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2019 DE&S and SDA pay award supporting information

This document has been produced to help you understand the information contained in the [DE&S / SDA Best and Final Offer for the 2019 pay award](#).

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Section 1- Introduction and eligibility

Pay award coverage

The 2019 pay award covers permanent, fixed term and casual civilian employees below SLG in DE&S and SDA, excluding work placements and interns, and is subject to the eligibility criteria below. For those covered by alternative arrangements there are separate agreements in place.

Composition of the pay award

The pay award is made up of three elements - salary increase; performance award; These are explained in more detail below.

For current employees, to be eligible for the salary increase and performance award you must have worked 60 days or more in during the 2018/19 performance year **AND** have a performance outcome for the same period.

1) **a salary increase** – if eligible, you will receive an increase (consolidated) to basic pay. This will be based on:

- a. your performance outcome from the 2018/19 performance year, and
- b. your gap to market, which is determined by:
 - the market position of your level and role (i.e. role profile)
 - your pay (salary plus any relevant allowances)

2) **a performance award** – if eligible, you will receive a taxable, one-off, i.e. non-consolidated and non-pensionable, payment based on your level and performance outcome from the 2018/19 performance year.

3) **an additional award** – if eligible, you will receive an additional consolidated increase to your basic pay.

This document will explain what happens if any non-standard circumstances apply to you, for example if you're new, or you've had a period of leave during the performance year.

Salary increase calculation

Salary increases will be calculated using the distribution matrix, which will look at the total of salary and relevant allowances. The value of the salary increase is calculated based on your performance outcome and your gap to benchmark. See section 13.

You will be personally advised by your primary Delivery Manager (DM) of your salary increase and will have sufficient information to determine broadly how your salary increase was calculated.

Section 2 – Eligibility

DE&S / SDA joining scenarios

Joining DE&S / SDA from the Military or outside the Civil Service		Eligible for Salary Increase	Eligible for Performance Award
1 April 2018 to 7 January 2019 inclusive	If you joined DE&S / SDA between 1 April 2018 and 7 January 2019 inclusive and have completed a PAR, you will be eligible for a pay and performance award, dependent on your performance outcome. Your performance award will be pro-rated - see Example in section 13.	Yes	Yes
After 7 January 2019	If you joined DE&S / SDA after 7 January 2019, you will not be eligible for a pay or performance award.	No	No

Joining DE&S / SDA from MOD, another Government Department (OGD) or Trading Fund		Eligible for Salary Increase	Eligible for Performance Award
1 April 2018 to 7 January 2019 inclusive	If you joined DE&S / SDA between 1 April 2018 and 7 January 2019 inclusive and have completed a PAR, you will be eligible for a pay and performance award, dependent on your performance outcome. Your performance award will be pro-rated - see Example in section 13.	Yes	Yes
After 7 January 2019	If you joined DE&S / SDA after 7 January 2019, you will receive a standard salary increase of 2%, unless you have already received a Civil Service salary increase for the same pay year. However, you will not be eligible for a performance award from DE&S / SDA.	Yes	No

Section 3- DE&S / SDA leaving scenarios

Employees' eligibility for a pay award (salary increase) or performance award is determined by the circumstances of their departure from DE&S or SDA. The table below sets out these various leaver circumstances and eligibility for pay and performance awards in 2019.

Resignation		Eligible for Salary Increase	Eligible for Performance Award
Left or under notice to leave on 1st July 2019	If you have left or are serving notice to leave DE&S / SDA at the implementation date (1 July), you will not be eligible for a salary increase or performance award.	No	No

Leaving DE&S / SDA on transfer to MOD, another Government Department (OGD) or Trading Fund		Eligible for Salary Increase	Eligible for Performance Award
Before 1 April 2019	If you left before 1 April 2019, you will not be eligible for a salary increase or performance award from DE&S / SDA. However, you may be eligible for a pay award in MOD, your new Department or Trading Fund.	No	No
On or after 1 April 2019	If you leave DE&S / SDA on or after 1 April, you will be eligible for a salary increase and performance award, dependent on your performance outcome. Please note that you are only able to have one pay review in a 12 month period.	Yes	Yes

Resignation with a Civil Service Pension (including ill health retirement)		Eligible for Salary Increase	Eligible for Performance Award
Before 1 April 2019	If you resigned with Civil Service Pension before 1 April 2019, you will not be eligible for a salary increase, but will be eligible for a pro-rated performance award dependent on your performance outcome.	No	Yes
On or after 1 April 2019	If you resign with Civil Service Pension on or after 1 April 2019, you will be eligible for a salary increase and performance award, dependent on your performance outcome.	Yes	Yes

Death in service		Eligible for Salary Increase	Eligible for Performance Award
Before 1 April 2019	In the event of death in service before 1 April 2019, a pro-rated performance award may be payable.	No	Yes
On or after 1 April 2019	In the event of death in service on or after 1 April 2019, a salary increase and performance award may be payable.	Yes	Yes

Leaving due to redundancy or under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)*		Eligible for Salary Increase	Eligible for Performance Award
Before 1 April 2019	<p>If you left DE&S/SDA before 1 April 2019, you will not be eligible for a salary increase, but will be eligible for a pro-rated performance award dependent on your performance outcome.</p> <p>*Whilst those that TUPE out of DE&S or SDA prior to 1 April 2019 would not receive a salary increase, an agreement will have been made with the importing organisation in relation to pay.</p>	No	Yes
On or after 1 April 2019	If you leave DE&S/SDA on or after 1 April 2019, you will be eligible for a salary increase and performance award, dependent on your performance outcome.	Yes	Yes

Dismissal (for reasons of performance, standards, conduct and discipline)		Eligible for Salary Increase	Eligible for Performance Award
Any date	If you left DE&S / SDA due to dismissal, you would not be eligible for either a salary increase or a performance award.	No	No

Transferring between DE&S and SDA – <u>Applies to Additional Award only</u>	
22 May 2019	<p>The Additional Award matrix which applies to you will be determined by the organisation you're deployed at as at 22 May 2019 (the date the Best and Final offer is released).</p> <p>The only exception to this is if you already have a future transfer date agreed and keyed into HRMS/Deployment Tool. In that case, the Additional Award matrix for your new organisation will be applied.</p> <p>Note – this only applies to transfers between DE&S and SDA, not OGDs.</p>

Section 4- Absences Resulting in fewer than 60 working days within DE&S / SDA

Completing fewer than 60 working days in the 2018/19 performance year due to being absent from DE&S / SDA. The absence was due to:		Eligible for Salary Increase	Eligible for Performance Award
A career break	If you were on a career break from DE&S / SDA within the 2018/19 performance year, you will not be eligible for a salary increase or performance award.	No	No
Long term sickness absence	<p>If you were on long term sickness absence from DE&S / SDA within the 2018/19 performance year, you will be eligible for a salary increase.</p> <p>The salary increase payable shall be in line with those for a Box 3 performance outcome, unless evidence from the past 2 years' performance outcomes prior to leave warrants alternative treatment.</p> <p>However, you will not be eligible for a performance award.</p>	Yes	No
Maternity / adoption / shared parental leave	<p>If you were on maternity / adoption / shared parental leave from DE&S / SDA within the 2018/19 performance year, you will be eligible for a salary increase.</p> <p>Please note that the 60 working days includes the initial 2 weeks of compulsory maternity leave, which must be factored in when calculating the number of days worked.</p> <p>The salary increase payable shall be in line with those for a Box 3 performance outcome, unless evidence from the past 2 years' performance outcomes prior to leave warrants alternative treatment.</p> <p>However, you will not be eligible for a performance award.</p>	Yes	No
Special unpaid leave	If you were on special unpaid leave from DE&S / SDA within the 2018/19 performance year, you will not be eligible for a salary increase or performance award.	No	No
Suspension	If you were suspended from DE&S / SDA within the 2018/19 performance year and as a result did not submit a PAR, you will not be eligible for a salary increase or performance award.	No	No

Section 5 – Absence due to joining international organisations (NETMA, OCCAR etc)

Completing fewer than 60 working days in DE&S / SDA in the performance year due to service with international organisations (NETMA, OCCAR etc).		Eligible for Salary Increase	Eligible for Performance Award
Service with international organisations (NETMA, OCCAR etc)	<p>If you were absent from DE&S / SDA due to service with international organisations (NETMA, OCCAR etc) and as such did not complete 60 working days within the 2018/19 performance year, you will be eligible for a standard salary increase of 2%.</p> <p>However, you will not be eligible for a performance award.</p> <p>Any salary increase will be calculated on return to DE&S / SDA.</p>	Yes	No

Completing 60 working days or more in DE&S / SDA in the performance year and transfers service to international organisations (NETMA, OCCAR etc).		Eligible for Salary Increase	Eligible for Performance Award
Before 1 April 2019	<p>If you worked for 60 working days or more within the 2018/19 performance year and completed a PAR prior to joining international organisations (NETMA, OCCAR etc) before 1 April 2019, you will be eligible for a performance award dependent on your performance outcome.</p> <p>Any salary increase will be applied on returning to DE&S / SDA and any performance award will be pro-rated to reflect the time that you served in the performance year.</p>	Yes	Yes
On or after 1 April 2019	<p>If you worked for 60 working days or more within the 2018/19 performance year and completed a PAR prior to joining international organisations (NETMA, OCCAR etc) on or after 1 April 2019, you will be eligible for a salary increase and performance award dependent on your performance outcome.</p>	Yes	Yes

Section 6 – Absence due to Support to Operations (S2O)

Completing fewer than 60 working days in DE&S / SDA in the performance year due to Support to Operations (S2O).		Eligible for Salary Increase	Eligible for Performance Award
Support to Operations (S2O)	<p>If you were absent from DE&S / SDA due to S2O and as such did not complete 60 working days within the 2018/19 performance year, you will be eligible for a standard salary increase of 2%.</p> <p>However, you will not be eligible for a performance award.</p> <p>Any salary increase will be calculated on return to DE&S / SDA.</p>	Yes	No

Completing 60 working days or more in DE&S / SDA in the performance year but have absence due to Support to Operations (S2O).		Eligible for Salary Increase	Eligible for Performance Award
Before 1 April 2019	<p>If you worked for 60 working days or more within the 2018/19 performance year and completed a PAR prior to leaving to provide Support to Operations (S2O) before 1 April 2019, you will be eligible for a performance award dependent on your performance outcome.</p> <p>Any salary increase will be applied on returning to DE&S / SDA and any performance award will be pro-rated to reflect the time that you served in the performance year.</p>	Yes	Yes
On or after 1 April 2019	<p>If you worked for 60 working days or more and completed a PAR prior leaving to provide Support to Operations (S2O) on or after 1 April 2019, you will be eligible for a salary increase and performance award dependent on your performance outcome.</p>	Yes	Yes

Section 7 - Internal Promotion

Being promoted internally, after applying for a job within DE&S / SDA through an external recruitment campaign.		Eligible for Salary Increase	Eligible for Performance Award
Promoted before 7 January 2019	<p>Any salary increase will be based on your role profile and annual salary as at 31 March 2019 and your performance outcome.</p> <p>Any performance award will be based on your performance outcome, your annual salary as at 31 March 2019 and your promotional level.</p>	Yes	Yes
Promoted between 7 January and 31 March 2019 inclusive	<p>Any salary increase will be based on your role profile and annual salary as at 31 March 2019 and your performance outcome.</p> <p>Any performance award will be based on your performance outcome, your annual salary as at 31 March 2019 and your pre-promotion level.</p>	Yes	Yes
Promoted on or after 1 April 2019	<p>Any salary increase will be based on your role profile and annual salary as at 31 March 2019 and your performance outcome.</p> <p>Your salary on promotion will then be reassessed to ensure you receive the higher of:</p> <p>1) 85% of the advertised maximum for the position; or</p> <p>2) 10% increase in salary (i.e. after the pay award salary increase has been applied).</p> <p>Any performance award will be based on your performance outcome, your annual salary as at 31 March 2019 and your pre-promotion level.</p>	Yes	Yes

Section 8 - Temporary Assignment at a Higher Level (TAHL)

Being on temporary promotion (TAHL).		Eligible for Salary Increase	Eligible for Performance Award
TAHL ended before 1 April 2019	<p>Any salary increase and / or performance award will be based on your substantive role profile and substantive annual salary as at 31 March 2019 and your performance outcome.</p> <p>As you are not on TAHL on 1 April 2019, your TAHL payments will not be reassessed.</p>	Yes	Yes
On TAHL as at 1 April 2019	<p>Any salary increase and / or performance award will be based on your substantive role profile and substantive annual salary as at 31 March 2019 and your performance outcome.</p> <p>Your TAHL payments will then be reassessed on your new salary to ensure that you receive the higher of:</p> <p>1) Minimum of the higher-level salary band; or 2) 10% of salary (i.e. after the pay award salary increase has been applied).</p>	Yes	Yes

Section 9- Graduates and Apprentices

Employees who successfully completed their scheme during the 2018/19 performance year		Eligible for Salary Increase	Eligible for Performance Award
Employee who successfully complete between 1 April 2018 to 7 January 2019 inclusive	You will be eligible for a salary increase and performance award dependent on your performance outcome.	Yes	Yes
Employee who successfully complete between 7 January 2019 to 31 March 2019	You will be eligible for a standard increase of 2% to your salary. You will not be eligible for a performance award for the 2018/19 performance year.	Standard Award	No

Employees on a Graduate or Apprentice scheme as at 1 April 2019		Eligible for Salary Increase	Eligible for Performance Award
Employees on a Graduate or Apprentice scheme as at 1 April 2019	<p>If you are on a Graduate or Apprentice scheme as at 1 April 2019, you are not eligible for the normal DE&S / SDA pay award.</p> <p>Instead, a standard increase of 2% will be applied to your salary.</p> <p>You will not be eligible for a performance award.</p> <p>If you are unsure of the process that will apply to you, please speak to the co-ordinator for your scheme.</p>	Standard Award	No

Employees who moved onto a Graduate or Apprenticeship scheme from another role within DE&S / SDA during the 2018/19 performance year		Eligible for Salary Increase	Eligible for Performance Award
If you were in your previous role for 60 working days or more of the 2018/19 performance year prior to joining the Graduate or Apprenticeship scheme	You will be eligible for a standard increase of 2% to your salary. You will also be eligible for a pro-rated performance award based on the time that you were in your previous role (see Example in section 13).	Standard Award	Yes
If you were in your previous role for fewer than 60 working days of the 2018/19 performance year prior to joining the Graduate or Apprenticeship scheme	You will be eligible to a standard increase of 2% to your salary. However you will not be eligible for a performance award for the 2018/19 performance year.	Standard Award	No

Section 10- Benchmarks

Calculation of benchmarks

To conduct benchmarking against roles in DE&S / SDA, we use a world-leading pay market data provider called Willis Towers Watson.

We engaged with the functions to understand each role so we can match them with similar roles in the market and compare with other organisations that have similar roles to ours.

For each of our role profiles at each level, we identify the base salary, allowances, cash-based benefits (e.g. car allowance, private medical insurance) and employer pension contributions paid by other organisations for similar roles. We use this data to calculate the role benchmark. Note that performance awards (bonuses) are not included in this calculation.

Our competitors typically pay an employer contribution of 9%. This differs from DE&S / SDA where we make an employer contribution of 21% of pensionable salary towards your pension. To provide this level of benefit, the Government Actuary Department has calculated how much we – as a business – must pay into the scheme. For DE&S / SDA, the average employer contribution being put into is 21% of pensionable salary.

We then compare your base salary and relevant allowances to the benchmark for your role to calculate your individual gap to market.

Publication of the benchmarks

We do not publish the benchmarks given the confidential nature and commercial sensitivity of such data. As part of our commercial arrangements with Willis Towers Watson we are required to not share the data that is provided in commercial confidence. Due to the nature of Willis Towers Watson's business, they work closely within the parameters of Data Privacy and Competition Acts to ensure that information is not shared and used to fix markets.

By releasing it, we'd break our confidentiality agreements with the independent company we use to provide the benchmark data.

Benchmark reviews

Benchmarks are reviewed annually and will inform our pay review process and budget. Through this process, we also review whether any changes to salary band minimum or maximum are required.

Changing role profiles at the same level

Salaries do not change at the point of deployment to a new role profile within the same level. At the subsequent pay award, we calculate the gap to market between the employee's salary and relevant allowances and the benchmark for the new role profile; which could be higher or lower than the previous role benchmark. Any salary increase is determined in line with the terms of the pay award for that year.

Section 11- Allowances

Allowances included in the calculation of your salary increase

When calculating the gap to market to determine the salary increase, the following allowances have been included:

- Airworthiness (various levels of allowance)
- Local (Functional) RRA for Ship Acquisition staff in Rosyth
- Nuclear Suitable Qualified & Experienced Personnel (various levels of allowance)

These allowances have been included as they are market specific, and whilst in payment relate directly to salary position against the market for the relevant roles. These will be kept under review.

Example:

Salary as at 31 March	£35,000
Allowance as at 31 March	£ 4,000
Total cash	£39,000

The salary matrix will take the £39,000 and the employee's performance rating to determine the relevant salary increase. In this example, the increase is 2.4%, this would have the following impact:

Increase required	=	£39,000 x 2.4% = £39,936, made up of:
New salary as at 1 April		£35,936 (so a 2.67% increase on actual salary)
Allowance as at 1 April		£ 4,000
Total cash		£39,936

Consolidation of allowances

There will be no consolidation of allowances for the 2019 pay award. However, all allowances are kept under review to ensure that they remain relevant and applicable to the specific role and location.

Allowance values

There are no changes to any of the values of allowances that are currently paid in DE&S / SDA subject to your continued eligibility.

Calculation of your performance award

Performance awards are based on base salary only. Allowances are not taken into consideration when calculating performance awards.

Section 12- Effects of the pay award on pension contributions, income tax, and student loans

Effect of the pay award on pension contributions

The employee contribution bandings to the Civil Service Pension Scheme remain unchanged from the previous year. As a reminder, these can be found in the below table:

Employee Contribution Bandings	Member contributions rate
£0 to £21,636	4.60%
£21,637 to £51,515	5.45%
£51,516 to £150,000	7.35%
£150,001 and above	8.05%

When the pay award is implemented, any salary increase will be backdated to 1 April 2019. If your pay is just below the next salary banding, you may find that for that month, you fall into a higher contribution banding and as such, pay a higher percentage contribution than you are used to. This is because contributions to the Civil Service Pension Scheme are based on monthly pensionable earnings multiplied by 12.

Going forward, the figure used will be your new salary following any salary increase and as such, your employee pension contributions will be based on this figure.

Please note that performance awards are non-pensionable and therefore will have no effect on your employee contribution salary bandings. Further details on the pension scheme, including employee contributions, can be found at <http://www.civilservicepensionscheme.org.uk/>

Effect of the pay award on PAYE income tax

If you are eligible for a performance award and / or salary increase, your earnings for the month in which it is paid will be higher than normal due to payment of any backdated pay increase and performance award.

You may find that due to your increased earnings in the month in which the performance award is paid, you are moved into a higher tax bracket e.g. from a 20% to 40%. This is in line with HMRC regulations, that if arrears are paid in one lump sum then PAYE is due at the time of payment.

If this is the case, it is likely that you will pay less tax in the following month and will return to 'normal' after that. If the new salary moves you into a higher tax bracket then you will be taxed at the new rate going forward.

Effect of the pay award on student loans

Student loan repayments are taken from your salary during any pay period where your earnings before tax exceed the monthly threshold. Therefore, if you are eligible for a performance award and / or salary increase, your earnings for the month in which it is paid will be higher than normal due to payment of any backdated pay increase and performance award, and as such, you are likely to repay more of your student loan. For more information on student loan repayment, please visit their [website](#).

Section 13- Calculation of salary increases

2019 salary increases have been determined by taking two key factors into consideration:

1. **Individual performance** – an individual's 2018/19 performance outcome, and
2. **Gap to the market benchmark** – an individual's salary gap to market.

Salary increases are based on your salary and your role profile as at 31 March 2019. Any increase in consolidated monthly pay based on your performance and gap to market will be backdated to April 2019.

For example, an employee with a salary of £32,125, who is due to receive a 1.5% salary increase will have their new salary calculated as follows:

Salary	£32,125 base salary as at 31 March 2019
Salary increase	$£32,125 \times 1.5\% = £482$
Updated salary role 01 April 2018	$£32,125 + £482 = £32,607$

Where an employee works part time, increases are based on the full time equivalent salary

Section 14- Calculation of performance awards

Performance awards have been calculated based on:

- The organisation's 2018/19 performance. This is the organisation you were deployed to as at 31 March 2019.
- Your individual 2018/19 performance outcome
- Your 31 March 2019 salary (i.e. at the end of the performance period) or part time salary where appropriate
- Adjustments have been made to pro-rate the award for:
 - o New starters who joined during the 2018/19 performance year
 - o Changes in hours during the 2018/19 performance year
 - o Promotions during the 2018/19 performance year
 - o Special Leave during the 2018/19 performance year
 - o Specific leavers during the 2018/19 performance year

For example, a Senior Administrator / Senior Specialist £32,125, who has a Box 3 performance outcome will be treated as follows:

Level	Senior Administrator / Senior Specialist
Salary	£32,125 base salary as at 31 March 2019
Performance outcome	Box 3 performance outcome for 2018/19 end of year
% Award	Senior Administrator / Senior Specialist with a performance outcome of Box 3 = 2.4%
example calculation	$£32,125 \times 2.4\% = £771$

Calculation details of exceptions:

Exception	Calculation of performance award	Notes
New starter	<p>If you joined DE&S / SDA part way through the 2018/19 performance year, but worked 60 or more working days, you will receive a pro-rated performance award for every completed calendar day of service during the performance period, dependent on your performance outcome.</p> <p>New starters with fewer than 60 working days in the performance period are not eligible for a performance award.</p>	Calculation is based on total number of completed calendar days within the performance period.
Change in hours	If your hours changed during the 2018/19 performance year, you will receive a pro-rated performance award based on the hours that you worked during the performance period, dependent on your performance outcome.	<p>Calculation is based on the average FTE during the performance year.</p> <p>Where a change in FTE occurs mid-month, the higher value will be used for the entire month, when calculating the average FTE.</p>

Exception	Calculation of performance award	Notes
Promotion	<p>If you have been promoted and worked fewer than 60 working days in your promoted role during the 2018/19 performance year, or had your performance assessed against your old level, you will receive a performance award based on your pre-promotion salary and level, dependent on your performance outcome.</p> <p>If you have worked more than 60 working days at your promoted level during the 2018/19 performance year and have a performance outcome based on your new level, your performance award will be calculated on your 31 March salary and your promotional level.</p>	<p>Example 1: Less than 60 working days in new role</p> <p>1 February 2019 (pre-promotion salary £28,295)</p> <p>$£28,295 \times 2.4\% = £679$</p> <p>Example 2: More than 60 working days in new role</p> <p>$£32,125 \times 2.4\% = £771$</p>
Special leave	<p>If you have taken a period of special unpaid leave during the performance period but have been employed for 60 or more working days during the 2018/19 performance year, you will receive a pro-rated bonus for every completed calendar day of service during the performance period, dependent on your performance outcome.</p> <p>If you have worked fewer than 60 working days during the 2018/19 performance period, you will not be eligible for a performance award.</p>	<p>Period of special leave: 2 months</p> <p>Calculation:</p> <p>$(304/365) \times £32,125 \times 2.4\% = £642$</p>

Section 15 – Calculation of Additional Award

Additional Awards are determined by your salary **after the 2019 salary increase has been applied**.

Any increase in consolidated monthly pay will be backdated to April 2019. The Additional Award will be based on the organisation (DE&S or SDA) you're deployed into as at the publication date of the Best & Final Offer (22 May 2019)

For example, an employee with a salary of £25,000, and is paid at -15% of their benchmark (which is £29,400). They have a 2018/19 performance outcome of 3.

Their Salary Increase is applied. Then their **new** gap to market determines whether they're eligible for an Additional Award, which is then applied.

Salary	£25,000 base salary as at 31 March 2019 (-15% of benchmark)
Salary increase (based on Salary Increase matrix)	$£25,000 \times 2.3\% = £575$
Salary 1 April 2018 after Salary Increase applied	$£25,000 + £575 = £25,575$. (-13% of benchmark)
Additional Award (based on Additional Award matrix)	$£25,575 \times 2.6\% = £665$
Salary 1 April 2019 after Additional Award applied	$£25,575 + £665 = £26,240$ (-10.5% of benchmark)

Where an employee works part time, increases are based on the full-time equivalent salary

Section 16 – Treatment of absence due to maternity / adoption / shared parental leave and long-term sickness

Employees who have not completed a PAR because they have been absent due to maternity / adoption / shared parental leave or long-term sickness may be eligible to receive a salary increase.

Where applicable, any increase payable shall be in line with those for a 3 performance outcome from calibration, unless evidence from the past 2 years' performance outcomes prior to leave warrants alternative treatment.

Employees who have received a 2 (or equivalent) or above outcome, in the 2 performance years prior to leave, will receive a salary increase based on a 2 outcome. Employees who have received a 4 (or equivalent) or below outcome, in the 2 performance years prior to leave, will receive a salary increase based on a 4 outcome.

No Performance Award is payable in these circumstances.

Should you have any queries or points of clarification, please raise these with your Delivery Manager or Function Development Officer.

Section 17 – Queries

- Delivery Managers or Functional Development Officers should contact the HR Hub if they still have queries after reading this document: DESHR-HUB@mod.gov.uk