

# Pay

## 1. Payment Arrangements

### 1.1 Timing of Payment

You will be paid by the Forestry Commission (FC) in arrears, by credit transfer to your bank or building society account.

You will be paid on the last working day of the calendar month. Where this falls on a weekend or public/privilege holiday, you will be paid on the last working day immediately before the weekend or public/privilege holiday.

If you leave the FC, any pay due to you will be automatically issued to the last bank or building society account on the payroll system on the day you are next due to be paid.

If you discover that your pay has not been credited to your bank or building society account, please contact your dedicated HR Team immediately. They will seek to establish the cause of the delay and make arrangements to overcome it. Where this can not be done immediately, they will make arrangements for payment to be made to you by the most suitable means available. Where an emergency advance results in you receiving double payment, for whatever reason, you will be required to repay the full amount of overpayment without delay.

### 1.2 Calculating Monthly Salary Payments

For full-time employees, your gross monthly pay is calculated by dividing your annual salary by 12 (calendar months).

For part-time employees, you are paid the appropriate proportion of the full-time salary according to the hours you work, i.e. the full-time equivalent monthly salary divided by the full-time equivalent hours of 37 (44 hours for operational employees), multiplied by your contractual hours of work.

### 1.3 New Entrants

If your start date with the FC is early in the month, you will normally be paid at the end of that month. If your start date is towards the end of the month, it may not be possible to include you in the payroll for that month.

As a new entrant, you have the option of applying for a mid-month temporary loan for up to three months – for more information, please refer to Section 4.2.

## 1.4 Payment for Part Months

Where you are paid for a part month, your pay will be calculated as detailed below. This calculation is the same for both full-time and part-time employees:

- A pro-rata calculation will be made based on the number of days or hours worked in relation to the number of calendar days, or hours' equivalent, in the specific month. For example, if you work full-time for the FC up to 21<sup>st</sup> May, your salary for that month will be calculated as 21/31 of your normal monthly pay. Similarly, if you begin working full-time for the FC on 15<sup>th</sup> June, your salary for that month will be calculated as 16/30 of your normal monthly pay.
- Payment for untaken annual leave will be calculated as detailed in the [Annual Leave and Public/Privilege Holiday Procedure](#) and only paid in circumstances which are appropriate.
- If you retire or are dismissed on a non-working date and are:
  - retiring on a date significant for pension purposes or a date chosen by the FC;
  - retiring on ill-health grounds; or
  - being dismissed;

you may receive payment up to that date.

Where you are employed on an annualised hours contract, the number of hours you work up to the date you leave will need to be calculated and compared against the hours you have been paid for, with any overpayment or underpayment taken into account in your final salary payment.

## 1.5 Changing Your Bank or Building Society Account Details

If you wish to change your bank or building society account, you should complete and submit a [Change of Bank Details Form](#) to your dedicated HR Team by the 7<sup>th</sup> of the month. You should not close your existing bank account before a new one has been opened for receipt of the credit transfer.

## 2. Pay Band Structure and the Pay System

### 2.1 Pay Bands

All posts within the FC are allocated to a pay band by using a job evaluation methodology. The aim of job evaluation is to provide a systematic, fair and consistent means of measuring the relative quality of posts in an organisation and placing them in a rank order. Job Evaluation assesses posts; it does not assess personal performance, workload or determine pay within a pay band.

Job evaluation has central importance within UK equal pay legislation. In order to achieve equal pay for employees doing equal work, it is important that the FC operates a pay system that is transparent, based on objective criteria and free from gender bias.

The FC job evaluation system for posts below the Senior Staff Group is known as Job Evaluation & Grading System (JEGS) - a computer based analytical system developed and designed by Towers Perrin, who own the copyright. Both Towers Perrin and Cabinet Office are responsible for the integrity of JEGS.

There are eight pay bands within the FC below the Senior Staff Group, two of which have 'shadow' operational pay bands - for more information, please refer to Section 2.2. The current salary scales and pay points of each pay band are shown in latest Pay Notices under [Staff Handbook: Pay](#).

### 2.2 Operational Pay

Operational posts are those directly concerned with managing activities in the forest, including working within FC forests or with private sector landowners. Operational pay is paid in pay bands 6A and 5, where employees are clearly working in operational conditions.

Operational pay is higher than the non-operational equivalent to reflect:

- the contractual requirement to work longer operational hours;
- the agreed greater flexibility in working hours arrangements; and
- the requirement to be on-call or work rotas.

This additional pay is paid in lieu of overtime/travelling time payments and on-call allowance.

The effect on pay of moves between operational and non-operational posts is set out in Appendix 1.

## 2.3 Changes

All aspects of the pay system, including the pay bands, salary scales, allowances, overtime/travelling time, etc. are reviewed regularly, including comparison with other Government departments and organisations' pay arrangements. Subject to Government pay policy and affordability, revisions to the pay system will normally be made annually.

Any changes to pay bands, salary scales, allowances, or other aspects of the pay system are negotiated with the Trade Unions recognised for collective bargaining purposes. All pay arrangements are valid until the next pay review.

All changes to the pay system are announced in Pay Notices, which are available under [Staff Handbook: Pay](#).

## 2.4 Starting Pay on Recruitment

On initial appointment to the FC, a new entrant will normally enter the pay band at the minimum point. Where someone has exceptional qualifications and/or experience directly relevant to the work of the post, starting pay on appointment may be above the minimum. Higher starting pay will be determined by the recruitment board, but will not exceed the maximum of the pay band.

If you are a current FC employee who is successful at an open competition for a post above your substantive pay band, you will have your starting pay assessed according to the rules for starting pay on promotion, if this is more favourable.

If you are employed on a STTA and are then, following open and fair recruitment, appointed to the same or another post without a break in service, your starting pay from the point at which your contract of employment changes will be determined by the recruitment board in line with the normal arrangements for pay on recruitment.

## 2.5 Starting Pay on Promotion

From the date of promotion, you will be paid the rate appropriate to the higher pay band. Starting pay is calculated as a 10% pay increase on your previous basic salary, rounded up to at least the minimum of the higher pay band if required.

### 2.5.1 Promotion between non-operational and operational pay bands

Operational pay reflects a contractual requirement to work longer operational hours; agreed greater flexibility in working hours; and the requirement to be on-call or work rotas. For more information, please refer to Section 2.2. Separate arrangements are therefore required for promotion between non-operational and operational pay bands. For information, please refer to Appendix 1.

### 2.5.2 Pay following Return from Secondment

If you move to an external post on secondment, which attracts a higher salary, you will not retain the higher salary on return to the FC. However, the time spent away from the FC will count towards any applicable progression up the FC pay scale on your return.

### 2.5.3 Promotion following Re-appointment to the Civil Service

If you are re-appointed to a lower pay band and within 3 years of re-appointment are promoted to your former pay band, your starting pay, once promoted, will be calculated as the salary achieved by the date of leaving the Civil Service, adjusted for any subsequent changes to the pay band salaries, if applicable, where this is more favourable.

## 2.6 Recruitment and Retention Allowance (RRA)

RRA is a temporary addition to a basic salary, paid to address specific and significant recruitment and retention difficulties. Payment of an RRA is approved by management at Senior Staff Group level after a case has been made which shows why an additional payment must be made. For more information on RRA, please refer to Appendix 2.

## 2.7 Temporary Responsibility Allowance (TRA)

TRA is a temporary addition to a basic salary, paid to recognise the undertaking of additional responsibilities at a higher pay band level, for example when an employee covers for an absent colleague or temporarily fills a vacant post. For more information on TRA, please refer to Appendix 3.

## 2.8 Other Allowances

A number of other allowances may be paid, where appropriate, for example:

- Tool
- On-call

These allowances are paid in the same way to all employees, full-time or part-time.

Some employees retain reserved rights to allowances which were abolished for new employees, for example ADP allowances, typing allowances, etc. The terms on which those reserved rights are held were notified to the employees concerned when the allowances were abolished and include provision for them to be withdrawn on transfer to a non-qualifying post. Such allowances are paid to part-time employees on a pro-rata basis.

## 2.9 Treatment of Allowances on Promotion

The terms applying to the payment of any allowance you receive will be notified in writing when payment of the allowance begins. Allowances do not reckon in the calculation for starting pay on promotion and, if payment is not appropriate in the new post, they will be withdrawn.

## 2.10 Pay following Downgrading

On downgrading to a lower pay band, your pay will be calculated by taking your salary in the higher pay band and dividing it by 1.10. If this figure is above the top of the salary scale of the lower pay band, it will be rounded down to the salary level at the top of the lower pay band. If it is below the bottom of the salary scale of the lower pay band, it will be rounded up to the salary level at the bottom of the lower pay band. If the downgrading is a transfer from an operational to a non-operational pay band, your salary will first be converted to the equivalent non-operational pay band before the calculation is applied.

## 2.11 Mark-time Pay

Mark-time pay is a pay arrangement which allows an employee to retain their current pay when changes in circumstances, other than downgrading on poor performance, disciplinary or voluntary grounds, would otherwise result in a reduction in pay to a new substantive pay point.

An example of such a change would be if an allowance was withdrawn yet retained by employees currently in receipt of the allowance on a mark-time basis. In such cases, you would retain payment of the allowance as paid on the day before the change occurred, although no further increases would be applied to the amount. The difference between your normal substantive pay and the retained rate of pay is known as mark-time pay and shown as such on your payslip.

The value of mark-time pay will be gradually eroded by any subsequent increases to your substantive pay, including pay awards. Your retained rate of pay is not increased until your substantive pay overtakes it, at which point normal pay arrangements will apply.

The following limitations on mark-time pay should be noted:

- If a pay increase is announced and implemented after mark-time pay is applied, but is effective from before the mark-time arrangement commenced, the pay increase will be implemented and the mark-time pay recalculated and backdated.

- If a pay increase is effective from after the mark-time pay arrangements commenced, the pay increase will not apply to the employee concerned and the mark-time pay will not be recalculated.

## 2.12 Pay on Re-appointment

For information on re-appointment, including the impact on pay, please refer to [HR Policy – Re-appointment](#).

## 2.13 Overtime/Travelling Time and On-call Allowances

Employees on non-operational contracts are eligible to receive overtime/travelling time payments in respect of additional authorised time, over and above contractual hours, spent working or travelling on FC business. They are also eligible to receive an on-call allowance where a specific rostered commitment is required.

For information on your eligibility for overtime/travelling time or on-call allowances, and the rates payable, please refer to [HR Procedure – Hours, Overtime and Travelling Time](#) in the Staff Handbook. You should acquaint yourself with this information before submitting a claim.

## 2.14 Salary Exchange/Salary Sacrifice

The FC provides certain employee benefits under Salary Exchange arrangements. This means that you can agree to accept part of your remuneration as a benefit, rather than as cash pay. With eligible benefits, you will not pay Income Tax and/or National Insurance on the amount exchanged. For more information, please refer to the [Benefits and Discounts area of the Intranet](#).

# 3. Deductions from Pay

## 3.1 Recovery of Overpayments of Salary

You have a responsibility to check your payslips and to contact your dedicated HR Team if any under or over payments have been made.

Very occasionally mistakes can happen in your pay calculation, for example if HR is not notified in time of a change that affects your pay. The FC reserves the right to make deductions from your pay where, for any reason, there has been a payment in excess of your entitlement. For this reason, you will be deemed to have checked every payment and to be aware of any overpayments.

Where an overpayment has occurred, you will be notified of the amount, which will normally be reversed automatically on the next pay date. However, where the

overpayment is substantial and it is agreed that it is impractical to recover the full amount in one month, you will be notified of the proposed deductions in advance and invited to make any representations you wish about the matter, including the frequency and amount of deductions.

## 3.2 Recovery Action upon Leaving the FC

In some circumstances, when leaving the FC, your final salary payment will take into account any surplus or deficit of annual leave or flexi leave. Where you have a deficit, this will be deducted accordingly from your final salary. Other arrangements which may be dealt with in this way include, but are not limited to:

- outstanding temporary loans;
- ongoing salary sacrifice arrangements; and
- CAPES termination charges.

## 3.3 Deductions under Statutory Authority

Deductions from pay are made under statutory authority for Income Tax, National Insurance, Civil Service pension scheme contributions, child support payments and/or student loan payments. The FC may also receive an order from a Court, Local Authority or the Child Support Agency to make deductions from your salary to pay for a debt or fine incurred by you. We will deduct all statutory deductions and recoveries from your pay prior to payment.

## 3.4 Voluntary Deductions

Deductions may be made from your pay for the payment of premiums or subscriptions to some organisations or for the payment of a temporary loan. For more information on this, please contact your dedicated HR Team.

## 3.5 Payroll Giving

Payroll Giving is a tax-efficient and flexible scheme to enable you to give specified amounts to your favourite charities direct from your salary each month. For more information, please refer to [Payroll Giving](#).

# 4. Temporary loans

## 4.1 Temporary loans for Purchases, Prior to Annual Leave or Prior to a Religious Event

Interest free temporary loans of up to £5,000 are available to you to assist with:



- the purchase of a season ticket for travel;
- the purchase of sports/health equipment;
- the payment of health/fitness/sports club membership;
- the purchase of IT equipment;
- the purchase of equipment, materials or tuition for a learning activity; or
- the purchase of a working dog.

You can purchase a bicycle using your temporary loan however you also have the option to hire a bicycle for 12 months through the FC's Cycle to Work Scheme. For more information on this, please refer to the [Benefits and Discounts area of the Intranet](#).

Temporary loans are also available:

- prior to annual leave; or
- prior to a religious event (Christmas, Eid, Hanukah, etc.)

If you wish to apply for a temporary loan, you should complete and submit a [Temporary Loan Application Form](#) to your dedicated HR Team. Terms and conditions are detailed on the application form. The combined total of all your temporary loans must not exceed £5,000 at any time.

## 4.2 New Entrant Mid-month Temporary Loan

As a new entrant, you have the option of applying for a mid-month temporary loan for up to three months. Your request is subject to approval and must be received by your dedicated HR Team by the 7<sup>th</sup> of the first month in which it is required.

Payment of a mid-month temporary loan will normally be made on or about the 15<sup>th</sup> of the month. Each mid-month loan will be recovered from your salary at the end of the month in which the loan is made. For further information, please contact your HR Team.

## 5. Senior Staff Group Pay

The FC's Senior Staff Group operates by analogy with the Senior Civil Service. Senior Civil Service pay is monitored by the Senior Salaries Review Body (SSRB), which makes recommendations to the Government on the structure of the pay system, the range of salaries for each senior pay band and the size of each year's pay award.

## 5.1 Job Evaluation and Placement of Senior Staff into Pay Bands

The starting point for determining senior staff's pay is the senior pay band in which the employee's post is placed. Senior posts in the FC are evaluated using the Job Evaluation for Senior Posts (JESP) system and the JESP score determines the pay band. Any senior post which undergoes a significant change in responsibilities will be re-evaluated.

## 5.2 Senior Staff Pay System

Details of the Senior Staff Group pay ranges are available on the [Senior Civil Service: pay and reward page of the Civil Service website](#).

## 5.3 Senior Staff Performance Management

Performance assessment of senior staff in the FC follows the performance management system for the Senior Civil Service, which is designed by Cabinet Office. In line with Government policy, performance is the principal factor in determining annual pay awards for senior staff. Guidance can be found on the Performance Management page on e-Connect.

## 5.4 Pay on Promotion

For individuals promoted to a Senior Staff Group job in a higher pay band, their base pay will increase by the better of:

- a promotion award of 10% (or 5% on promotion from SSG1 to SSG1A or from SSG1A to SSG2); or
- the minimum of the higher band.

## 5.5 Pay on Appointment to an Externally Recruited Post

Where a Senior Staff Group post is advertised externally and an existing civil servant is successfully recruited to the post, appointment will be within 10% of the advertised circa salary level or salary range, even if the appointment is not on promotion. Where existing civil servants are already paid more than the maximum advertised, this may mean that the individual does not receive a pay rise on appointment.

# 6. Enhanced Holiday Pay

Enhanced holiday pay is calculated based on the average overtime/travelling time payments and/or on-call allowance an employee earns in the specified reference period,

prior to taking any Regulation 13 WTR leave (see Section 3.3 of the [HR Policy – Annual Leave and Public Privilege and Additional Holidays](#)).

The reference period for the purpose of calculating enhanced holiday pay is the three months' pay period before any leave that falls within an employee's first 20 days (or equivalent 4 weeks for part time and employees on compressed hours) entitlement.

Employees will be eligible to receive enhanced holiday pay if they receive overtime/travelling time payments, and/or on-call allowance, during the preceding three months' of any Regulation 13 WTR leave.

The payment for each leave period claimed will be calculated as follows:

*The total amount earned for overtime/travelling time/on-call in the reference period ÷ total number of working days in the reference period × the number of leave days (up to a maximum of 20 days leave).*

This payment will show on your payslip as Holiday Pay.

Enhanced holiday payments are taxable but not reckonable for pension purposes.

For details on how to claim for enhanced holiday pay, please see Section 4 of the [HR Procedure – Annual Leave and Public Privilege and Additional Holidays](#).

## Appendix 1

# Moves between Operational and Non-operational Posts

## 1. Level Transfer: Pay Bands 5 and 6a

### 1.1 Operational to Non-operational

If you transfer from an operational post to a non-operational post at the same pay band level - for example pay band 5(Op) to pay band 5 – you will be considered to be undertaking a 'tour of duty'. A tour of duty will normally last up to five years. In some circumstances it may be slightly shorter or it may be extended by two or three months without penalty to you, where there is difficulty in identifying a suitable post.

If you transfer from an operational post to a non-operational post at the same pay band level, you will transfer on your existing operational salary. For the duration of your tour of duty, you will continue to receive pay increases and will thus retain your higher operational pay. You will also continue to work operational hours – 44 hours full-time, excluding lunch breaks, with no entitlement to overtime/travelling time or on-call allowance.

Towards the end of the five year period, you will be expected to transfer back to an operational post and a suitable post will be offered. A suitable post will be one in the same pay band as the one currently occupied, in a part of the country, or a part of the FC, which takes account of any preference you may have. This clearly places the responsibility on management to ensure appropriate forward planning, although you may make your views known to your managers or to your dedicated HR Team at any time.

If you choose to remain in a non-operational post, you will lose your higher operational pay at that time and will move onto the equivalent salary in the non-operational pay band. This salary will be equivalent to your position in relation to the maximum which you were on in the operational band. You will also begin working non-operational hours

– 37 hours full-time, excluding lunch breaks, with eligibility for overtime/travelling time and on-call allowance, where appropriate.

## 1.2 Non-operational to Operational

If you transfer from a non-operational post to an operational post, you will become eligible for operational pay on the equivalent salary to your position in relation to the maximum in the operational band. From the effective date of transfer, you will be employed on an operational contract - 44 hours full-time, excluding lunch breaks, with no entitlement to overtime/travelling time or on-call allowance.

# 2. Promotion

## 2.1 Operational to Non-operational

If you are promoted from pay band 6a(Op) or pay band 5(Op) to a non-operational post in a higher pay band, you will generally move across on your existing operational salary. If your salary is below the minimum or between pay points in the higher pay band, your salary will be increased to at least the minimum and you will receive the balance of a 10% increase as a non-consolidated, non-pensionable lump sum.

If your salary is above the maximum salary in the higher pay band, your salary will be the pay band maximum and you will receive a 10% increase as a non-consolidated, non-pensionable lump sum.

From the effective date of promotion, you will be employed on a non-operational contract - 37 hours full-time, excluding lunch breaks. If you move into a post in pay band 3, 4 or 5, you will be eligible for overtime/travelling time and on-call allowance, where appropriate. Different arrangements apply to employees in pay band 2.

## 2.2 Non-operational to Operational

If you are promoted from a non-operational to an operational post, you will receive the normal 10% increase in basic salary, plus a consolidated 17.5% increase in recognition of operational working conditions, i.e. a total salary increase of 27.5%. If the resulting salary is below the minimum, the salary will be increased to at least the minimum of the pay band. From the effective date of promotion, you will be employed on an operational contract - 44 hours full-time, excluding lunch breaks, with no entitlement to overtime/travelling time or on-call allowance.

## Appendix 2

# Recruitment and Retention Allowance (RRA)

Temporary additions to basic salary may be paid to address specific circumstances in which posts in any pay band are affected by significant recruitment and/or retention difficulties. Such an addition, which is a specific sum for specific circumstances, is called a Recruitment and Retention Allowance (RRA). A RRA may, in appropriate circumstances, be payable in addition to a higher starting salary as agreed by the recruitment board.

## 1. Payment of a RRA

A RRA may be a maximum of £10,000 per annum. It will be paid each month in addition to basic salary, including payment above the maximum of the pay band where appropriate, and will be pensionable. It will not reckon for overtime or for starting pay on promotion. A RRA will be paid pro-rata to eligible part-time employees.

## 2. Approval for the Payment of a RRA

Responsibility for approving payment of a RRA lies with members of the Senior Staff Group. A proposal to pay a RRA for one or more specific posts may be submitted for approval to these senior managers at any time. Such proposals must identify the posts affected and should provide as much information as possible on: the recruitment and/or retention difficulties being experienced and details of remuneration packages being paid for comparable jobs by other relevant employers.

Proposals that are approved will be forwarded to your dedicated HR Team for implementation. This will include issuing a written amendment to terms and conditions to the employee(s) concerned, making clear the terms and conditions on which the RRA is payable and on which it may be withdrawn.

### 3. Withdrawal of a RRA due to Poor Performance

Where an employee receives a Performance Management System (PMS) rating of 'not fully effective' at either their end-of-year review, or at a mid-year review covering a period of at least six months, and where the correct procedures for monitoring and supporting an employee with poor performance have been followed, any RRA will be withdrawn from the employee concerned with immediate effect.

The withdrawn RRA will be re-instated once the employee's performance has improved and they have received a 'good performer' rating, documented fully in the PMS. Payment of the RRA will be re-instated with effect from the date on which the improved performance is recorded in the PMS.

Any proposal to withdraw or reinstate a RRA must be confirmed with the member of the Senior Staff Group who initially approved payment of the RRA.

### 4. Review of the Payment of a RRA

Any RRA in payment must be reviewed annually by the member of the Senior Staff Group who initially approved payment. The review will consider whether the market forces in effect at that time justify continued payment. Any proposal to reduce or withdraw an RRA in payment to an employee because of changes in justification will be notified to the employee in writing with three months notice and will include supporting evidence for the decision.

### 5. Payment of a RRA following Transfer or Promotion

If an individual in receipt of a RRA moves voluntarily to a post that does not qualify for a RRA, including a promotion, the RRA will be withdrawn immediately.

### 6. Monitoring Payment of the RRA

HR will, for equal pay purposes, monitor the payment of RRAs.

## Appendix 3

# Temporary Responsibility Allowance (TRA)

If you take on the duties and responsibilities of a post in a higher pay band on a temporary basis, either short-term (6 months or less) or long-term (over 6 months) and there is no change to your substantive pay band, you will receive a Temporary Responsibility Allowance (TRA).

The circumstances which may result in payment of a TRA include:

- covering for a colleague in a higher pay band who is absent on maternity leave or long-term sick leave;
- providing cover for a vacant post in a higher pay band while arrangements are made to permanently fill the post or during a period of change when it is unclear if the vacancy will need to be filled;
- completing a project in a higher pay band;
- a permanent employee moving into a fixed term post of less than 3 years in a higher pay band (see [HR Policy – Fixed Term Appointments](#)); or
- undertaking a development opportunity in a higher pay band.

## 1. Eligibility for a TRA

To be eligible, you must take on the full range of responsibilities of the post in the higher pay band for a period of at least two working weeks. In exceptional situations periods of at least one day will qualify for TRA, for example:

- where a specific security role is required to be carried out at a particular pay band; or
- where cover is required for health and safety reasons.

## 2. Approval for TRA

Cost centre managers must have adequate funding to cover the full cost of the TRA and will take into consideration the circumstances, skills required and expected duration when deciding who will take on the duties and responsibilities of a post in a higher pay band.



It is not necessary for a trawl to be carried out and there can be no change to your substantive pay band unless as a result of a fair and open competition. Receiving TRA does not guarantee you substantive promotion in the future.

### 3. Payment of the TRA

A TRA will be paid each month in addition to basic salary, including payment above the maximum of the pay band where appropriate, and will be pensionable. It will reckon for overtime/travelling time for employees in non-operational pay bands, but not for starting pay on promotion. A TRA will be paid pro-rata to eligible part-time employees.

TRA will be paid for the full period of temporary responsibility, including weekends, public/privilege holidays, and any periods of annual leave, sick leave or special paid leave.

If an individual in receipt of TRA is absent for a longer period, i.e. long-term sick, management may wish to make other arrangements to cover the work of the post and the period of temporary responsibility may be brought to an end.

HR will monitor posts being temporarily filled and employees awarded TRA advising the Forestry Commission Trade Unions of all long-term (over 6 months) allowances to be paid.

### 4. Calculation of a TRA and Applicable Hours

The amount of the TRA will be 10% of your substantive salary, rounded up to at least the minimum of the higher pay band if required. You are guaranteed that your substantive salary plus the TRA will equal no less than the minimum salary for the higher pay band.

If you are within a non-operational pay band and are given temporary responsibility for a role in an operational pay band, you will receive a TRA of 10% of your substantive non-operational salary, rounded up to at least the minimum of the higher pay band if required. You are guaranteed that your substantive salary plus the TRA will equal no less than the minimum salary for the higher pay band. You will be expected to work the hours associated with the operational post - 44 hours full-time, excluding lunch breaks, with no entitlement to overtime/travelling time or on-call allowance.

If you are within an operational pay band and are given temporary responsibility for a role in a non-operational pay band, you will receive a TRA of 10% of your substantive operational salary, rounded up to at least the minimum of the higher pay band if

required. You will be expected to continue to work the hours associated with your rate of operational pay - 44 hours full-time, excluding lunch breaks, with no entitlement to overtime/travelling time or on-call allowance.

## 5. TRA and Performance Management System

You must discuss and agree a Forward Job Plan for the period in the higher pay band with your line manager in the new post.

Working a period of temporary responsibility during the performance year does not mean that you will automatically be assessed as a 'top performer', even if you received a top performer rating for the previous year in your substantive role. Your performance and personal contribution to your unit and the FC over the whole year will be taken into account. Your performance will be assessed and standardised in the role where you have spent the greatest part of the performance year, with input from other reporting officers as appropriate.

If, while taking on the duties and responsibilities of a post in a higher pay band, a performance problem is identified, this will be discussed with you at the earliest opportunity. Guidance and support will be offered to help you to reach the standards expected of the higher post however management may wish to make other arrangements to cover the work of the post and the period of temporary responsibility may be brought to an end.