



Pay & Conditions Portfolio
National Reward Team

The Pay Progression Standard

Force implementation briefing pack

As at 7th June 2021

This slide deck is intended to brief forces sufficiently, so you can begin to prepare for the implementation of PPS ahead of the national guidance being issued (anticipated Jan 22, subject to Ministerial sign off of the determination).

National guidance will provide latitude for forces to implement PPS in accordance with their local systems and processes. This pack provides examples of how a force could choose to implement the PPS (intended to help explain the PPS process).

This slide deck provides information on:

1. The PPS – familiarisation on why it is being introduced, what it is and who it affects
2. The PPS process – design principles and the steps within the process (from the perspective of a HR/Payroll Department)
3. PPS exemptions* - what happens if there is a legitimate (& exceptional) reason for failure to meet the PPS or for a line manager to fulfil their requirement
4. Force implementation of the PPS - national milestones to be met
5. PPS process examples – how a HR/Payroll Department may wish to define the key dates in the PPS process for their force

* The PPS policy has yet to be finalised, which includes circumstances when an exemption may or may not apply. The NRT are currently engaging with force representatives and staff associations on this and it will be included in the guidance.

1. The PPS

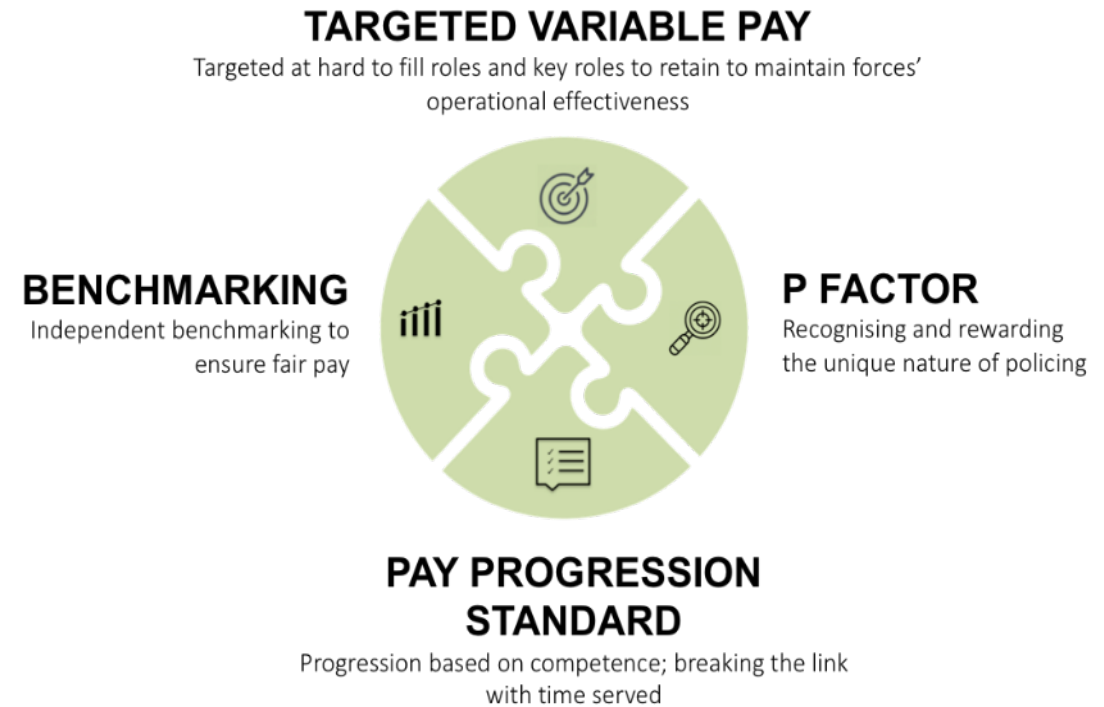
An overview of the PPS

This section is intended to familiarise forces on why the PPS is being introduced, what the PPS is and who it affects

An overview of the PPS

Why is it being introduced and what is it?

- The Pay Progression Standard (PPS) is one of the four elements of the NPCC Pay Reform Programme initiated by the Home Office. This programme will deliver a fair, flexible, deliverable, and affordable pay framework, underpinning the delivery of the Police Uplift Programme.
- The PPS is an objective process, which breaks the link between time and automatic incremental pay progression, by ensuring a decision is made before progression. It sets the foundations of a merit-based pay progression structure.
- The PPS has been designed to ensure it is:
 - i. Fair and straightforward
 - ii. Can be applied consistently and objectively across all forces with different processes and IT systems
 - iii. Enhances the ongoing work of forces and the CoP to deliver effective supervision



An overview of the PPS

Who does it affect?

Who the PPS applies to:

All officers whose base pay is determined by an incremental pay scale, excluding:

- I. Officers who have reached the top pay point of the relevant scale applying to their rank.
- II. Constables during their probationary period - performance during probation is closely monitored and managed under Reg. 12 and 13 of the Police Regulations 2003*. On completion of the probationary period the officer will move to the next appropriate pay point and the PPS will not apply until the following pay anniversary.

* ARC is aligned to IPLDP and is a competence assessment for constables before moving from pay point 3 to 4. It is not required for PEQF recruits because of changes to the probationary assessment process. ARC is independent of the PPS. The PPS will apply to both PEQF and IPLDP recruits once they have completed their probationary period. ARC will run concurrently with the PPS for IPLDP recruits in year three of their service.

General principles of the PPS:

- I. No officer should be penalised unfairly for not achieving the standard.
- II. Incremental pay progression will not take place without confirmation the standard has been met.
- III. Pay will be reinstated at the point the PPS is met and, unless stated, will not be backdated.

An overview of the PPS

The standard

The PPS standard is as follows:

1. Completion of an annual PDR/appraisal

- I. A Professional Development Review (PDR or appraisal) has been completed in accordance with the existing force process (*in the preceding 12 months*)
And
- II. At the date of confirming compliance with the standard, no formal capability process is in place (UPP/UAP)

2. Training

Statutory and mandatory training* has been completed (*in the preceding 12 months*)

3. For line managers only

Where an officer manages others, they have completed PDRs and made PPS decisions on behalf of those they directly manage by their set confirmation date (*in the preceding 12 months*)

* Statutory and mandatory training is defined as National Personal Safety and First Aid training. Forces may be able to add up to two other local training priorities (which can be tailored to force priorities or individual roles) - this has yet to be confirmed as it is still subject to a policy decision.

2. The PPS process

Design principles & the steps within the process

This section highlights the design principles and steps within the PPS process (from the perspective of a HR and Payroll Department), which forces need to consider when designing their own local PPS process

The PPS process

The design principles

1. Any increment due, is paid on the first pay date following an officer's pay anniversary.
2. Officers should have a 12 month period prior to their PPS confirmation date to know what they will be assessed against to achieve the PPS standard, and progress up the pay scale.
3. Officers and managers have sufficient time to complete the PPS (*recommend a minimum of 6 weeks*).
4. The same process should be applied to all relevant officers in a fair and consistent manner.
5. An officers increment date does not change as a result of this process.
6. Administration relating to the PPS is kept to a minimum.

The PPS process

The steps within the process

1. Notification sent/received

Forces need to issue a notification to line manager & officer, telling them their PPS is due & when it needs to be confirmed by .

Assessment window

2. Assessment conducted

Line manager conducts PPS assessment within the assessment window. This can be a discussion or meeting and if required take place more than once.

A force may wish to issue a reminder(s) to the line manager & officer during the assessment window, to ensure the PPS is confirmed by the set confirmation date.

3. Confirmation sent/received

Line manager confirms PPS has been met (or not) based on the standard. To be completed by the confirmation date (at the latest).

It is advised that the line manager completes a force PPS form as a record the PPS has been met (or not).

If a line manager is absent it is advised that a force ensures the confirmation is sent/ received by the confirmation date (either by the 2nd line manager or HR).

Payroll need to be notified if the pay increment will be received or withheld.

Data requirement:

Forces will need to keep a record of the protected characteristics of those who do not meet the PPS.

4a. Pay increment received

I. Confirmed PPS is achieved

Officer receives pay increment on first pay date on or after their increment date

4b. Pay increment not received

II. Confirmed PPS is not achieved

(move to 5a)

Or

III. Unconfirmed if PPS is achieved /or not

(move to 5b)

Officer does not receive pay increment on pay date after their increment date

The majority of officers will move through the blue channel (steps 1 – 4a)

5a. Assessment review

If PPS is not achieved, a follow up assessment period is agreed with line manager against defined criteria. Once line manager confirms PPS is achieved, officer receives pay increment on next pay date (not backdated). If the PPS is not achieved an officer can appeal the decision.

5b. Follow up

Force chases PPS confirmations not received. The 2nd line manager and/or Dept. Head is notified. Next: either step 4a applies (& pay is backdated) or 4b II. applies

The PPS process

The steps within the process

Forces need to provide line managers with easy access to the following data/ information:

1. PDR/Appraisal records
2. Relevant training records *(or officers are provided with a confirmation of successful completion)*
3. Where appropriate UPP/UAP records
4. If the officer is a line manager, a record of whether their direct reports PPS assessments were completed on time.

Forces need to ensure they record/ capture the following information:

1. The outcome of the PPS assessment:
 - I. A meeting/ discussion has taken place between the line manager and officer (in the required time period)
 - II. The officer has achieved the PPS (based on the criteria)
 - III. The officer has been notified of the outcome
2. In cases where a PPS has not been achieved:
 - I. To confirm if and what exemptions apply and that they have been endorsed by a 2nd line manager
 - II. To confirm what needs to be met in order to achieve the PPS
 - III. To capture the protected characteristics

- If line managers have not confirmed whether the PPS has been achieved/ or not within the given timeframe, the Force may wish to review this information as part of its performance management regime.
- It is recommended that forces automate the PPS process as much as possible using existing systems.

3. Force implementation of the PPS

National milestones to be met

This section outlines the key dates, to enable the service to deliver the PPS

PPS implementation timeline

National milestones

Forces are required to meet the following dates:

1. **March 2022** – define local PPS requirements (*how the standard will apply to the force, including any local training priorities**).
2. **1st April 2022** – brief officers that the PPS is now effective in force (*although for individual officers the commencement of their PPS assessment period will be linked to when their increment date is*).
3. **January 2023** – local PPS processes in place (*so the first tranche of officers can receive their PPS assessment from 1st April 2023*).

* Forces may be able to add up to two other local training priorities (which can be tailored to force priorities or individual roles) - this has yet to be confirmed as it is still subject to a policy decision.

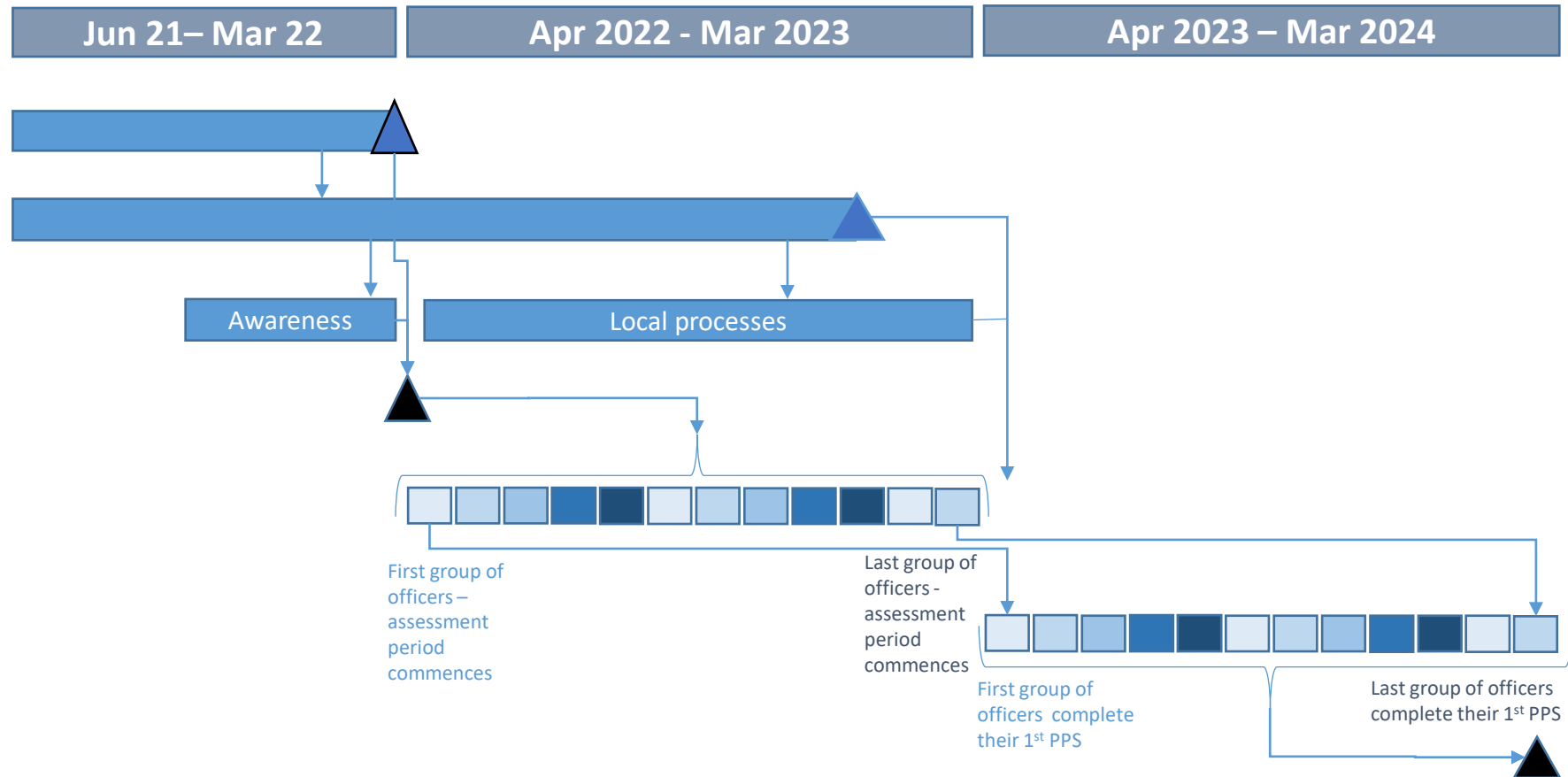
To support forces, the NRT will provide national guidance and communication briefing products. Forces will also be invited to attend PPS webinars where the NRT will provide further briefings and give forces the opportunity to ask questions.

PPS implementation timeline

Force implementation

Force milestones

1. Agree local PPS requirements for eligible officers (*using National Guidance*)
2. Design, develop & implement local PPS processes (*a*) (*using National Guidance*)
3. Communicate the changes (*using NRT messaging*)
4. **PPS becomes effective** (*b*)
5. 12 month individual PPS assessment period commences (*required time period prior to PPS assessment*)
6. Eligible officers have their first PPS assessments/confirmations (*c*)
7. All eligible officers have had their first PPS applied



Notes:

- (a) During this period forces need to engage with their local staff associations.
- (b) On the 1st April 2022 all eligible officers to be notified the PPS is effective in force & they will now be assessed against the PPS to receive their pay progression (although the individual PPS assessment period commences 12 months prior to their PPS confirmation date in 2023/24).
- (c) Eligible officers are officers who have not reached the top of their incremental pay scale - the PPS will not apply to officers who have reached the top of their incremental pay scale by the 1st April 2023 (and beyond).

The PPS process

NRT deliverables

When you can expect to receive further information from the NRT:

1. **July 21** –NPCC Pay & Conditions lead to issue message following publication of the PRRB report – for forces to brief officers on what PPS is and what it means for them
2. **October / November 21** – NRT to issue annual survey (to include further force readiness questions)
3. **November 21** - NRT issue further PPS messaging - to support forces in their communication to officers
4. **January 22** - NRT issue PPS national guidance to forces (issue date is linked to the Home Office signing off the determination)

The NRT will also issue progress updates as necessary.

4. PPS policy exemptions

Exemptions

This section explains what happens if there is a **legitimate (and exceptional) reason** for failure to meet any element of the PPS or for a line manager to fulfil their requirement.

Please note: The PPS policy has yet to be finalised, which includes circumstances when an exemption may or may not apply. The NRT are currently engaging with force representatives and staff associations on this and they will be included in the guidance.

The PPS process

Exemptions

- It is fully appreciated that on occasions, there may be a good reason why an officer has not been able to comply with the PPS. For example, when a PDR/appraisal has not being completed due to the extended absence of the officer concerned, or if a force is unable to deliver the training within the necessary timescales.
- No officer will be penalised if there is a **legitimate (and exceptional) reason** for failure to meet any element of the PPS or for a line manager to fulfil their requirement.
- The exemptions are intended to cover the minority of cases and will reflect the general principles of the PPS.
- If the PPS has not been met, and a line-manager considers an exemption does not apply, pay progression would be stopped.
- If pay progression is stopped and an officer believes an exemption applies, they can appeal the decision. If the appeal is upheld pay would be backdated to the officer's pay increment date.
- Once the exemptions are confirmed (through consultation with stakeholders), they will be included in the guidance, intended to be issued in January 22. The NRT will also hold webinars, giving forces an opportunity to raise specific questions on exemptions.

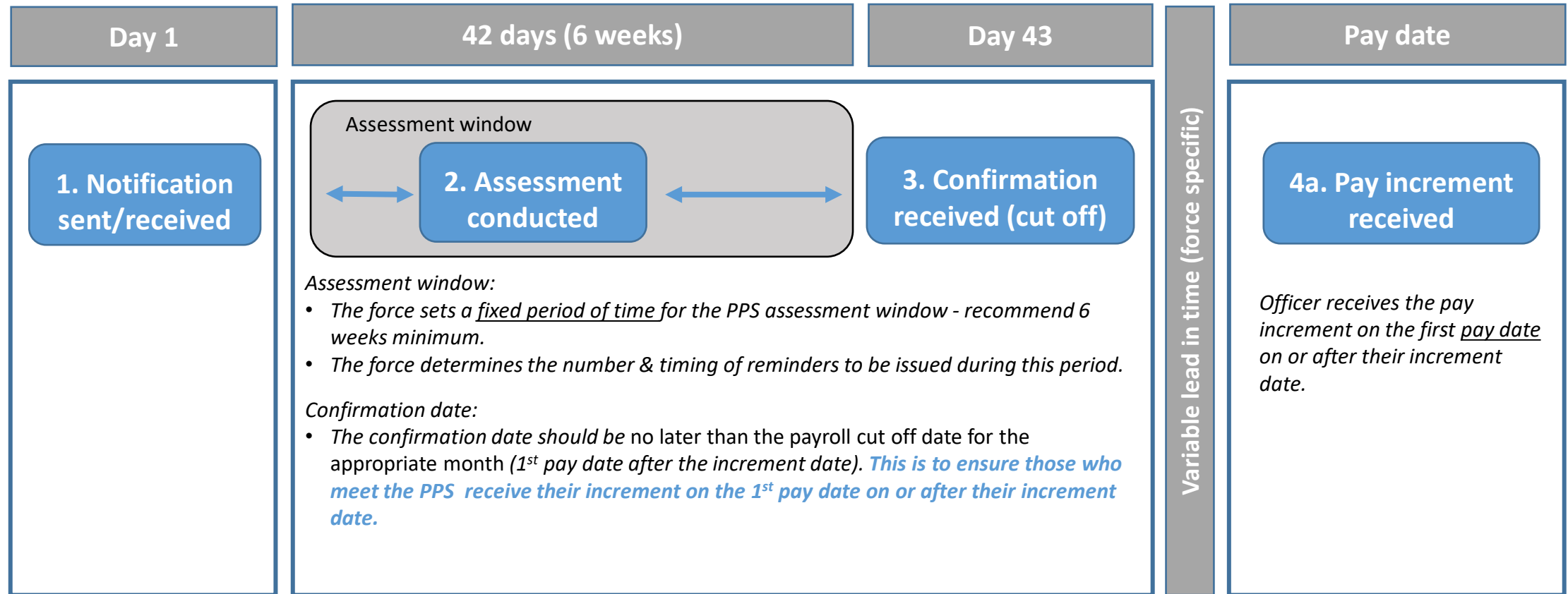
5. PPS process examples

How a force could choose to define the key dates in the PPS process

This section explains how a HR/Payroll Department could choose to define the key dates in the PPS process for their force. It is up to each force to determine its own local PPS processes, aligned to national principles. However the same process should be applied to all relevant officers in a fair and consistent manner.

The PPS process

The timeline for a typical process



- The notification & confirmation date for an officer will be informed by their respective increment date (i.e. pay anniversary).
- A force could choose to have one notification and one confirmation date for a batch of increment dates, which fall within a pay period, or choose to determine the dates on an individual basis.

PPS examples

Defining the key dates in the process

Example A: One notification & confirmation date for a batch of increment dates

For all officers with an increment date between the 1st – 31st July:

- PPS notifications sent – 5th June
- PPS confirmation date - 18th July (in this example, this is also the payroll cut off date)
- Officers receives pay increment – 31st July (pay day)

Consistent process for every officer

1. Confirm the timescale needed for the PPS assessment window – 6 weeks
2. Determine which officers increment dates fall within each pay period – E.g. all officers with an increment date that falls between the 1st – 31st July
3. Determine the confirmation date for those officers – 18th July (also the payroll cut off date for July)
4. Determine the notification date for those officers – 5th June (6 weeks or 42 days prior to the confirmation date)

PPS examples

Defining the key dates in the process

Example B: Individual notification & confirmation dates for individual increment dates

Officer 1 – increment date 3rd July

- PPS notifications sent – 4th May
- PPS confirmation date - 17th June
- Payroll cut off date – 15th July
- Officers receives pay increment – 31st July (pay day)

Consistent process for every officer

Officer 1 – increment date 26th July

- PPS notifications sent – 27th May
- PPS confirmation date - 10th July
- Payroll cut off date – 15th July
- Officers receives pay increment – 31st July (pay day)

Consistent process for every officer

1. Confirm the timescale needed for the PPS assessment window – 6 weeks
2. Determine the confirmation date for both officers
 - Officer 1 – 17th June (increment date minus the time between payroll cut off and the pay date)
 - Officer 2 – 10th July (increment date minus the time between payroll cut off and pay date)
3. Determine the notification date for both officers
 - Officer 1 – 4th May (6 weeks or 42 days prior to the confirmation date)
 - Officer 2 – 27th May (6 weeks or 42 days prior to the confirmation date)

PPS examples

The key dates for the PPS assessment

Example A - One notification & confirmation date for a batch of increment dates

For all officers with an increment date between the 1st – 31st July:

- PPS notification sent – 5th June
- PPS confirmation date - 18th July (in this example, also the payroll cut off date)
- Officers receives pay increment – 31st July (pay day)

Individual PPS assessment

1. a) PDR completed between PPS confirmation dates (18th July 22 to 18th July 2023) **YES**

b) No formal capability process in place (on the 18th July) **NO**

2. Training completed (18th Jul 22 – 18th Jul 23) **YES**

3. Completed PPS for direct reports when required **YES**

Line Manager completes & submits Force PPS form ahead of the 18th July confirmation date

Apr 2022 - Mar 2023

Apr 2023 – Mar 2024

PDR completed 31st Mar 2023



3 x direct reports – confirmed their PPS by the required date

Please complete the readiness survey

Based on the information provided in this slide deck, please complete the readiness survey and send it back to the NRT by the 30th June 2021. This is to provide the NRT with an up to date view on force preparedness for the PPS to become effective from the 1st April 2022.

Link to survey below:

<https://survey.alchemer.eu/s3/90353108/PPS-Force-Readiness-Survey-June-2021>

The survey will open on the 14th June