

## PRACTITIONER GUIDANCE ON SCS PAY AWARD FOR 2019/20

This note provides an overview of key changes to SCS pay for 2019/20 following the Government's response to this year's SSRB recommendations, as well as general guidance on continuing flexibility available within the SCS pay framework.

### Base pay increases from 1 April 2019 (for 2018/19 performance)

#### *Revised pay ranges*

1. There are increases to the minimum salaries of each Pay Band. The revised ranges are:

#### SCS Pay Ranges with effect from 1 April 2019

Pay Band	Minimum (£)	Maximum (£)
<b>1</b>	<b>£70,000</b>	<b>£117,800</b>
<b>1A*</b>	<b>£70,000</b>	<b>£128,900</b>
<b>2</b>	<b>£92,000</b>	<b>£162,500</b>
<b>3</b>	<b>£115,000</b>	<b>£208,100</b>

\* See paragraph 28

2. **Any staff subject to poor performance procedures should not be uplifted to the new minimum salaries until their performance improves to an acceptable level.**

#### *General pay awards*

3. All eligible SCS members **not** benefitting from the increase to minima should receive a 1% award. Those SCS benefitting by less than 1% from the minima increase should receive an additional consolidated pay award to total 1%. Departments have discretion to determine how the 1% award is applied
4. **Staff subject to poor performance procedures should not a receive pay increase.**

#### *Pay progression and anomalies*

5. In addition to raising staff to the new minima and applied general awards of 1%, departments have a ring-fenced pot of 0.9% of the SCS paybill to address pay progression and anomalies with awards that, in accordance with the SSRB's recommendation, are dependent on:
  - Demonstration of sustained high performance, increased effectiveness and deepened expertise.
  - Their position in the pay range.

6. Departments can make individual base pay awards of between 0% and 9% based on these criteria. Please clear with your Accounting Officer any cases where you propose to make pay increases of more than 9%.
7. **Please ensure that use of this pot is carried out strictly against these criteria and recorded. To include in the 2020/21 evidence, we will be asking departments for information on how this element of the pay award has been used i.e. percentage of SCS benefitting, the range of individual pay increases made and in which specific circumstances. We will be formally commissioning this information in November. Thereafter, and subject to this flexibility continuing, this information will be collected annually each April.**

#### **Differentiating performance in 2018/19**

8. Departments should assign individuals to one of the three performance groups shown below.

Performance Group
Top
Achieving
Low

9. **For performance in 2018/19, two major changes to the SCS performance management system have been introduced as part of a broader review and reform, which was also recommended by SSRB. The changes are the removal of forced distribution and removal of the 25% cap on percentage of SCS eligible for end of year Non-consolidated Performance Related Payment (NCPRP).**
10. The revised SCS Performance Management guidance was issued to departments in April 2019 and should be used to assess performance in 2018/19 onwards (including carrying out the assessment of individuals and their allocation to a performance grouping). SCS members whose performance has triggered poor performance procedures should be included in the distribution for assigning a performance mark. The HR Practitioners guides on SCS Performance Management and Managing Poor Performance can be found at:

<https://www.gov.uk/government/publications/senior-civil-service-performance-management>

#### **Role of Pay Committees assessing performance in 2018/19**

11. It is for Pay Committees, in the light of line managers' pay recommendations, to:
  - a) **make and communicate judgements** about individuals' performance and delivery, their competence, job challenge and sustained performance over time. They need to take into account position in pay range and recent pay history as well as any market intelligence on professional or specialist skills and relativities across the Department and the wider SCS;
  - b) **monitor results** to ensure that there is no bias on the grounds of gender, ethnicity, disability or working pattern and take any appropriate action; and

- c) **oversee the distribution** of performance groups to ensure that they meet the requirements of your Departmental SCS pay strategy and the Cabinet Office guidance on performance management for the SCS.

### **End-year NCPRP awards for performance in 2018/19**

12. Under the new arrangements, SCS will only be eligible for an end-year award if they are assessed as a Top performer. The cost control for NCPRP remains at 3.3 per cent of the SCS paybill.
13. Departments are reminded that under the senior pay control process, any new performance pay arrangements with individual awards worth more than £17,500 a year require the approval of the Chief Secretary to the Treasury.

### **In-year NCPRP awards to recognise outstanding in-year contribution in 2019-20**

14. Departments continue to have discretion to make in-year non-consolidated award payments to recognise outstanding contribution for up to 20% of SCS staff within the following framework:
- a) Awards should be exceptional and paid only to individuals with proven evidence based delivery e.g. against stretching project milestones or for an exceptional corporate contribution.
  - b) Must be financed within the current NCPRP pot cost limit i.e. 3.3% (with no case for additional funding).
  - c) Departmentally managed nomination process with Permanent Secretary sign off for all individual cases.
  - d) Available to all SCS staff apart from those assessed in the bottom performance box at the point of the award (so for example top performers could receive an in-year award as well as an end year award).
  - e) A cap on total awards to 20% of a department's eligible SCS.
  - f) A maximum individual payment of £5,000.
  - g) Awards will be non-consolidated and non-pensionable.
  - h) A reporting process to the Cabinet Office at the end of the year.
15. Use of this flexibility is subject to existing transparency requirements. Spend on in-year awards will be published as part of the current annual disclosure on NCPRP by departments.

### **Corporate recognition scheme**

16. A recognition scheme to reward corporate values and behaviours was introduced in 2018/19 to recognise SCS members that make exceptional contributions to cross-government initiatives that go above and beyond their day-to-day roles.
17. The criteria are:
- a significant contribution that an individual makes to a cross-departmental initiative e.g. diversity and inclusion; or
  - a significant contribution that an individual makes to the development of a function or profession; or
  - a significant contribution that an individual makes outside the Civil Service, which enhances the reputation of the Civil Service; and
  - goes above and beyond the normal requirements of their role.

18. The scheme grants small one-off recognition awards up to £1,000 to SCS of any grade, nominated by Permanent Secretaries and approved by the Chief Executive of the Civil Service, John Manzoni. The Cabinet Office (Civil Service Workforce Policy & Reward team) invites nominations three times in each financial year.

19. Detailed below is the timetable of nominations;

Nominations Open	Nominations Close
2nd September 2019	4th October 2019
2nd December 2019	7th January 2020
6th April 2020	4th May 2020

20. Further guidance is available at **Attachment 1**.

### **Pivotal Role Allowance**

21. Pivotal Role Allowance is available to help departments retain major project leaders and those in highly specialised roles. The current guidance is set out in **Attachment 2**.

### **Other SCS pay flexibilities**

22. The limited and exceptional flexibilities introduced previously:

- I. converting non-consolidated funding into consolidated pay; and
- II. the timing of NCPRP awards for top performers

have been retained for 2019/2020 and can be found at **Attachment 3**.

### **Pay controls**

23. The Treasury senior pay control is set at £150,000 and above:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/682643/Guidance\\_for\\_approval\\_of\\_senior\\_pay.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/682643/Guidance_for_approval_of_senior_pay.pdf)

24. Departments must secure the approval of the Chief Secretary to the Treasury (CST) for any remuneration at or above £150,000, as defined in the guidance, before advertising. **Please ensure that you provide up to three weeks for approval.** As indicated in paragraph 13 any performance pay arrangements with an annual value of more than £17,500 require the approval of the CST. You should aggregate in-year and end-year payments for the same performance year to determine whether the control threshold is triggered.

25. Departments must seek Cabinet Office approval where they propose to pay a salary for an SCS1 member of staff that is above the maximum of the SCS1 pay range.

26. The pay controls for 2019/20 are set out in **Attachment 4**.

## **Non-standard terms**

27. Please discuss with the Cabinet Office any proposals to offer non-standard terms that may raise issues of propriety and controversy (e.g. benefits in kind) in 2019/20.

## **Pay Band 1A**

28. At a time when many organisations are de-layering their workforces, recruitment into Pay Band 1A is not appropriate, particularly when there is enough flexibility in the SCS pay system to recruit into Pay Bands 1 and 2. While departments should not recruit into Pay Band 1A, existing staff are unaffected and departments will be able to make pay awards in the same way as for other SCS staff.
29. **Departments are asked to ensure that SCS are being correctly recorded as 1As when returns are made to the Cabinet Office Analysis and Insight team as part of the annual collection exercise for the SCS database.**

## **Pay on appointment/promotion**

30. **Departments should apply the following SCS pay policies consistently for SCS staff:**
- That no increase is given for moves on level transfer; and
  - On promotion, SCS receive no more than 10% increase or the minimum of the new grade (*Note. this applies to all internal moves where a circa salary was advertised*).
31. An exceptions process will, however, be available in cases where internal candidates are moving to roles with greater scale or responsibility for increases to be offered, with the agreement of the Permanent Secretary and the relevant Head of Profession. More detail on the process is set out in **Attachment 5**.
32. **Cabinet Office will monitor use of this flexibility as part of the SSRB evidence gathering process, so please ensure that all exceptions are carried out against these criteria and recorded in the business case pro-forma provided.**
33. **All Pay Band 3 business cases need approval by a Directors General Pay Committee and should be sent to [civilservicepay@cabinetoffice.gov.uk](mailto:civilservicepay@cabinetoffice.gov.uk)**

## **Exit information**

34. Exit data is vitally important in understanding why senior staff leave the Civil Service. Cabinet Office (Civil Service Workforce Policy & Reward team) commissions this data four times a year.
35. **HR Directors are personally accountable for ensuring exit interviews are properly conducted and timely returns made to the Cabinet Office.**

## **Senior executives in NDPBs**

36. Senior NDPB executives are not members of the SCS and not in scope of SSRB's remit. Nevertheless, they have an important leadership role in following public sector pay policy. Therefore any annual pay increase or decision to award performance-related pay to such staff must be considered alongside and according to the same principles that apply to SCS in the rest of the organisation. Sponsor departments are responsible for enforcing this.

## **Statutory Office Holders**

37. From 1 April 2018 the salaries of statutory office holders whose pay is directly linked to movements in the SCS pay bands will increase by 2%.

## **SCS CORPORATE RECOGNITION SCHEME**

### **Introduction**

A new recognition scheme to reward corporate values and behaviours was introduced in 2018/19. The Chief Executive of the Civil Service is keen to personally recognise SCS members that make exceptional contributions to cross government initiatives that go above their day to day roles.

The awards will be able to demonstrate further how the civil service senior leaders exemplify the 3 key characteristics of leadership; inspiring, confident and empowering.

### **1. Background**

The Senior Salaries Review Body (SSRB) supported the recommendation for the introduction of a corporate recognition scheme with awards of up to £1,000 for this performance year.

This scheme is designed to complement the existing schemes that are in place for rewarding bonuses to the SCS (namely the end of the year awards for the top 25% of performers and in-year contribution for 20% of staff).

### **2. Funding**

Departments are responsible for funding awards from their existing budgets. Individual awards can be made up to £1,000. Cabinet Office (Civil Service Policy and Reward) will monitor overall spend within a cost limit of 0.1% of the total SCS pay bill.

### **3. Criteria**

Nominations should demonstrate that the individual's contribution goes above and beyond the normal requirements of their role and contributes to cross government corporate work.

The following list details further the type of work that might attract this type of reward. The nominations can be based on any of the listed criteria, it is not expected that all three requirements are met before a nomination can be submitted.

- A significant contribution that an individual makes to a cross departmental initiative; or
- A significant contribution that an individual makes to the development of a function or profession; or
- A significant contribution that an individual makes outside the Civil Service, which enhances the reputation of the Civil Service

Departments would be expected to ensure your nominations are representative of the SCS population, which includes the agencies, whilst covering a diverse population, regional spread and your sponsored executive agencies.

We would advise that one person cannot be nominated twice in the same year. This is to ensure that departments encourage and support all those undertaking these types of activities and make the most of showcasing everyone's efforts.

### **3. Nominations**

The awards will take place three times in each financial year, offering maximum opportunities for the scheme to be used to its full capacity.

An overview of the process, is detailed below in the flow chart. In summary the Line Managers would send the nominations proforma to the departmental agreed team who will collate and pass onto the HRDs and Permanent Secretary to review.

The Permanent Secretary will be required to sign off the nomination before being sent to the Civil Service Workforce Policy and Reward Team. The CS Workforce Policy and Reward team, will carry out the initial review of the nominations before sending to the Chief Executive of the Civil Service who will make the final decisions.

## Nomination Process

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SCS Corporate Recognition Scheme Flow Chart



## 4.Nomination Template

### SCS Corporate Recognition Scheme Nomination Form

**DEPARTMENT**

**NAME OF NOMINEE**

**AMOUNT TO BE AWARDED**

**DETAILS OF ACTIVITY**



*{Set out details of the contribution that the person has made, using the following as a guide; Your nomination was based on the work that you carried out xxx which resulted in the xxx.}*

#### **HOW IT MEETS THE CRITERIA**

#### **LINE MANAGER APPROVAL**

**Name:**  
**Email:**  
**Signature:**

#### **PERMANENT SECRETARY APPROVAL**

**Name:**  
**Email:**  
**Signature:**

#### **CHIEF EXECUTIVE OF THE CIVIL SERVICE APPROVAL**

**Award Amount:**  
**Comments:**

**Please submit the completed nomination form to:**  
[civilservicepay@cabinetoffice.gov.uk](mailto:civilservicepay@cabinetoffice.gov.uk)

**Control process for Pivotal Role Allowance**

- Introduced in April 2013. Aimed at retaining members of the SCS in highly specialised roles and those delivering the riskiest major projects across government.
- The non-consolidated allowance is removable and non-pensionable and is being strictly controlled within a financial limit of 0.5% of the overall SCS pay bill. The allowance relates to the role not the individual. The allowance should be removed when the recipient leaves the role or the role is longer pivotal to the organisation. This ensures that funds are recycled back into the central notional pot for future cases.
- All cases require approval of the Chief Secretary to the Treasury and the Minister for Innovation. All cases need prior clearance from a Permanent Secretary Sub-Group comprising Cabinet Secretary, Chief Executive of the Civil Service, Treasury Permanent Secretary, and Chair of People Board.
- **Any proposal to pay the allowance must meet four qualifying criteria:**
  - **Where the role is critical to delivering the strategic goals of the organisation.**
  - **Where there is potential to make a disproportionately large impact on the business if left unfilled.**
  - **Where the role requires specific skills that are not easily available in the Civil Service.**
  - **Where there is a genuine flight risk.**
- The approval process operates as follows:
  1. Department identifies a role that meets all four eligibility criteria and develops business case using the standard pro-forma below.
  2. Department gains approval of Accounting Officer/the Permanent Secretary and Minister for the proposed allowance. Heads of Professions consulted (particularly commercial, digital and project management and finance roles).
  3. Department formally submits their case to Civil Service HR (Cabinet Office).
  4. A Sub-Group of Civil Service Board is consulted before any proposal is put to ministers. This currently comprises Jeremy Heywood (Cabinet Secretary), John Manzoni (Chief Executive of the Civil Service), Tom Scholar Permanent Secretary Treasury) and Melanie Dawes (Permanent Secretary MHCLG and Chair of People Board).
  5. If Sub-Group consensus is to reject, departments are told at this stage and provided with appropriate feedback.
  6. If the consensus is to approve, Cabinet Office submits the case to the Mfl and CST concurrently for approval.
  7. The Mfl/CST approves the proposed allowance. Civil Service HR informs the department.
- Once agreed, departments must review allowance every six months to ensure that role remains pivotal to the organisation.

## **PRO FORMA FOR APPLICATION FOR PIVOTAL ROLE ALLOWANCE**

Title of role	
Employing department	
Brief Description of the role.	
Is this a designated SRO role? If yes, please name the project	
Please describe how each of the eligibility criterion has been met	<i>How the role is critical to delivering the strategic goals of the organisation.</i>
	<i>The impact on the business if the role is left unfilled.</i>
	<i>The specific skills for this role that are not easily available in the Civil Service.</i>
	<i>The flight risk for this role (evidence that that the incumbent is looking for a new role or being headhunted etc).</i>
Level of allowance being sought and supporting justification, including market evidence	
Please provide details of the remuneration package being proposed/currently received (including base salary, performance pay opportunity and any other benefits/allowances)	
Method of payment (i.e. in full at end of project or in instalments linked to achievement of key milestones)	
Key milestones against which payment would be	

assessed	
Number of SCS in the department already in receipt of a Pivotal Role Allowance	
Name of Accounting Officer supporting this application	
Name of Permanent Secretary supporting this application	
View of Departmental Minister	
Name and post of person submitting this application	
Contact telephone and email	
Date of application	

## **Additional SCS pay flexibilities**

### *Converting non-consolidated funding into consolidated pay*

The Cabinet Office and HM Treasury will consider, on an exceptional basis, requests from departments for the flexibility to address specific recruitment and retention pressures and other pay anomalies by re-allocating some limited funding within their overall SCS paybill.

Departments wishing to convert part of their non-consolidated pot to address recruitment and retention pressures are required to submit a business case to the Cabinet Office. This should meet all three of the following eligibility criteria:

- I. The roles should be business critical.
- II. Current pay should be below the median for the whole SCS population at the relevant pay band (currently £76,200 at SCS1, £99,800 at SCS2 and £134,500 at SCS3).
- III. Subject to performance of individuals.

The flexibility is also available to address equal pay liabilities where these can be fully evidenced and supported by legal advice.

Conversion is limited to a maximum of 0.5% of the 3.3% performance pay pot available. Any agreed conversion permanently reduces the NCPRP pot. Departments must be satisfied that the proposed reduction in the pot will not jeopardise the operation and effectiveness of their performance-related pay arrangements.

HM Treasury will be consulted on all cases and will want to consider the relative pay position of applicant departments compared to others in Whitehall. But that does not rule out higher paying departments if the eligibility criteria are met.

Departments should support their business case with the following information and data:

- Details of the recruitment or retention pressure to be addressed and details of the business critical area(s) involved.
- The number and nature of posts involved; existing and proposed pay rates and the level of adjustments involved; the proposed reduction in the PRP pot; and the cost to the consolidated pay bill including on-costs (employer pension contributions and ERNICS).
- The amount of the existing NCPRP pot calculated as a percentage of current SCS paybill.
- Demonstrate how the 1% average award is already being targeted to reflect position in pay range and performance, and to address any other anomalies.

### *The timing of NCPRP awards for top performers*

To strengthen the link between key achievement and reward departments are able to stage NCPRP awards to top performers so that some payments can be made at the mid-year point or held over to other points to be determined. This is particularly relevant to project work with key milestones. This will be for departments to manage within the existing framework for NCPRP. If you would like to discuss how this flexibility might operate within your department, please contact the Cabinet Office.

## Salary controls for SCS

Level	Approval by Department (All appointments above former CO reference points to be signed-off by Accounting Officer)	Approval by Cabinet Office (All requests for approval to be made <u>before</u> hiring process commences)	Approval by the Chief Secretary to the Treasury (All requests for approval to be made <u>before</u> hiring process commences)
Deputy Director Pay band 1	Salary up to £117,800 pa  <i>(salaries above £90,000 to be approved by Accounting Officer)</i>	Salary above £117,800pa	All posts with a package worth £150,000 or more as defined in the Treasury guidance
Director Pay band 2	Salary up to £162,500pa  <i>(salaries above £120,000 to be approved by Accounting Officer)</i>	Salary above £162,500pa	
Director General Pay band 3	Salary up to £208,100pa  <i>(salaries above £140,000 to be approved by Accounting Officer)</i>	Salary above £208,100 pa	
Permanent Secretary	Set by Cabinet Secretary and HoCS within the Permanent Secretary pay bands		

## SCS Pay - Exceptions Process Guidance

### Policy

From 2018/19 the following rules for movement into and around the SCS have been in place:

- No pay increases for moves within the SCS on level transfer; and
- On promotion to the SCS or to a higher SCS grade, SCS will receive no more than a 10% salary increase or the minimum of the new grade.

The aims are to:

- Tackle inconsistency of current approaches, which result in unequal outcomes for those moving into and around the SCS;
- Balance incentives for both breadth and depth of experience, encouraging SCS to build capability by remaining in post for longer; and
- Make more efficient use of existing funding, releasing savings to fund structural reform.

An exceptions process will exist to enable flexibility in cases where internal candidates move to roles with greater scale or responsibility. This will require agreement from the **Permanent Secretary** and relevant **Head of Profession** and evidence should be given, including against both of the following criteria:

- Sustained high performance, increased effectiveness, deepened capability and expertise; and
- That the individual is relatively low in the pay range and/or have benefited less or not at all from the rise in the minima.

Departments should also consider the equality impact of any decisions made on exceptions, as well as any precedents they might be setting.

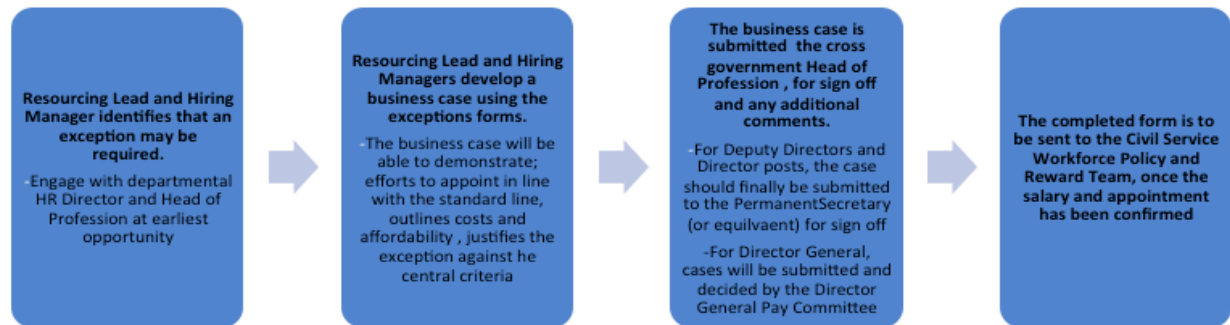
No limit has been imposed on the number of exceptions that can be approved, but Cabinet Office will collate the number of exceptions made each year to feed in to Senior Salary Review Body evidence. Although there is no centrally imposed limit on the number of exceptions, it is expected that they will make up only a small minority of cases.

### Process:

- Resourcing leads and hiring managers will identify that an exception is likely to be required and engage with the departmental HR Director and Head of Profession at the earliest opportunity.
- Resourcing leads and hiring managers will develop a business case **using the standard pro-forma below** for the exception which:
  - Demonstrates efforts to appoint in line with standard rules;
  - Outlines costs and affordability; and
  - Justifies the exception against central criteria.
- Once any departmental governance processes have been followed, the case should be submitted to the cross Civil Service Head of Profession for sign-off and any additional comments or endorsement.
- For Directors and Deputy Directors, the case should be finally submitted to the departmental Permanent Secretary (or equivalent).

- All Pay Band 3 business cases need approval by a Directors General Pay Committee and should be sent to [civilservicepay@cabinetoffice.gov.uk](mailto:civilservicepay@cabinetoffice.gov.uk).
- Once appointment has been finalised, the business case and agreed salary should be submitted to the Cabinet Office Workforce Policy and Reward team. This is to enable monitoring of the application of the process from the centre.

## **Process Flow Chart**



## **Frequently Asked Questions:**

- **Often an SCS role can overlap with more than one profession - which Head of Profession should sign off on an exception?**

The vacancy holder should make a decision as to whether the role has a clear anchor in one profession, and subsequently that Head of Profession will be approached for approval alongside the Permanent Secretary. However, if there isn't a clear anchor, more than one Head of Profession may be consulted for approval and joint agreement should be sought.

- **In some cases the Head of Profession is also the Permanent Secretary - who should be the second signatory in this case?**

In this instance, we would expect the Permanent Secretary to suggest an appropriate and independent alternative, to provide the dual-key approval.

- **Some Heads of Profession have significantly larger SCS workforces without corresponding support teams. How will we be able to process exceptions?**

Exceptions should be a small minority and should therefore not generate too much work. When defining their exceptions criteria Head of Profession should consider whether departmental heads of profession can provide initial sign-off to help with the administration of the process.

- **What if an exception is sought for a cross Civil Service Head of Profession role?**

In this instance, John Manzoni should be approached for approval alongside the relevant Permanent Secretary.

### **•Who are the Heads of Professions (HoP)?**

We would advise that you initially contact your departmental heads of professions, who will be able to refer you to the cross government Head of Profession. If you are unable to contact the HoPs, then please contact either CSEP or Civil Service Workforce Policy and Reward Team using the following email address



civilservicepay@cabinetoffice.gov.uk. The aim is to compile a list of contacts and circulate to departments, in due course. You can find a list of the different professions using this [link](#).

**•How do we know what has been delegated to department HoP and what hasn't?**

By its nature the exceptions process, and therefore the involvement of the HoP in reward decisions should be rare. However, as with all SCS recruitment, it is advised that you have early engagement with your departmental HoPs, before engaging in the recruitment process in order to ensure activity aligns to wider capability development plans. In the event that exceptional pay flexibility is required the departmental HoPs will be able to advise on the arrangements that have been agreed with the cross government HoPs.

**•What happens when disagreement occurs?**

The exception process is designed to be a mutually agreed decision between the HoP and the Permanent Secretary/Accounting Officer for the benefit of the department.

We would anticipate that there may be a healthy level of challenge to decisions, to ensure that it is line with the business needs of the departments and that all decisions are sufficiently robust to stand up to scrutiny. If disagreements do arise, the Permanent Secretary/Accounting Officer would make the final decision, but parties should try to reach agreement, to avoid the situation occurring.

If the case is regarding a role at Director General level, approval is sought from the HoPs and the Permanent Secretary, then a Directors General Pay Committee final sign off.

**•Should the HoP be advising based on market rates of pay for these roles?**

The exception process exists to enable flexibility in cases where internal candidates move to roles with greater scale or responsibility. Therefore, market rates for these roles is less likely to be a determining factor although HoPs are expected to have some insight into market pressures on their profession as part of the broader design of SCS pay going forward.

The role of the HoP in this process is to provide both technical and profession specific insights on the role it terms of its responsibilities, scope and technical capabilities; which is considered alongside the individual's capability. Ultimately the HoP is responsible for deciding, alongside the accounting officer, whether an increase in salary is justified and reflective of the role's requirements.

In regards to advise about market rates of pay for the role, we expect that departments may also engage with the professions to help inform issues such as appropriate rates of pay. The median CS pay by profession is a helpful guide that has been made available to Heads of Professions, however, it is not expected that departments should be aiming to or able to pay the median or the market rate, as they should be considering other factors such as experience, skills and the job weight, alongside equality impact and affordability in their decision.

## SCS Pay Exception Approval Form

An exception case requires agreement from the **Permanent Secretary** and relevant **Head of Profession** against both of the following criteria:

- *sustained high performance, increased effectiveness, deepened capability and expertise; and*
- *that the individual is relatively low in the pay range and/or have benefited less or not at all from the rise in the minima.*

*For cases relating to Director General roles, further approval is needed by a Directors General Pay Committee.*

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### 1. Department

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### 2. Department Contact Details

Name: Phone: Email:
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### 3. Title of Role, Role Description, Advertised rate, Current Salary and Proposed Salary

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### 3. Why is this exception required and how does it meet both of the listed criteria?

- |  |
|--|
| <ol style="list-style-type: none"><li>1. <i>Sustained high performance, increased effectiveness, deepened capability and expertise; and</i></li><li>2. <i>That the individual is relatively low in the pay range and/or have benefited less or not at all from the rise in the minima.</i></li></ol> |
|--|

4. Head of Profession Approval

Signature:  
Comments:

5. Permanent Secretary Approval

Signature:  
Comments:

6. For Director General cases, DG Pay Committee Approval

Signature:  
Comments:

*Once the appointment and salary are approved and confirmed, a copy of the completed form is to be sent to the Civil Service Workforce Policy and Reward Team at [civilservicepay@cabinetoffice.gov.uk](mailto:civilservicepay@cabinetoffice.gov.uk)*