

## APPENDIX 2

### STANDING COMMITTEE FOR PROBATION CHIEF OFFICER GRADES PROPOSAL DOCUMENT

#### 1. Introduction

- 1.1. This document sets out proposals for a new national agreement on pay and conditions of service. An exercise to prepare a Handbook for Probation Chief Officer Grades will be undertaken to reflect any agreed changes.
- 1.2. These proposals seek to achieve a harmonised and common set of pay and conditions of service to apply to all employees covered by the Standing Committee for Probation Chief Officer Grades. The proposed changes relate to:
- Joint Approach to Pay and Service Modernisation (Section 2)
  - Pay and Grading (Section 3)
  - Pay Progression (Section 4)
  - Geographical Supplements (Section 5)
  - Market Forces Supplements (Section 6)
  - Annual Leave (Section 7)
  - Knowledge and Skills (Section 8)
  - Monitoring, Reviews and Appeals (Section 9)
  - Assimilation and Protection Arrangements (Appendix A)
  - Definition of Inner/Outer Fringe Districts (Appendix B)
  - PCOG Salary Spines: 1 April 2005, 1 April 2006 & 1 April 2007. (Appendix C)
  - Job Evaluation Procedures (Appendix D)
- 1.3. These proposals have been negotiated on a joint basis. This agreed approach to pay and service modernisation is set out in Section 2 below.

## 2. Joint Approach to Pay and Service Modernisation

2.1. The parties to the Standing Committee for Probation Chief Officer Grades (PCOG), (Probation Boards' Association, National Probation Directorate, GMB-SCOOP and Napo) have worked jointly to establish a pay and conditions system which provides improved levels of remuneration over time and a package of terms and conditions of employment which supports service modernisation and which will result in a more flexible and skilled workforce.

2.2. The parties have worked together to:

- Ensure that the pay system is fit for purpose and leads to higher quality service delivery;
- Develop a fair and transparent pay and conditions structure which has the confidence and support of employees, employers and trade unions;
- Assist the goal of building an excellent organisation with the right number of employees with the right skills and diversity, and organised in the right way;
- Encourage working patterns which enable employees to achieve an acceptable balance between work and their private life;
- Improve the quality and availability of training and development opportunities to enhance service delivery and meet the reasonable aspirations of employees;
- Meet equal pay for work of equal value criteria, recognising that pay can be any benefit in cash or conditions;
- Ensure the implementation of the new pay and conditions arrangements fairly and consistently across the service;

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- Ensure that the implementation of the new pay and conditions arrangements is within financial and other constraints;
- Ensure as far as possible that staffing and other resources are commensurate with the workload.

2.3. At national level every effort will be made to continue to support and promote a joint approach to implementation of the pay system at local level. The agreement to work jointly at national level to deliver a modernised pay system and its concomitant benefits should, therefore, be replicated at local level.

2.4. Implementation and operation of the pay system is the responsibility of the Standing Committee for Probation Chief Officer Grades through a joint sub-group, the Pay Modernisation Implementation Steering Group. This consists of both employer and trade union representatives and has responsibility for co-ordinating and monitoring the implementation of this agreement and for ensuring a consistent application of the job evaluation arrangements and for ongoing job evaluation maintenance.

2.5. Any issue requiring the amendment to, or interpretation of, any part of the pay and conditions scheme must be referred to and agreed by the Standing Committee for Probation Chief Officer Grades.

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### 3. Pay and Grading

- 3.1. The pay and grading structure consists of four pay bands. All employees covered by this agreement will, on assimilation, be assigned to a pay point within a band on the basis of job score as measured by the nationally agreed Hay Job Evaluation Scheme for the Probation Service.
- 3.2. The Hay Job Evaluation Scheme underpins the pay system and the process for assimilation of jobs to the pay structure is set out in Appendix A below.
- 3.3. The four pay bands and the corresponding job evaluation scores are set out below:

#### ***Pay Bands and Job Score***

<i>Pay Band</i>	<i>Job Score</i>
A	up to 613
B	614 to 734
C	735 to 879
D	880 and above.

Job holders in posts with job scores of 1056 and above qualify for a Responsibility Supplement of £7,500 which is pensionable.

Note: In the event of a significant increase in job responsibilities, the employer and the employee may agree to seek re-evaluation of the job under the Hay Job Evaluation Scheme for the Probation Service as referred to in Appendix D.

- 3.4. Within each pay band there are a number of pay points to allow pay progression in post (See Appendix C: PCOG Salary Spines). Pay progression is applicable annually, on 1 April.

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- 3.5. Section 4 below sets out how the system of progression works. Section 8 outlines the knowledge and skills provisions which underpin progression within the pay structure.
- 3.6. Within each pay band there is a Minimum, a Development Point and a Maximum. Pay bands as at (1) April 2006 and (2) April 2007 are set out below:

(1)

	Pay Band A	Pay Band B	Pay Band C	Pay Band D
Minimum	£40,165	£43,943	£53,094	£61,648
Development Point	£46,196	£55,253	£61,648	£75,220
Maximum	£49,519	£59,240	£67,416	£82,260

(See Appendix A: for Assimilation and Protection Arrangements in April 2006)

(2)

	Pay Band A	Pay Band B	Pay Band C	Pay Band D
Minimum	£40,668	£47,241	£53,760	£63,661
Development Point	£46,312	£55,391	£62,411	£75,408
Maximum	£50,144	£59,981	£68,261	£83,294

- 3.7. Part-time employees shall have applied to them the pay and conditions of service pro-rata to full-time employees except where the conditions apply wholly in their own right, for example special leave.
- 3.8. All pay related allowances in existence at 31 March 2006, other than London Allowance (See Section 5.2.), whether nationally or locally determined, cease or are phased out in accordance with the Assimilation and Protection Arrangements. (See Appendix A: Sections 3.3.)
- 3.9. The Standing Committee for Probation Chief Officer Grades Handbook will provide guidance on the treatment of allowances paid within the salary spine. These will be replaced by the new pay arrangements and associated supplements i.e. Geographical Supplement (GS) and Market Forces Supplement (MFS), consistent with the principles of equal pay for work of equal value.

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#### 4. Pay Progression

- 4.1. Newly appointed employees will have at least two satisfactory and documented reviews with their manager or supervisor before progressing beyond their starting salary. The first review will normally be within the first three months after appointment and the second before the expiry of the probationary period, where applicable. The aim of these reviews is to assist employees to be successful in the new role and confirm as quickly as possible that they are applying the knowledge and skills needed for the job.
- 4.2. Within each pay band there is a development point where, in order to progress beyond this point, employees must demonstrate the appropriate knowledge, skills and contribution. (See Section 4.8)
- 4.3. As part of the eventual process of Development and Review, before moving through the development point, there will be an assessment. Employees will normally expect to move through the development point at this stage but – subject to the safeguards set out below (See Section 4.11) – progression may be deferred if the assessment indicates that they are not yet applying the full range of knowledge, skills and contribution required for the post.
- 4.4. Employees will progress from pay point to pay point within the appropriate pay band as follows:

##### 1 April 2006

Between pay bands minimum and maximum, employees will progress at the rate of 4 pay points.

Note: Many employees will have already received progression payments in April 2006 and such payments should not, therefore, be made twice. However, in cases where the provisions of this paragraph are more advantageous to staff a further payment to make up any difference would be applicable.

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1 April 2007

Below Development Point	On and between Development Point and Maximum
Number of pay points	Number of pay points
3	2

Note: progression is applicable in April 2007 prior to the introduction of revalorised pay bands. (See Appendix A: Assimilation and Protection Arrangements)

- 4.5. Employees with less than six months' service on a Probation Chief Officer Grades pay point on 1 April in any year will not be eligible for a progression increase until six months after commencement on that pay point. Normal progression will then take place on the following 1 April.
- 4.6. There will be no progression beyond the maximum of the pay band. (See Appendix A: Section 4 Pay Protection)
- 4.7. Pay progression, which is applicable annually on 1 April, will be underpinned by a nationally agreed Development and Review process. It is envisaged that this will include annual appraisal, assessment against the proposed knowledge and skills provisions and production of a personal development plan.
- 4.8. The scheme for pay progression through the development points will only become fully operational on the implementation of appropriate arrangements as detailed in Section 4.7 above, e.g. development reviews, personal development plans and appropriate support for training and development to meet the applied knowledge and skills required at the development point concerned.

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4.9. Prior to the introduction of the Development and Review process, existing employees with at least twelve months' experience in a post will ordinarily be deemed to have met the criteria for progression beyond the development point. Exceptions may include employees who are subject to capability or disciplinary procedures or have had their probationary period extended, where applicable.

4.10. Increments may be withheld where an employee's service is unsatisfactory, subject to the employee having the right to appeal through the local grievance procedure. However, where increments are to be withheld on a second and subsequent occasion this can only be done where the employee is being dealt with under the formal capability procedure or the disciplinary procedure. In any event, where increments are to be withheld, the employee will be given at least one month's notice in writing. Such notification is to include details of the mechanism for challenging the decision to withhold. Any increments will be implemented immediately where subsequently the employee's service becomes satisfactory.

When increments are restored the employee will be placed on the relevant point on the pay band that would have been achieved had the increments not been withheld. There will, however, be no subsequent payment made to cover the actual period when the employee's service was unsatisfactory.

4.11. The following safeguards will apply to pay progression:

- There will be a normal expectation of progression subject to satisfactory performance and no national or local quotas will apply. All employees must have an equal opportunity to demonstrate the required standard of knowledge and skills to progress through the development point;
- The knowledge and skills required of the jobholder should be clearly stated in her/his job specification;

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- Where the responsibilities or skills requirement of post(s) change, due account will be taken of the need for the job holder to apply new or changed knowledge or skills over a reasonable period of time, without this impacting adversely on pay progression. This principle will also apply where changes in professional standards are agreed by the relevant professional body or authority;
- The required skills and knowledge must be consistent with the national standards for each dimension and level within the Occupational Standards Framework where these exist;
- Probation Boards must ensure that there is a robust process for ensuring the fairness and consistency of the decision making process. In the event of a disagreement the local grievance procedure will apply;
- Pay progression cannot be deferred unless there has been prior discussion, which should be recorded, about the knowledge and skills which are needed for development and the employee has been given the opportunity to achieve the necessary development;
- Employers' and trade union representatives will work together to monitor decisions on pay progression to ensure that these are non-discriminatory.

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## 5. Geographical Supplements

- 5.1. The system of Geographical Supplements (GS) agreed by the National Negotiating Council (NNC) for the Probation Service will be introduced from 1 April 2006. This will also apply to employees covered by the Standing Committee for Probation Chief Officer Grades.

Applications for a GS may be for the whole or part of an area. A business case must have been submitted to the Standing Committee and have been approved before this can apply to all employees in the areas/localities concerned. Guidance on the Geographical Supplements system will be made available in the Standing Committee for Probation Chief Officer Grades Handbook. There will be three levels of GS payment as follows:

	1 April 2006	1 April 2007
Level 1	£3,500	£3,600
Level 2	£1,750	£1,800
Level 3	£875	£900

- 5.2. London Allowance will continue to be paid to relevant employees and GS will not be applicable to these employees. London Allowance will be increased from £3,420 (1 April 2005) to:

1 April 2006	£3,500
1 April 2007	£3,600

- 5.3. The scheme of Fringe Allowances is to be replaced by the provision of the Geographical Supplement system. The treatment of payments/enhancements to the salary spine is detailed in the Assimilation and Protection Arrangements. (See Appendix A: Section 3.3.) Existing areas/localities covered by the former Inner and Outer Fringe Allowances are listed at Appendix B.

- 5.4. The GS will be non-consolidated (but will count for pension purposes).

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- 5.5. It will be open to Probation Boards and/or Trade Unions to make an application to the Standing Committee to request that an area or locality within an area be covered by a supplement; that an existing supplement be changed; or that an existing supplement be withdrawn. Unilateral submission to the Standing Committee should only be made after local negotiating procedures have been completed.
- 5.6. The Standing Committee will consider such submissions against the following headings:
- cost of living data for the area
  - housing cost
  - turnover analysis
  - general recruitment and retention data
  - local labour market information
  - any other relevant information, including affordability.
- 5.7. Information under each of the above criteria will be required as part of the local business case to be submitted.
- 5.8. The amounts payable at each level of GS and London Allowance will be reviewed annually, from 1 April 2008, as part of the annual pay review process.

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## 6. Market Forces Supplements

- 6.1. A Market Forces Supplement (MFS) system will be introduced from 1 April 2006. It will involve an addition to the basic pay of specific job holders where market pressures have otherwise prevented the Probation Board from being able to recruit or retain sufficiently qualified or experienced employees at the normal salary for a job of that weight. Market Forces Supplements will apply to jobs i.e. not job holders.

Guidance on the Market Forces Supplements system will be made available in the Standing Committee for Probation Chief Officer Grades Handbook.

- 6.2. A Probation Board may apply the provisions of the agreed national scheme authorising the attachment of a Market Forces Supplement to specific posts in the event of serious recruitment and retention difficulties. Under any such locally approved authorisation, a non-consolidated (but pensionable) payment may be made over and above the basic salary that the employee receives by virtue of her/his position on their pay band.
- 6.3. Where an employee moves to a post which does not attract a Market Forces Supplement, either within the same Probation Board or elsewhere in the National Probation Service, her/his entitlement to any previous MFS will cease.
- 6.4. Market Forces Supplements should only be authorised and paid in accordance with the nationally agreed scheme, and decisions must be objectively justified, documented and notified to the Standing Committee for Probation Chief Officer Grades Joint Secretaries who will maintain records for monitoring purposes. The MFS should be reviewed regularly and at least annually by the Probation Board. The payment may be withdrawn or the value adjusted, subject to a notice period of three months.

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6.5. The treatment of payments/allowances paid currently through the salary will be as detailed in the Assimilation and Protection Arrangements. (See Appendix A: Section 3.3.)

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**7. Annual Leave**

7.1. Employees appointed on or after 1 April 2006 will receive the following annual leave entitlement.

<i>Length of continuous service</i>	<i>Annual Leave</i>
On appointment	25 days
1 year plus	26 days
2 years' plus	27 days
3 years' plus	28 days
4 years' plus	29 days
5 years' plus	30 days

(See Appendix A: Section 6 for protection arrangements)

In addition, staff will receive 2 Service Days to be taken at times nominated by the local Board. After 7 years' continuous service, an additional Service Day is applicable but this will not be treated as a nominated day.

Service Days are deemed to include any locally awarded additional leave which is not covered by annual leave or bank or public holiday leave. Any such leave, which may also be termed concessionary, privilege etc., will be contained within the new entitlements.

7.2. Each full time employee is entitled to a day's paid leave in respect of each Bank and Public Holiday or to a day off in lieu if required to work on a Bank or Public Holiday as part of the normal working week.

7.3. Employees whose annual leave entitlement would be less under this agreement will have their current leave entitlement protected in accordance with Appendix A: Section 6.

7.4. The leave entitlement (including Service Days and Bank & Public holiday leave) of part time employees will be calculated pro rata to the full time entitlement.

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## 8. Knowledge and Skills

8.1. The National Probation Service (NPS) is committed to developing the knowledge and skills of employees. Examples include:

- National Occupational Standards
- Diploma in Probation Studies
- Certificate in Community Justice.

8.2. As part of 'Achieving Through People', the people management strategy of the National Probation Service 2002-2007, it is proposed to develop an integrated training strategy for the NPS.

8.3. A key commitment will be to develop a continuum of training and development to give employees the opportunity to take on bigger jobs and so enable them to move through the pay structure. This will include a joint programme for developing the knowledge and skills of all employees.

8.4. There is, currently, a review of the appraisal arrangements operating in the Service.

8.5. These developments will be critical for underpinning the pay structure and the proposed pay progression framework. (See Section 4: Pay Progression)

8.6. To support personal development and career progression, there will be an integrated training strategy, linked to annual development reviews and personal development plans. The aim is that all employees should:

- Have clear and consistent development objectives;
- Be helped to develop in such a way that they can apply the outcomes of the training strategy to their level of responsibility;
- Be helped to identify and develop knowledge and skills that will support their career progression.

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**9. Monitoring, Reviews and Appeals**

9.1. The Standing Committee for Probation Chief Officer Grades Pay Modernisation Implementation Steering Group is responsible for monitoring the roll-out of the new pay and conditions of service arrangements, and establishing review and appeal mechanisms (Appendix D: Job Evaluation Procedures).

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**Assimilation and Protection Arrangements**

The basis for assimilation to the pay system and protection arrangements covering pay and annual leave are set out below.

**1. Assimilation**

- 1.1. Employees covered by the Standing Committee for Probation Chief Officer Grades will assimilate to the pay system on 1 April 2006.
- 1.2. Newly appointed or promoted employees will be appointed or promoted on the terms effective from 1 April 2006.

**2. Effective Dates and Operational Dates**

- 2.1. The effective date for the launch of the system will be 1 April 2006 although the implementation date for particular elements of the system will be subject to phasing-in.
- 2.2. Any employee whose assimilation to the system is deferred for operational reasons under this provision will have any pay increase and any other improvement in terms and conditions back-dated to the effective date. This operational date must be no later than 1 October 2006.

**3. Assimilation to Pay Bands**

- 3.1. An employee's current pay for the purpose of assimilation to the pay band is her/his annual full time equivalent consolidated basic pay on 31 March 2006.
- 3.2. Where the employee's basic pay is already subject to protection at the point of assimilation, the protected level of basic pay should be used in this calculation. Protection will expire on the due date or after three years from 1 April 2006 whichever is the sooner.

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3.3. The step by step process for assimilation on 1 April 2006 is as follows:

- Identify relevant basic pay by removing London Fringe Allowances and recruitment and retention payments that are in existence at 31 March 2006 and are paid through the salary spine. Such payments will be protected for 3 years from 1 April 2006.

The Standing Committee for Probation Chief Officer Grades Handbook will provide guidance on arrangements for the introduction of Geographical Pay and Market Forces Supplements and the consequential treatment of former relevant enhancements paid through the salary spine.

- Identify equivalent new pay point for relevant basic pay. (See Appendix C – PCOG Salary Spine before revalorisation 2006-07)
- Apply the results of job evaluation as follows:
  - Where basic pay is below the minimum of the pay band to which the post has been assessed by job evaluation, the basic pay is increased to the minimum of the pay band/pay point concerned.
  - Where basic pay before assimilation is between the minimum and maximum of the pay band to which the post has been assessed by job evaluation, employees will remain on their current pay/pay point.
  - In a minority of cases, basic pay before assimilation will be above the maximum of the pay band to which the post has been assessed by job evaluation. In these cases, pay protection will apply. Pay protection arrangements are detailed at Section 4 below.

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Pay Bands for job evaluation assimilation purposes and prior to revalorisation are:

	Pay Band A	Pay Band B	Pay Band C	Pay Band D
Minimum	£38,910	£42,561	£51,428	£59,712
New Pay Point	118	127	146	161
Development Point	£46,104	£55,142	£61,525	£75,069
New Pay Point	135	153	164	184
Maximum	£49,420	£59,121	£67,282	£82,096
New Pay Point	142	160	173	193

- Apply pay progression as detailed in Section 4.4 for 1 April 2006.
- Implement revalorised pay bands for 1 April 2006 as detailed in Appendix C.

3.4. In the event of further issues arising in respect of Assimilation, the matter(s) should be referred to the Joint Secretaries.

#### 4. Pay Protection

4.1. Where as a consequence of the job evaluation review an employee's basic pay is above the maximum of the pay band to which the post has been assessed, 'mark time' arrangements are applicable.

Such individuals will not qualify for a consolidated pay increase until such time as their basic pay becomes lower than the maximum of the pay band to which the post has been assessed. However, in such circumstances all applicable performance related payments will be paid on a non-consolidated basis other than where the pay band maximum is revalorised and as a consequence exceeds the individual's basic pay. In such circumstances up to two pay points of performance related pay would be consolidated such that basic pay is increased to pay band maximum and the residual PRP payment is paid on a non consolidated and pensionable basis. There will be no consolidated payment beyond the maximum of the pay band.

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When an individual's basic pay covered by the 'mark-time' arrangements subsequently falls below an improved/revalorised pay band maximum, their basic pay should be aligned to the nearest higher pay point on the PCOG salary spine. Pay protection ceases on 31 March 2009 at which time the individual's basic pay would be aligned to the appropriate pay band maximum. However, before this date every reasonable effort should be made to redeploy such an individual into a suitable alternative post commensurate with their pay. Alternatively, consideration may be given to job redesign such that the post may be reclassified within job evaluation to a pay band commensurate with pay.

- 4.2. On promotion or transfer of an individual (including from an NNC pay band), Probation Boards will be expected normally to maintain the range of protection arrangements established under the relevant agreement.
- 4.3. Within the provisions of the Standing Committee for Probation Chief Officer Grades Conditions of Service Handbook Interim Document (April 1998), particular salary arrangements are detailed in Section 3 for Deputy Chief Probation Officers (and directly related grades) as follows:

*'Deputy Chief Probation Officers are to be remunerated at 75% of the Chief Probation Officer's salary. This will therefore require a scale which has a minimum and maximum calculated at 75% of the Chief Probation Officer's minimum and maximum. Where updating of population and number of indictable cases figures would result in a lower salary than the existing one, for so long as the deputy chief officer remains employed by the same probation committee he/she shall be entitled to retain his or her existing salary to receive the benefit of any increases which may be negotiated.'*

Where the foregoing provisions are more favourable to a Deputy Chief Officer than what would be applicable under this document, then the particular salary arrangements as detailed above will continue to apply on a protected basis for a period of 3 years from 1 April 2006. Where the individual's basic pay is above the relevant maximum for the pay band concerned, all payments, including both progression and performance related pay, that result from this particular protection arrangement should be paid on a non-consolidated but pensionable basis.

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When an individual's basic pay covered by these arrangements subsequently falls below an improved/revalorised pay band maximum, their basic pay should be aligned to the nearest higher pay point on the PCOG salary spine.

## 5. Pay Progression Dates

5.1. There will be a common pay progression date of 1 April for all employees.

## 6. Assimilation: Annual Leave and Service Day Arrangements

6.1. Annual Leave and Service Day\* entitlements from 1 April 2006 are as detailed below. This will apply to all employees except where currently they have a higher number of days' leave including extra statutory and other non-bank and public holidays. In such circumstances, the higher number of days will be protected for a period of five years from 1 April 2006.

*\* these are deemed to include any locally awarded additional leave which is not covered by annual leave or bank or public holiday leave. Any such leave, which may also be termed concessionary, privilege etc., is therefore included within the term 'extra-statutory'.*

### Staff covered by the Standing Committee for Probation Chief Officer Grades

Length of Continuous Service	Annual Leave	Plus Service Days	Total Days
On appointment	25	2	27
1 year plus	26	2	28
2 years' plus	27	2	29
3 years' plus	28	2	30
4 years' plus	29	2	31
5 years' plus	30	2	32
7 years' plus	30	3	33

Two Service Days are to be taken at times nominated by the local Board.

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## APPENDIX B

### DEFINITION OF INNER/OUTER FRINGE DISTRICTS (NNC HANDBOOK 2001)

#### Inner Fringe covers the districts of:

Berks:	Slough	
Bucks:	Beaconsfield	
Essex:	Epping Forest	
Herts:	Broxbourne	Hertsmere
	Three Rivers	Watford
Kent:	Dartford	
Surrey:	Elmbridge	
	Epsom and Ewell	Reigate and Banstead
	Spelthorne	

#### Outer Fringe covers the districts of:

Berks:	Bracknell	Windsor and Maidenhead
Bucks:	Chiltern	
Essex:	Basildon	Brentwood
	Harlow	Thurrrock
Herts:	Dacorum	East Hertfordshire
	St Albans	Welwyn Hatfield
Kent:	Sevenoaks	
Surrey:	Guildford	Mole Valley
	Runnymede	Surrey Heath
	Tandridge	Waverley
	Woking	
West Sussex:	Crawley	

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APPENDIX C

PCOG Salary Spine with effect from 1 April 2005

Current Pay Point	As at 31/03/06	New Pay Point	Salary Spine before revalorisation (2006-07)			
	Current Salary Value		Pay Bands			
			A	B	C	D
168	£38,910	SC3	£38,910			
169	£39,298	SC4	£39,298			
170	£39,693	SC5	£39,693			
171	£40,085	SC6	£40,085			
172	£40,486	SC7	£40,486			
173	£40,890	SC8	£40,890			
174	£41,301	SC9	£41,301			
175	£41,718	SC10	£41,718			
176	£42,138	SC11	£42,138			
177	£42,561	SC12	£42,561	£42,561		
178	£42,984	SC13	£42,984	£42,984		
179	£43,420	SC14	£43,420	£43,420		
180	£43,855	SC15	£43,855	£43,855		
181	£44,301	SC16	£44,301	£44,301		
182	£44,737	SC17	£44,737	£44,737		
183	£45,194	SC18	£45,194	£45,194		
184	£45,643	SC19	£45,643	£45,643		
185	£46,104	SC20	£46,104	£46,104		
186	£46,562	SC21	£46,562	£46,562		
187	£47,029	SC22	£47,029	£47,029		
188	£47,494	SC23	£47,494	£47,494		
189	£47,970	SC24	£47,970	£47,970		
190	£48,447	SC25	£48,447	£48,447		
191	£48,930	SC26	£48,930	£48,930		
192	£49,420	SC27	£49,420	£49,420		
193	£49,919	SC28		£49,919		
194	£50,412	SC29		£50,412		
195	£50,917	SC30		£50,917		
196	£51,428	SC31		£51,428	£51,428	
197	£51,937	SC32		£51,937	£51,937	
198	£52,467	SC33		£52,467	£52,467	
199	£52,989	SC34		£52,989	£52,989	
200	£53,519	SC35		£53,519	£53,519	
201	£54,050	SC36		£54,050	£54,050	
202	£54,596	SC37		£54,596	£54,596	
203	£55,142	SC38		£55,142	£55,142	
204	£55,685	SC39		£55,685	£55,685	
205	£56,254	SC40		£56,254	£56,254	
206	£56,807	SC41		£56,807	£56,807	
207	£57,381	SC42		£57,381	£57,381	
208	£57,959	SC43		£57,959	£57,959	

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209	£58,534	SC44			£58,534	£58,534	
210	£59,121	SC45			<b>£59,121</b>	£59,121	
211	£59,712	SC46				£59,712	<b>£59,712</b>
212	£60,309	SC47				£60,309	£60,309
213	£60,906	SC48				£60,906	£60,906
214	£61,525	SC49				<b>£61,525</b>	£61,525
215	£62,131	SC50				£62,131	£62,131
216	£62,759	SC51				£62,759	£62,759
217	£63,375	SC52				£63,375	£63,375
218	£64,013	SC53				£64,013	£64,013
219	£64,651	SC54				£64,651	£64,651
220	£65,305	SC55				£65,305	£65,305
221	£65,959	SC56				£65,959	£65,959
222	£66,612	SC57				£66,612	£66,612
223	£67,282	SC58				<b>£67,282</b>	£67,282
224	£67,954	SC59					£67,954
225	£68,630	SC60					£68,630
226	£69,325	SC61					£69,325
227	£70,017	SC62					£70,017
228	£70,714	SC63					£70,714
229	£71,422	SC64					£71,422
230	£72,136	SC65					£72,136
231	£72,852	SC66					£72,852
232	£73,585	SC67					£73,585
233	£74,318	SC68					£74,318
234	£75,069	SC69					<b>£75,069</b>
235	£75,808	SC70					£75,808
236	£76,569	SC71					£76,569
237	£77,331	SC72					£77,331
238	£78,107	SC73					£78,107
239	£78,891	SC74					£78,891
240	£79,683	SC75					£79,683
241	£80,476	SC76					£80,476
242	£81,281	SC77					£81,281
243	£82,096	SC78					<b>£82,096</b>

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PCOG Salary Spine as at 1 April 2006

Pay Point	Salary Spine Revalorised (2006-07)			
	Pay Bands			
	A	B	C	D
SC3				
SC4				
SC5				
SC6	£40,165			
SC7	£40,567			
SC8	£40,972			
SC9	£41,383			
SC10	£41,801			
SC11	£42,222			
SC12	£42,646			
SC13	£43,070			
SC14	£43,507			
SC15	£43,943	£43,943		
SC16	£44,389	£44,389		
SC17	£44,826	£44,826		
SC18	£45,285	£45,285		
SC19	£45,734	£45,734		
SC20	£46,196	£46,196		
SC21	£46,655	£46,655		
SC22	£47,123	£47,123		
SC23	£47,589	£47,589		
SC24	£48,066	£48,066		
SC25	£48,544	£48,544		
SC26	£49,028	£49,028		
SC27	£49,519	£49,519		
SC28		£50,019		
SC29		£50,512		
SC30		£51,019		
SC31		£51,531		
SC32		£52,041		
SC33		£52,572		
SC34		£53,094	£53,094	
SC35		£53,626	£53,626	
SC36		£54,158	£54,158	
SC37		£54,705	£54,705	
SC38		£55,253	£55,253	
SC39		£55,797	£55,797	
SC40		£56,366	£56,366	
SC41		£56,920	£56,920	
SC42		£57,496	£57,496	
SC43		£58,075	£58,075	
SC44		£58,651	£58,651	
SC45		£59,240	£59,240	
SC46			£59,831	

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SC47				£60,429	
SC48				£61,027	
SC49				<b>£61,648</b>	<b>£61,648</b>
SC50				£62,255	£62,255
SC51				£62,885	£62,885
SC52				£63,502	£63,502
SC53				£64,141	£64,141
SC54				£64,780	£64,780
SC55				£65,435	£65,435
SC56				£66,090	£66,090
SC57				£66,745	£66,745
SC58				<b>£67,416</b>	£67,416
SC59					£68,090
SC60					£68,767
SC61					£69,464
SC62					£70,157
SC63					£70,856
SC64					£71,565
SC65					£72,280
SC66					£72,998
SC67					£73,732
SC68					£74,466
SC69					<b>£75,220</b>
SC70					£75,960
SC71					£76,723
SC72					£77,485
SC73					£78,264
SC74					£79,048
SC75					£79,843
SC76					£80,637
SC77					£81,444
SC78					<b>£82,260</b>

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PCOG Salary Spine as at 1 April 2007

Pay Point	Salary Spine Revalorised (2007-08)			
	Pay Bands			
	A	B	C	D
SC3				
SC4				
SC5				
SC6				
SC7	£40,668			
SC8	£41,074			
SC9	£41,487			
SC10	£41,905			
SC11	£42,327			
SC12	£42,752			
SC13	£43,178			
SC14	£43,615			
SC15	£44,053			
SC16	£44,500			
SC17	£44,938			
SC18	£45,398			
SC19	£45,849			
SC20	£46,312			
SC21	£46,772			
SC22	£47,241	£47,241		
SC23	£47,707	£47,707		
SC24	£48,187	£48,187		
SC25	£48,666	£48,666		
SC26	£49,151	£49,151		
SC27	£49,643	£49,643		
SC28	£50,144	£50,144		
SC29		£50,639		
SC30		£51,146		
SC31		£51,660		
SC32		£52,171		
SC33		£52,704		
SC34		£53,227		
SC35		£53,760	£53,760	
SC36		£54,293	£54,293	
SC37		£54,842	£54,842	
SC38		£55,391	£55,391	
SC39		£55,936	£55,936	
SC40		£56,507	£56,507	
SC41		£57,062	£57,062	
SC42		£57,640	£57,640	
SC43		£58,220	£58,220	
SC44		£58,798	£58,798	
SC45		£59,388	£59,388	
SC46		£59,981	£59,981	

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SC47				£60,580	
SC48				£61,180	
SC49				£61,802	
SC50				<b>£62,411</b>	
SC51				£63,042	
SC52				£63,661	<b>£63,661</b>
SC53				£64,302	£64,302
SC54				£64,942	£64,942
SC55				£65,599	£65,599
SC56				£66,256	£66,256
SC57				£66,912	£66,912
SC58				£67,585	£67,585
SC59				<b>£68,261</b>	£68,261
SC60					£68,939
SC61					£69,637
SC62					£70,332
SC63					£71,033
SC64					£71,744
SC65					£72,461
SC66					£73,181
SC67					£73,917
SC68					£74,653
SC69					<b>£75,408</b>
SC70					£76,150
SC71					£76,914
SC72					£77,679
SC73					£78,459
SC74					£79,246
SC75					£80,042
SC76					£80,838
SC77					£81,647
SC78					£82,466
SC79					<b>£83,294</b>

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## Job Evaluation Procedures

### 1. Procedure for New Jobs or Re-Evaluations

1.1. A Job Description will be completed and agreed locally then signed off by the jobholder, the line manager and the Chief Officer.

1.2. The Job Description and any supporting documentation (e.g. person specification, organisation chart, and job dimensions) will be sent to NPD Human Resources where receipt will be logged and acknowledged.

1.3. A desktop evaluation will be carried out initially by an accredited evaluator from a list of Standing Committee for Probation Chief Officer Grades accredited persons using standard Hay JE methodology and conventions and a draft rationale prepared. The evaluation rationale with copies of all the documentation will be forwarded to three further Hay accredited members of a job evaluation panel. The panel, including the initial evaluator, must in total involve two employer and two trade union representatives drawn from:

- NPD
- PBA
- GMB/Napo

1.4. A final evaluation score and rationale will be agreed by the panel.

1.5. Results will be added to the rank order of all PCOG roles held by NPD Human Resources.

1.6. The Chief Officer will be advised of the outcome of the evaluation and the resulting pay band.

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1.7. For a role which does not have a job holder (i.e. a newly created post) the same process will apply except that the job description will only need to be agreed by the line manager and Chief Officer. Furthermore, the role will be re-evaluated in the light of operational experience after a period of between 6 and 12 months.

## 2. Appeals

2.1. The PCOG appeals process will be overseen by a national appeals committee convened by the Probation Boards Association (PBA). This is in recognition that the majority of local Probation Boards do not have Hay trained/accredited staff who understand the mechanics and complexities of the evaluation methodology.

### 2.2. Governance

2.2.1 An appeals panel of three people will be convened by and overseen by the Probation Boards Association. The decision of the panel is final as it relates to job evaluation, grading and related pay issues.

2.2.2 The appeals process will be followed by all Probation Areas.

### 2.3. Constitution of the Appeals Panel:

2.3.1 The Appeals Panel will be made up of three people who are fully trained and accredited in the Hay method of job evaluation as applied in the National Probation Service. At least one panel member will be nominated by the recognised trade unions and one member by the employers. No more than one member of the panel is to have been involved in the original evaluation of the position which is the subject of the appeal. The original evaluation upon which the appeal is based will be made available to members of the panel.

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2.3.2 The Chair of the Appeals Panel will be agreed in advance by all parties.

The Chair will be responsible for keeping a written record of proceedings and ensuring that the appropriate formalities are observed. The Chair is responsible for leading the Panel to a consensus decision and will sign the final letter advising the appellant of the outcome of the appeal.

#### 2.4. Terms of Reference for Appeals Panels

2.4.1 The Appeals Panel will be responsible for conducting hearings for the final, formal, stage of the JE appeals process and will only be convened when all informal attempts at resolution have been exhausted.

2.4.2 The appellant(s) may make oral or written representations to the panel, and may be accompanied by a union representative or workplace colleague. Any written submission must be available to the panel at least five working days before the appeal is heard.

2.4.3 The purpose of the meeting is to enable panel members to fully understand the reason for the appeal and clarify any areas of misunderstanding.

2.4.4 A written note of proceedings will be required for future reference.

2.4.5 The appellant(s) should be notified in writing as soon as possible of the outcome of the formal appeal, normally within 20 working days of the date of the hearing.

2.4.6 Notification of the outcome should be in writing and any subsequent changes to employment contracts should be handled in the normal way.

2.4.7 The decision of the Appeals Panel will be final.

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## 2.5. Summary

There are a number of situations in which an employee or group of employees may wish to appeal against or seek review of the grading of their jobs:

- (A) Disagreement over the evaluation of their job(s).
- (B) The job has changed significantly since the evaluation.

## 2.6. Disagreement over the Evaluation of a Job

### 2.6.1 Grounds for Appeal

- An employee (or group of employees) may appeal against the local evaluation of their job on the following grounds:
  - Insufficient or otherwise inadequate information was available to the panel which undertook the initial evaluation of the job;
  - The available job information was misunderstood or misinterpreted by the evaluation panel.

### 2.6.2 Initiating an Appeal

- An employee (or group of employees) who wishes to appeal against the evaluation of the job must submit the claim in writing to the senior HR Manager of the local Probation Area within 20 working days of receipt of the outcomes by the employee, explaining why they consider the evaluation to be incorrect.

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### 2.6.3 Informal Review

- As a first step, to allow for clarification and possible resolution of the issues, these should be discussed informally between the employee, the Chief Officer or nominated representative and (if appropriate) their union representative, as soon as possible.
- If the job description, on which the evaluation was based was found to be significantly incomplete, a new job description will then be prepared and agreed by the Chief Officer. The agreed job description will then be submitted for re-evaluation in line with the process outlined in paragraph 1 above.

### 2.6.4 Formal Appeal

- If the informal review does not result in agreement, the formal appeal should be forwarded within 20 working days of the informal meeting date.
- The formal appeal should be heard by a panel as outlined in paragraph 2.3 and the panel will consider whether the new information/ representations change the original evaluation.
- The appellant may make oral representations to the panel, either in person or through a union representative. The purpose of the oral representations is to clarify the issues. The panel may ask questions.

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## 2.6.5 Notification

- The appellant should be notified as soon as possible of the outcome of the formal appeal and, in any event, within 20 working days of the date of the hearing.

## 2.7. Future changes in job content.

### 2.7.1 Grounds for Review

- An employee (or group of employees) may request a review of the evaluation of their job on the grounds that the job has changed substantially since the initial evaluation, so that the job is significantly different to that which was evaluated originally by the panel. The substantial change may have happened as the result of a reorganisation of work, or may have occurred through a series of incremental changes over time.

### 2.7.2 Initiating a Review

- An employee (or group of employees) who wishes to request a review of the initial evaluation of the job must submit the claim in writing to the Chief Officer, explaining the changes which have occurred to the job. It is expected that such a request for review will normally have the support of the line manager, where appropriate.

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### 2.7.3 Informal Review

- As a first step, to allow for clarification and possible resolution of the issues, these should be discussed informally between the employee, the Chief Officer or nominated representative and if appropriate their union representative as soon as possible.
- If it is agreed from the discussion that substantial changes to the job have taken place, then the job description should be revised to accommodate these and agreed by the Chief Officer. The agreed job description will then be submitted for re-evaluation in line with the process outlined in paragraph 1 above.

### 2.7.4 Formal Review

- If the request for review of the evaluation is not settled or withdrawn as a result of the informal review, a formal appeal may be forwarded within 20 working days of the informal meeting date.
- The formal appeal should be heard by a panel as outlined in paragraph 2.3 and the panel will consider whether the new information/ representations change the original evaluation.
- The appellant may make oral representations to the panel, either in person or through a union representative, if desired. The purpose of the oral representations is to clarify the issues. The panel may ask questions.

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### 2.7.5 Notification

- The appellant should be notified as soon as possible of the outcome of the formal appeal and, in any event, within 20 working days of the date of the hearing.

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