



Ministry  
of Defence



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## Policy Reward

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Policy approver	Director of HR	
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## 1 Introduction

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DE&S is committed to delivering world-class equipment and services through a high performing workforce. One of the ways in which we will achieve this is by ensuring there is a clear and fair Reward policy in place, which allows DE&S to exercise its freedoms and implement a suitable policy for DE&S, in addition to the operation of a new Levels structure.

This policy provides Function Development Officers (FDOs), Primary Delivery Managers (PDMs) and employees with guidance and procedures for Reward. There is a suite of supporting documents, available on the DE&S People and HR Portal, which provide further guidance together with a step-by-step procedure on how to manage Reward, in a prompt, fair and transparent way.

The terms of this policy may vary on exceptional occasions and such variation will only be granted at the discretion of the Director of HR (DHR) or their nominated representative.

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## 2 Scope

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This policy covers:

- A set of principles which must be adhered to when considering reward and recognition for employees throughout the pay and performance year.

This policy does not cover but may be linked to:

- Relocation – see [Work Location and Mobility Policy](#).

This policy is applicable to:

- Civilian employees including those on probation;
- Fixed Term Appointees (FTAs);
- Graduates and Apprentices; and
- Senior Leadership Group (SLG).

This policy is not applicable to:

- Contractors (with the exception of the Recognition awards policy);
- Employees subject to externally negotiated pay arrangements (e.g. Agenda for Change);
- Service Personnel, please see;
  - [JSP 752: Tri-Service Regulations for Allowances](#);
  - [JSP 754: Regulations for Pay and Charges](#);
  - [JSP 761: Tri-Service Regulations for Military Honours and Awards](#);
  - [JSP 764: Armed Forces Pension Scheme 2005](#);

- [JSP 765: Armed Forces Compensation Scheme](#);
- Loans and secondments (please refer to the terms and conditions outlined in the employee's secondment / loan agreement);
- Agency Workers (please refer to the relevant employer).

This policy is to be followed by anyone with management responsibility for those employees that it is applicable to.

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### 3 Reward Policy Principles

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#### *Overarching DE&S Policy Principles*

- A commitment to improving attraction, retention, diversity and inclusion, and therefore endeavouring to remove barriers to work for our employees;
- A commitment to providing a safe place of work, ensuring the health, safety and wellbeing of our employees;
- A commitment to recognising and rewarding performance, whilst ensuring the support for those who need it; and
- A commitment to developing our employees, so that they may realise their full potential.

#### *Reward Policy Principles*

DE&S operates reward with consideration to the following principles:



#### *Competitive:*

- We take a total reward approach including financial and non-financial benefits;
- Reward reflects an employee's Success Profile and performance; and
- Reward is set with reference to external benchmarks and internal relativity.

#### *Fair:*

- Fewer but obligatory policies that are transparent and applied consistently;
- Decisions are trusted and properly governed; and
- Reward and performance management is legally compliant and non-discriminatory.

*Simple:*

- Communication is easy to understand and timely;
- Reward is delivered accurately; and
- We avoid complex structures and design.

*Sustainable:*

- Reward is affordable, aligned to the business strategy and reflects our performance;
- Reward is flexible to meet the changing needs of the business; and
- We have an opportunity to progress our pay without needing a promotion.

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## **4 DE&S Reward Strategy**

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DE&S' reward strategy is underpinned by the above principles. We are committed to providing a working environment that promotes, recognises and rewards excellence. To continue to deliver on organization wide objectives, DE&S need high-calibre employees with the skills and experience appropriate to drive the performance of an organization of the scale and complexity of DE&S.

Our reward strategy is driven by this need and is designed to offer competitive (but not excessive) reward with a focus on performance-based elements – the measures of which incentivise the delivery of DE&S' strategy and reflect employee and corporate performance. The reward strategy is able to facilitate a smooth transition for civil Servants moving in and out of DE&S and Other Government Departments (OGDs) in an easy and transparent way.

DE&S uses its pay freedoms thoughtfully and effectively and are flexible in the approach to reward. DE&S also operates within a governance framework that is clear, robust and fair to employees.

DE&S provides employees with a number of elements to their total reward package: base pay and Pay Awards, Performance Awards, Pensions and Benefits, Allowances, Overtime and Recognition awards.

All employees will be rewarded fairly and in accordance with Objectives, Goals, Strategies, Measures (OGSM), the DE&S Way and demonstrable contribution. This may include sustained delivery and the application of skills and expertise developed over time in a Success Profile.

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## **5 DE&S Reward Policy**

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This policy provides a clear and transparent mechanism for recognising and rewarding excellent performance and contains the following sections:

## **5.1 Overview of Levels Structure**

DE&S operates a five Level employee structure in addition to the Senior Leadership Group (SLG), of which the Chief Executive Committee (CEC) is a constituent. Each Level has a pay band attached to it and where an employee sits within the pay band will be determined by a range of factors, including their Success Profile, experience and performance.

All work undertaken within DE&S will have a defined Success Profile. Functions will work with the business to define these. Roles must be evaluated/scored using the Job Evaluation System (JES). Further details on Success Profiles and the Level structure definitions can be found in the [Reward Procedure](#).

## **5.2 Base Pay, Annual Pay Awards and Advances of Salary**

The purpose of base pay is to attract and retain high performing employees. Base pay should reflect the market value of the Success Profile and the employee's skills, experience and performance.

Base pay for employees at DE&S is informed by market data (in the context of total reward) and conditions, as well as the organisation's need for specific skills and affordability.

All five Levels have a pay band which is determined with reference to market practice. Progression within pay bands should be driven by individual performance, with consideration given to the market benchmark and will be awarded in the form of the annual Pay Award.

Entitlement to annual Pay Awards is not contractual, and it is DE&S' decision as to how Awards are applied, including the criteria by which Awards are decided. There is no right of appeal for employees against Pay Award decisions.

Employees may have the opportunity to claim an advance on their salary in certain circumstances set out in the [Reward Procedure](#). In the event that an employee is absent, on nil or half pay, receiving sick pay at pension rate, are on unauthorised leave or other leave without pay, they will not be eligible to apply for an advance.

## **5.3 Performance Awards**

Performance Awards are annual one-off payments that are non-consolidated and non-pensionable used to incentivise delivery of corporate strategic objectives and employee performance in the context of Function-led performance management, appraisal and the DE&S Way.

Performance Awards are determined by a number of factors including an employee's performance rating, Level and size of the budget available based on DE&S wide performance. Entitlement to annual Performance Awards is not contractual, and it is DE&S' decision as to how Awards are applied, including the criteria by which awards are decided. There is no right of appeal for employees against Performance Award decisions.

## 5.4 Pensions and Benefits

DE&S offer a wide range of competitive benefits that include financial rewards, lifestyle, wellbeing and career development opportunities and are available to all employees.

DE&S offer access to a market competitive defined benefit pension scheme that forms a material part of employees' total reward package. For the majority of employees, this benefit is provided through the Principal Civil Service Pension Scheme ('PCSPS'). For most employees, benefits are calculated on a Career Average (or CARE) basis in the Alpha section of the PCSPS and all eligible new joiners will automatically be enrolled into this section of the scheme.

All employees who join DE&S on DE&S terms and conditions (i.e. not including contractors) will be enrolled onto the PCSPS, regardless of their age or annual earnings.

A number of existing employees may also be a member of historic final salary pension scheme sections through transitional protection (either 'Classic', 'Classic Plus' or 'Premium'). These scheme sections are closed to new joiners and future accrual (except where employees have transitional protection).

DE&S also offer access to the Partnership section of PCSPS. Employees will not automatically join this section of the PCSPS and instead will need to elect to do so by contacting the administrators of the scheme, [My CSP](#).

Eligibility and contribution rates for each section of the scheme are reviewed on a regular basis by the Scheme Management Executive in the Cabinet Office, with any changes communicated to employees.

Should an employee so choose, they can elect to opt out of all pension arrangements associated with DE&S. Should this be the case; employees should note that DE&S will not make employer contributions to any private pension arrangements on their behalf.

Further information on all sections of the PCSPS and Partnership arrangements can be found on the [Civil Service Pensions website](#). Alternatively, employees can contact MyCSP: Telephone: 0300 123 6666 (STD) or +44 (0)1903 835 902 (Overseas), [email: contactcentre@mycsp.co.uk](mailto:contactcentre@mycsp.co.uk).

## 5.5 Pay as you Earn (PAYE), National Insurance (NI) and Other Deductions

PAYE, NI contributions and other statutory payments will be deducted from an employee's pay on a regular basis. Other deductions may be made from an employee's salary to cover amounts owed to DE&S, and by accepting DE&S terms of employment, all employees consent to this.

Note that DE&S may, under the provision, make deductions to cover amounts which arose significantly before the deduction. Where DE&S identify an amount is owed, we may recover by deduction, even if the amount arose a long time before the deduction. Further information on deductions can be found in the [Reward Procedure](#).



## 5.6 Sick Pay

The rules concerning sick absence are laid out in the [Supporting Health and Attendance Policy](#). Where employees are absent from the workplace as a result of short- or long-term ill health or sickness they may be eligible to receive full pay, followed by half pay for the period of absence. The limits to the payment of sick pay are set out in the [Reward Procedure](#).

## 5.7 Allowances

Allowances are provided to employees at DE&S in certain circumstances, ranging from maintaining a level of technical expertise necessary for the performance of duties to working in a certain location across the UK.

Eligibility for and the rate of the allowance(s) provided to an employee will be determined on a case by case basis. If an employee believes that they are entitled to an allowance, they can seek guidance from the [Reward Toolkit](#) and/or speak to their PDM. The relevant HR Business Partner (HRBP) will work with the Reward CoE to agree sign off on allowances.

For DE&S policy on the eligibility of employees to allowances during suspension, please refer to the Pay during suspension section of this policy.

## 5.8 Overtime

It is DE&S policy that overtime should only be approved and worked in exceptional circumstances and should not form part of an established pattern of reward. Where the use of overtime is approved, overtime is only available to DE&S employees at Senior Professional Level and below, with the exception of those employees with:

- No set conditioned hours; or
- Apprentices and Graduates; or
- Externally negotiated schemes of compensation for excess hours e.g. those of a single outside analogue Level; or
- Internally-negotiated schemes of compensation for excess hours that differ from the rules below (Annualised Hours); or
- Pay arrangements which already compensate for working long and unsocial hours, regardless of whether that compensation is included in base pay or as part of a separate allowance.

Overtime must be explicitly authorised in advance by the PDM and relevant budget holder, unless there is an exceptional reason why this has not happened.

Those authorising overtime should be guided by the principles that overtime should generally only be allowed where:

- It is incurred in direct support of current operations and is claimable against the Reserve (i.e. from HM Treasury); or

- It is essential for Business Resilience (including health and safety, security and business continuity) or is otherwise business critical; or
- Assignments demand routinely long hours such that Time Off-In Lieu (TOIL) does not represent a realistic alternative because it could not be taken.

In all cases, overtime should be kept to a minimum and scrutinised carefully by PDMs, and TOIL considered as an alternative wherever possible. However, payment for untaken annual leave will not be made where this results.

#### *Effect on Overtime Paid Before a Retrospective Increase in Base Pay*

In the event that a Pay Award is implemented after the relevant pay date and pay is back-dated, any overtime already paid during that time will be re-calculated against the new base pay.

#### *Pensionability of Overtime*

Overtime worked on Monday to Friday is non-pensionable and paid at the rate of time and a half.

All premium payments paid to employees for working at weekends and on Privilege, Public and Bank holidays are pensionable, whether the work is done within or outside conditioned hours.

#### *UK Based Officers Serving Overseas – Weekend and Premium Payments (not applicable to short-term visits)*

The relevant Head of Establishment or equivalent should decide, in the light of local custom and subject to appropriate agreement with the Trade Union (TU), which weekday should be substituted for Saturday and Sunday for attendance purposes (e.g. Friday in Muslim countries) which will then attract the relevant premium payment.

Employees should be mindful that DE&S are under no obligation to provide overtime and reserve the right to amend any overtime payment arrangements subject to prior notification.

## **5.9 Recognition Awards**

DE&S recognises and values the hard work, commitment and achievements of employees. Recognition awards are independent of Pay and Performance Awards and are intended to recognise and reward exceptional performance throughout the year to incentivise the delivery of projects and requirements of delivery teams.

#### *DE&S Executive Committee Award*

DE&S Executive Committee awards can only be awarded by the CEO and Executive Committee to recognise truly outstanding performance. These awards are for individuals and are applicable to DE&S employees only (including Fixed Term Appointments (FTAs) but excluding Manpower Substitutes).

Awards range from a minimum of £2,000 up to a maximum of £10,000. The level of performance must be commensurate with the value of the award. Nominations must be signed off at Director Level.

#### *DE&S Director's Award*

DE&S Director's awards are to enable Directors to recognise exceptional contribution from DE&S employees. All DE&S employees are eligible to be considered for this award and they can be of the value up to £2,000. There is no minimum award value.

Nominations must be assessed by the relevant Director or their delegate, who is responsible for authorising payment of the award, having checked with the budget manager to ensure sufficient funds are available before approving any awards.

Director's awards are a cash award and no more than four awards should be made to an employee in any financial year and the cumulative total of the Directors and SBS awards cannot exceed four awards or £4,000.

#### *DE&S Special Bonus Scheme (SBS)*

The SBS recognises eligible DE&S employees for exceptional performance in a specific task.

Nominations for an SBS award must be assessed by the Authorising Officer who should be a minimum of Professional I, who must check with the budget manager to ensure that sufficient funds are available prior to authorising any awards.

Note that the SBS is a cash reward and no more than four awards should be made to an employee in any financial year and the cumulative total of the Directors and SBS awards cannot exceed four awards or £4,000.

#### *Minor Awards Scheme (MAS)*

The MAS is a single instance recognition related to performance. The aim is to provide rewards for one-off achievement rather than recognition of sustained performance in a Success Profile, which is more appropriately rewarded through the annual reward cycle. Such awards are funded from the existing budgets from the margins of the DE&S employee pay bill and should not exceed 0.1% of the pay bill. Awards of this type are made as gifts (in kind), not in cash.

MAS awards differ from the SBS because non-eligible employees such as Service personnel and contractors may benefit, provided that they are minority members of a DE&S employee team.

There is no qualifying criteria and no limit on the number of awards that can be made.

Please refer to [Reward Procedure](#) for details on how to nominate employees and / or teams for an award.

### *GEMS Staff Suggestion Scheme*

The scheme is open to all employees, and encourages people working throughout MOD to submit innovative ideas on how to improve things. Team ideas are also encouraged. If an employee's idea is implemented, they may receive a financial award calculated from the amount of savings confirmed by the evaluator, after three years of implementing the idea. If savings cannot be quantified, then it may be calculated from a scale of benefit to the MOD.

### *Non-financial Recognition Awards*

Please refer to the Reward guidance documents for information on non-financial awards.

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## **6 Reward Treatment of Specific Employee Groups**

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Certain groups of employees are treated differently with regards to pay. This section covers the following groups of employees:

- Senior Leadership Group (SLG)
- Fast Stream employees
- Casual Staff made permanent
- Apprentices and Graduates

### **6.1 Senior Leadership Group (SLG)**

There are no set pay bands for the SLG. Individual rates of pay are informed by market demand and benchmark, criticality of skills for the Success Profile and the employee's level of experience and expertise.

Pay progression will be based on an employee's performance and the market position.

### **6.2 Fast Stream Employees**

All successful appointees through the 'external' Cabinet Office Fast Stream route will be treated as new joiners. Fast Streamers appointed to DE&S from the 'external' route will be subject to the starting pay advertised through Fast Stream competition. Fast Stream employees will be assigned a Success Profile, on terms and conditions set centrally by the scheme, and will be within the standard mandate for the Level to which they are appointed.

### **6.3 Fixed Term Appointments (FTA) made Permanent**

Casual employees and employees on conditional, temporary or Fixed Term Appointments (FTAs) whether originally appointed to DE&S through open competition or not, should be treated as new joiners for the purpose of determining pay.

In the event that the casual services appointment ceases on a Friday and a permanent appointment begins on the following Monday, the intervening weekend will be considered for pay purposes as continuous paid service in the casual appointment.

For further information, see the [Reward Procedure](#) and the [External Resourcing and Recruitment Policy](#).

#### **6.4 Apprentices and Graduates**

The following policy applies to Apprentices and Graduates contracted to join DE&S post 1 April 2018. All Graduates and Apprentices contracted to join DE&S before that date will remain on their current terms and conditions, set out under the previous pay policy.

Apprentices and Graduates are subject to different pay bands to the rest of the organisation. These are set pay bands that are in line with the market and are in excess of the National Living Wage.

Apprentices and Graduates are recruited on a set pay figure which is consistent across all DE&S Functions. Progression through the pay band throughout the duration of the scheme will be determined by performance and the achievement of professional qualifications and / or memberships. There should be no automatic pay progression for the completion of each year of training.

All **Apprentices** are recruited into the Administrator / Specialist Level and upon successful completion of the scheme, will be deployed to a different Administrator / Specialist Function specific Success Profile or where performance warrants, progress to Senior Administrator / Senior Specialist Level.

Upon deployment to a Function specific Success Profile, an Apprentice's pay will be reviewed to be brought in line with the pay band applicable to all other employees. Where an employee sits on that pay band will be determined by performance.

If an Apprentice progresses to Senior Administrator/ Senior Specialist Level, their base pay will increase to the **higher** of a 10% base pay uplift or the minimum of the pay band at the higher Level for the relevant Success Profile. From there on, the Apprentice will be treated as all other employees for the purposes of pay.

All **Graduates** are recruited into the Administrator / Specialist Level and upon successful completion of the graduate scheme, will progress to a Senior Administrator / Senior Specialist Success Profile unless there are performance issues.

Upon progression to Senior Administrator / Senior Specialist, the Graduate's base pay will increase to the **higher** of a 10% base pay uplift or the minimum of the pay band at the higher Level for the relevant Success Profile. From there on, the Graduate will be treated as all other employees for the purposes of pay.

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## **7 Reward Treatment in Specific Scenarios**

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In certain scenarios, employees should be treated as follows for the purposes of reward:

- Pay on temporary assignment to a Success Profile at a higher Level
- Pay on temporary assignment or permanent move to a Success Profile at a lower Level
- Pay on deployment
- Pay for employees absent from DE&S part way through the year
- Pay during suspension
- Pay on re-instatement and re-employment
- Pay on leaving DE&S
- Pay on partial retirement

### **7.1 Pay on Temporary Assignment to a Higher Level Success Profile**

Employees below Senior Professional Level that are temporarily assigned to a Success Profile at a higher Level will be eligible to receive an allowance that is the higher of 10% of their current base pay or the difference between their current base pay and the minimum of the higher Level pay band.

Employees at Senior Professional Level temporarily assigned into the SLG will be entitled to receive an allowance that is 10% of their current base pay.

Such allowances will only apply for a period of up to six months.

There will be no concept of temporary assignment to a Success Profile at a higher Level within the SLG.

The intent is that deputising will not lead to a change in pay.

### **7.2 Pay on Temporary Assignment or Permanent Move to a Lower Level Role**

In cases where an employee is temporarily assigned to a Success Profile at a lower Level (typically for business needs), there will be no charge to their base pay.

In the event that an employee is permanently moved to a lower Level, the impact on pay will depend on the circumstances under which the change in Level has occurred. If the reason for the move to a lower Level is due to personal reasons (such as long-term illness or a change in personal commitments), the employee will see a reduction in base pay. This reduction will be the lower of 10% or the maximum of the lower pay band. If the reason for the move to a lower Level is in order for an employee to avoid redundancy, their base pay will be protected for a period of up to two years.



### **7.3 Pay on Deployment**

#### *Temporary*

In the event that an employee is temporarily deployed to a different Success Profile (see the [Internal Resourcing Policy](#) for information on the definition of temporary and permanent deployment) within the same Level, their base pay will not change regardless of Function. An employee's development in an assignment will be recognised through the annual performance process such that Pay and Performance Awards will be determined with consideration to the Success Profile they have operated under for the majority of the performance year.

In the case of temporary deployment to a Success Profile that requires a temporary relocation or sits outside of the travel to work area, please refer to the [Work Location and Mobility Policy](#).

#### *Permanent*

In the event that an employee is permanently deployed to a different Success Profile within the same Level, their base pay will not change regardless of function. Pay for specific Success Profile will be reviewed in consideration of employee performance and the market benchmark as part of the end of year process.

### **7.4 Pay for Employees Absent from DE&S Part Way Through the Year**

#### *Employees that have worked for 60 days or more in the performance year*

Employees who have been absent from DE&S for part of the year for reasons such as sickness absence, special unpaid leave, maternity, paternity or statutory leave will be eligible for a Pay and Performance Award dependent on the Calibration outcome provided that a PAR has been completed. This will be the responsibility of the employee, or if unable to do so, the PDM.

#### *Employees that have worked for less than 60 days in the performance year*

For employees who have worked less than 60 working days of the reporting year, Pay and Performance Awards will be determined on a case by case basis by the Reward CoE and the relevant HRBP.

#### *Unauthorised absences and unpaid leave*

An employee will not be entitled to base pay in respect of unauthorised absences or unpaid leave under any circumstances.

### **7.5 Pay During Suspension**

The Dispute Resolution Regulations (the Employment Act 2002 (Dispute Resolution) Regulations 2004) state that employees who are suspended should receive 'full pay' and applies to all cases starting on/after 1st October 2004.

The definition of 'full pay', however, is not necessarily the same as the remuneration an employee would receive if they were at work. Ultimately, it will depend upon the facts of each case and the terms of the particular contract of employment. It is not possible to produce a definitive list of the types of pay and allowances that employees will and will not be entitled to receive. It is, of course, essential that employees suspended on full pay are not paid less than their contractual entitlement.

*Payment of permanent and ad-hoc allowances on suspension*

As a general rule, permanent allowances (such as locational Recruitment and Retention Allowances (RRAs)) which are not claimable by occasion may continue to be paid throughout a period of suspension.

Ad-hoc allowances (claimable by occasion) should not be paid throughout a period of suspension. It is unlikely that an employee will have a contractual entitlement to be paid ad-hoc allowances, including non-contracted overtime, during a period of suspension. It is therefore not necessary to estimate how many hours/allowances may have been worked/paid had the absence on suspension not happened.

*Regular shift allowance – the 60 day rule and the flexible rostering allowance*

Under normal circumstances, regular shift allowance would cease after an absence of over 60 days. However, under new guidance, DE&S advise that the allowance should continue to be paid beyond the 60 days in suspension cases.

*Pay for sick leave while on suspension*

If, while an employee is suspended, they subsequently fall sick, the absence should be considered suspension, not sick leave. Employees who are suspended are not available to work in the same way as someone returning from sick leave would be. As such, the rate of pay remains unaffected by the sick pay regulations.

## **7.6 Pay on Re-instatement and Re-employment**

*Re-instatement and re-employment*

Under no circumstances will employees who are re-instated or re-employed be paid above the maximum of the pay band to which they are appointed.

Where a civil servant is re-instated, the period of the break will not count for pay or superannuation purposes. Base pay will not be payable during the break.

*Re-instatement to previous Level (or a Level equivalent to their grade or band on the last day of service)*



Pay is at the same rate of pay corresponding to base pay on the last day of service, or the band minimum, whichever is the higher. Pay should be calculated for a re-instated employee in consultation with DE&S Reward CoE.

#### *Re-employment in a lower Level*

Subject to the constraints of the band maximum, pay will be at the rate corresponding to base pay on the last day of service, or the minimum of the new band, whichever is the higher.

Base pay at the re-instatement or re-employment Level is not an automatic right and must be agreed and approved by the Function following the release of the provisional offer and prior to appointment.

#### *Re-employment in a higher Level*

Pay will be at the rate corresponding to base pay on the last day of service, or the minimum of the new band, whichever is higher.

### **7.7 Pay on Leaving DE&S**

Employees who are dismissed, or have given notice to leave, or have left DE&S before the Pay Award payment date, may not be eligible to receive a Pay or Performance Award. DE&S will have discretion to make a Pay or Performance Award in certain leaver circumstances.

On leaving DE&S, deductions may be taken from an employee's base pay in the case of overpayment of wages, overpayment of expenses and certain disciplinary offences. They may also be taken for the purpose of repaying salary advances or to make good for the loss of or damage to public property.

### **7.8 Pay on Partial Retirement**

In the case of partial retirement, employees may be able to reduce their pensionable earnings by a minimum amount to take some, or all, of their accrued pension benefits while continuing to work. This could be achieved by a change in working pattern such as a reduction in hours in an existing Success Profile or a move to a Success Profile with reduced hours or taking up a Success Profile at a lower Level.

Employees should ensure that the pension they receive plus their reduced based pay should not exceed the base pay they were receiving before they took partial retirement. If this happens, the pension paid will be reduced or "abated".

Employees should refer to Section 5.4 of this policy for eligibility criteria and conditions and refer to the [Work Schedules and Flexible Working Policy](#) for the process by which an employee can request to partially retire.

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## **8 Roles and Responsibilities**

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The Director of HR (DHR) is accountable for ensuring the fair and consistent application of this policy and supporting procedures. The procedure details the roles and responsibilities involved in applying this policy.

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## **9 Diversity and Inclusion**

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DE&S respects and values people of all backgrounds. The Reward policy and procedure are designed to ensure all employees are treated in a fair and consistent manner. All those involved in the management of civilian employees must abide by legislation and DE&S policy. For more information on diversity and inclusion, please see the [DE&S HR Diversity & Inclusion page](#) on the DE&S People and HR Portal.

This policy has been subject to an Equality Impact Assessment (EqIA).

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## **10 Document Coverage**

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This policy, and supporting suite, supersedes all previous DE&S and MOD policy on Reward, except for where it is explicitly stated that the MOD policy should be followed.

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## **11 Policy Suite**





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This policy suite includes the following documents which are available on the BMS:

- Reward Policy;
- [Reward Procedure](#)

## 12 Document Control


Document Information	
Owning Function / Team:	HR Reward Team
Filename:	Reward – Policy
BMS ID:	1195896625-1173
Version:	See table below

Version Number	Date	Revision History	Revised Pages	Authorised By
0.0	01.04.2017	NA – First Version	NA	David Ball (on behalf of Don Cuthbert DHR)
0.1	24.04.2017	Hyperlinks updated in line with toolkit documents	All pages with relevant toolkit hyperlinks	David Ball (on behalf of Don Cuthbert DHR)
0.2	02.10.2017	DE&S Form hyperlinks added	Pages 15 & 16	David Ball (on behalf of Don Cuthbert DHR)
3.0	27.06.2019	Broken hyperlinks fixed, formatting updated and revised FDO / PDM responsibilities	All relevant pages	 (HR CFM)
4.0	17.01.2020	Added BMS document configuration info	19	 (HR CFM)
5.0	08.10.2021	Updated hyperlink for DES Form 2244	18	 (HR HoF)
6.0	02.02.2022	Document review to apply changes relating to MyHR	All pages	 (HR HoF)

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Policy  
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6.0	30.03.2022	Corrected policy review date	1	 (HR HoF)
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DE&S will review this Policy in two years, or when changes to legislation or best practice dictate.

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