed rate. The Reward Manager will consider this, along with any relevant information supplied by the Payroll Manager. They must also seek advice from the administering authority for the fund. Once a decision is reached it will be given in writing, a copy of which will be sent to the Scottish Police Authority.

Where the decision of the Reward Manager is contested, a member can complain using stage two of the IDRP, and ask the Scottish Public Pensions Agency (SPPA) to review the decision on behalf of Scottish Ministers.

If the member is dissatisfied with the decision of the SPPA, they can refer their complaint to the Scottish Public Services Ombudsman. [The Scottish Public Pensions Agency (SPPA) website](http://www.pensions.gov.scot/local-government/complaints-and-disputes) outlines the process and provides links to The Ombudsman website.

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) People Partner and investigate the cause(s) of the recruitment/retention problem. Refer to the supporting document, [Market Supplements - Basic Criteria to Consider.](#MSCriteria)

Chief Superintendents/Heads of Departments, supported by their People 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 People 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 to define the market value.

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).

**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 Reward team will retain a record of the submission and decision 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 Pay and Grading 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 three 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 three 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** - 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.

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.

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 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 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.

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 reward 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 (104-001), or Review Application (104-002)**

The business case should be completed using the standard Form (104-001) and be prepared in discussion with an HR People 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

Appendix D

Frequently Asked Questions

**What is Temporary 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 Temporary Responsibility Allowance?**

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

**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?**

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.

Appendix E

Job evaluation procedures

This appendix sets out the processes for the ongoing maintenance of job evaluation within the Scottish Police Authority and Police Scotland. It covers all authority/police staff grades 1-14 in connection with the following:

* Individual requests for re-evaluation.
* Business needs for:
	+ new roles;
	+ organisational change; and
	+ re-evaluation.
* Quality assurance.

**Individual requests for re-evaluation**

All requests for a re-evaluation of role should be discussed with line managers in the first instance. Where they are supportive of a review, this must be discussed with both the Head of Department/Division and the People Partner. Where all parties agree that a review is valid a revised role profile should be submitted to the Pay and Grading team with a work request form. This should be done by the People Partner or a nominated People Services Advisor.

The member of staff should complete the part of the work request form that asks for comments from the Jobholder. This should include a detailed explanation of what has changed in terms of the responsibilities and accountabilities of the role.

Once completed, the Jobholder sends the form to their line manager for comment. The line manager in turn sends the form to the Head of Department, for discussion with the relevant People Partner.

Before an evaluation takes place, the Pay and Grading team need to be satisfied that:

* there has been a substantial change in the duties and responsibilities of the post (not increased volume of work) impacting significantly on one or more of the 13 factors of the Job Evaluation Scheme: and
* the change is a necessary part of the job remit; and
* the change is considered to be a permanent feature of the post; and
* clear supporting evidence of the change can be provided, including the impact of new duties on existing duties, i.e. what is no longer being done or done to a lesser degree/frequency; and
* the post has not been evaluated/re-evaluated within the preceding 2 years.

The Pay and Grading manager can veto any requests where this criteria has not been satisfactorily met.

In the event that the Head of Department/Division and People Partner determines that the request does not meet the criteria, the applicant must be informed that there will be no re-evaluation and that the current grading outcome stands. There is no right of appeal in these circumstances.

Job holders and managers should be aware that re-evaluation outcomes can result in:

* no change to current grading outcome;
* an upgrade with appointment to the first spinal column point of the new grading outcome; or
* a downgrade with protection in accordance with the pay protection procedure.

It is the responsibility of the business area and People Partner to ensure that appropriate budget is in place to cover the cost of revised job evaluation outcomes.

Staff who have submitted re-evaluation requests with the support of their management team have a formal right of appeal. They may consult their line manager and Head of Department/Division for support and advice before notifying the Pay & Grading team of their intention to appeal using the email address

***Exempted Section 30 (c) - Prejudice to the Effective Conduct of Public Affairs***

Notification of intention to appeal should be submitted within seven working days.

The Pay and Grading team will provide all of the relevant job evaluation documents and pro-forma for appeal.

Appeals must be submitted with any supporting documents within four weeks of being issued the pro-forma.

Appeals panels will meet quarterly to review all submissions. These will be chaired by the Reward Manager and include:

* a management member;
* a Trades Union representative;
* a panel clerk; and
* a Technical Advisor from the Pay and Grading team.

The panel will assess the case by evaluating the pro-forma and supporting documents. The panel may choose to clarify aspects of the submission with the appellant, their line manager and the Head of Department/Division, if required.

Appeal panel decisions will be subject to quality assurance by the Pay and Grading Manager to ensure that decisions are in line with the technical application of the SPA JE Scheme.

Appellants will be informed of the panel’s decision in writing, and there will be no further right of appeal.

**Business requests**

People Partners must be notified of all requests for job evaluation work by an appropriate line manager. The Pay and Grading team will not commit to work without the relevant People Partner being consulted on the request. This includes:

* requests for evaluation of new roles;
* recruitment, version control (changes to the role profiles); or
* amendments as part of an organisational change programme.

In all cases the People Partner or a delegated People Services Advisor must complete the following process:

* Submit the current/correct Competency Values Framework (CVF) role profile template to the Pay and Grading team for a formal job evaluation assessment. The Pay and Grading team will not evaluate roles that have been submitted on the incorrect template.
* Ensure that the work request form is completed. This form will be used through the entire process as both the request and notification document, and it should be returned to the Pay and Grading team when the grading outcome has been agreed by the Head of Department/Division.
* include any supporting documents such as organisational charts, relevant business cases and the details of a point of contact within the business area to clarify aspects of a role that are not typically included in the role profile narrative.

Requests for job evaluations as part of scoping or costing activity should be discussed with the Pay and Grading Manager before submission. Well-defined business needs and approved submissions will take precedence over any scoping activity.

All requests must be sent to **[REDACTED].**

The Pay and Grading team will:

* Provide an estimate of the time needed to complete the work.
	+ Provisional outcomes for individual requests are typically provided within ten working days of receipt.
	+ Organisational change requests often involve a significant volume of submissions and complexity and therefore turnaround can be much longer. The People Partner or People Services Advisor should tell the Pay and Grading team about any job evaluation requirements for organisational change as soon as possible, and preferably at the very beginning of that process.
* Undertake an evaluation of the Role profile and any supporting documents using the gauge job evaluation software.
* Quality assure the outcome.
* Map the result to the staff pay structure and an appropriate provisional banding outcome will be determined.
* Issue a notification outcome form and evaluated role profile to the relevant People Partner or the dedicated People Services Advisor. People Partners will be advised of the provisional outcomes in all cases.

It is the responsibility of the People Partner or People Services Advisor to return the notification form (outcome) and evaluated role profile to the business area and the relevant senior management team.

If further clarification or review is required, the People Partner or People Services Advisor should contact the Pay and Grading team. It may be appropriate to facilitate a discussion between the job analyst and an appropriate member of staff with seniority in the business area.

Once a job evaluation outcome is quality assured, the business area must confirm with their People Partner or People Services Advisor that the outcome is being implemented using the Job Evaluation Scheme – Grade Request Form (102-013). This should be done as soon as possible, and within five working days of receipt.

Once the business area has adopted the new role profile and grade, the Pay and Grading team will make the evaluation current on the JE system and they will arrange for the role profile to be uploaded to the Intranet. Older versions of the job evaluation and role profile will be archived.

The effective date of implementation will be agreed when the evaluation is complete and quality assured by the owning Department or Division, and will be the date that the role request form is signed off by the Pay and Grading Manager. The People Partner and business area should ensure that they submit the agreed outcome to the Pay and Grading team as soon as they have signed and dated the form.

All evaluations will be undertaken as soon as possible but it should be noted that this process is fully dependent on business area engagement, and the submission of full and accurate information. It should also be noted that delivery challenges will exist when required to assess highly populated posts.

Evaluation work in relation to new roles can, but will not automatically, be subject to a confirmatory review within 12 months of implementation. This will not include roles created as part of Organisational Change which will have been agreed with the relevant Head of Department/Divisional Commander through exhaustive assessment, and any further review of these posts will be by exception.

The Pay and Grading team may also undertake an assessment of roles when this has been requested by the business. It is accepted that roles and demands can change over time due to changes in legislation or technology for example. A job evaluation must generally have been finalised for two years before a review will be undertaken. Business areas must update role profiles and be able to demonstrate that significant demands have increased or decreased within the role, so that a review can be initiated.

Formal assessment will involve the issuing of questionnaires to staff and one to one interviews with jobholders, or in the case of a generic role, a representative group. All job evaluation assessments will be quality assured by the Pay and Grading team in consultation with the People Partner, and the relevant business area.

It is the responsibility of the business area and People Partner to ensure that appropriate budget is in place to cover the cost of revised job evaluation outcomes.

There is no formal right of appeal for business as usual job evaluation outcomes that have been provided for new roles, organisational change or re-evaluation request from the business area. Organisational change procedures contain separate mechanisms for challenging role profiles and grading outcomes. The earliest any of these roles will be reviewed at the request of the business area is 12 months after implementation or occupation, whichever is later.

Re-evaluation requests from business areas will be undertaken on the understanding that the assessment is undertaken by a trained Pay and Grading Analyst and the outcome is reached by applying the guidance and principles of the SPA JE scheme.

**Access to role profiles and version control**

All role profiles are held in a central source by the Pay and Grading team and are available as a PDF file on the intranet. No one other than the Pay and Grading team is authorised to make changes to role profiles without following due process. This process ensures any proposed changes are quality assured, relevant systems updated and version controls applied.

The owning Department or People Partner should inform the Pay and Grading team about any changes to posts. All changes to role profiles should be shared with the Pay and Grading team for version control. Revised role profiles should be sent to the Pay and Grading team along with the work request form. The current editable version of the role profile can be obtained from the Pay and Grading team and you should contact them at **[REDACTED].**

Owning departments should check and validate role profiles before they are used for recruitment purposes. The most up to date version of the role profiles are available on the role profile bank Role Profiles Overview - Staff (spnet.local)

The role profile bank will be reconciled on a regular basis against SCoPE Post information. Un-notified changes to job titles and/or grades will be escalated to the relevant People Partner for investigation. The People Partner or People Services Advisor should ensure that the correct changes are made to SCoPE.

**Quality assurance and ongoing maintenance of the scheme and outcomes**

The Pay and Grading Manager is responsible for ensuring the integrity of the Job Evaluation scheme, and to maintain it, so that it meets our equal pay obligations. The Pay and Grading team will review job evaluation outcomes on a regular basis to ensure that they remain robust and relevant, mitigating any risks that arise. They may review any role where it is known that changes in demand have taken place, and will undertake a rolling review of roles periodically across specific departments.

This will involve the team contacting the People Partner with responsibility for the specific area with a view to undertaking a review of roles and job evaluation outcomes in that area. All roles that have job evaluations older than three years must be reviewed to ensure the accuracy of the outcome. This will involve a check on the role profile and demands of the role by the People Partner and the senior management team within the business area. If demands are seen to have changed within the role, the Pay and Grading team will questionnaire a sample of staff and undertake formal one to one interviews to confirm the grading or to establish a new grading. Costs associated with variations to grading outcomes will be the responsibility of the Department under review.

If the People Partner and business area are satisfied that the current role profile and demands of the role are accurate, no further action will be required until the next review period.