



Ministry
of Defence



Procedure Reward



Contents

1	Success Profiles and Levels.....	4
1.1	Overview of Success Profiles and Levels	5
1.2	Identification and Validation of a New Success Profile.....	6
1.3	Change to an Existing Success Profile	7
1.4	Evaluation of a New or Existing Success Profile	7
1.5	Pay Benchmarking of Success Profiles.....	8
2	Annual Reward Cycle	8
2.1	Pay for Employees Absent from DE&S Part Way Through the Year.....	9
3	Pay Details and Enquiries	10
3.1	Method of Payment	10
3.2	Calculation of Salary	11
3.3	Sick leave.....	15
3.4	Childcare Vouchers.....	18
3.5	Underpayments.....	18
3.6	Overpayments.....	19
3.7	Leaving DE&S with an Outstanding Debt.....	21
3.8	Prosecution or Disciplinary Action.....	21
3.9	Hardship.....	21
4	Advances of Salary.....	22
4.1	Season Ticket or Other Travel Costs	22
4.2	Loan Deposit Scheme	23
4.3	Mid monthly Advances for New Employees	23
4.4	Holiday Advance	24
5	Pay As You Earn, National Insurance and Other Deductions.....	24
5.1	Execution of Debts – Attachment of Earnings Act 1971	25
5.2	Current Maintenance Arrestment	26
5.3	Donations to Charities or Other Third Party Organisations	26
5.4	The Charity for Civil Servants.....	26
6	Pension and Benefits	27
7	Allowances.....	27
7.1	Identification of Allowance Requirement	28



7.2	Allowance Business Case Submission and Approval	28
7.3	Implementation and Review	28
8	Overtime	28
8.1	Detached Duty between National and London Areas	29
8.2	Part-time Employees	29
8.3	Flexible Working Hours Scheme (FWH)	29
8.4	On Call Allowance	30
9	Travel Expenses and Reimbursements	31
9.1	Claim in Advance of Expenses	31
9.2	Miscellaneous Personal Reimbursements	31
10	Recognition Awards	32
10.1	DE&S Executive Committee award	32
10.2	DE&S Director's Award	32
10.3	DE&S Special Bonus Scheme (SBS)	32
10.4	Minor Awards Scheme (MAS)	33
10.5	GEMS Staff Suggestion Scheme	34
11	Death or Sickness in Service	34
11.1	When an Employee Dies in Service	35
11.2	When an Employee Suffers from a Mental Disorder	36
12	Support Available	37
13	Roles and Responsibilities	39
14	Document Control	40

Introduction

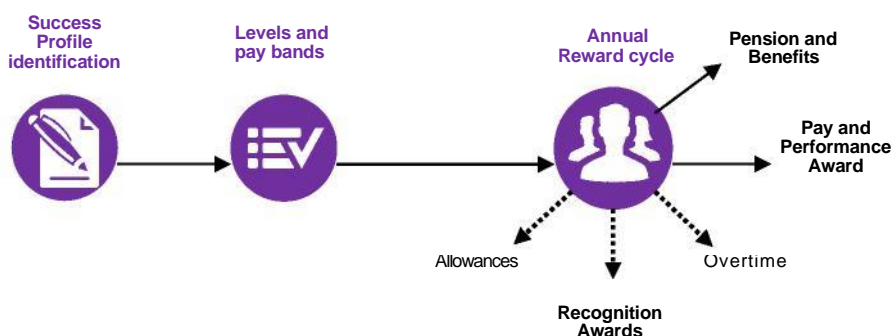
This document sets out the procedure for how all reward related matters are operated at DE&S. The aim of this document is to provide DE&S employees, Functional Development Officers (FDOs) and Primary Delivery Managers (PDMs) with the process by which employees are rewarded and recognised, and to inform and instruct DBS Civilian Personnel so that they can operate accordingly. It also sets out the process for Success Profile identification and the Levels structure operated at DE&S.

A supporting toolkit is available on the [DE&S People and HR Portal](#). This contains guidance and template letters that can be used at the different stages of the procedure, along with checklists to ensure that all requirements have been covered.

All actions in this procedure should normally be taken within the set times. It is however, recognised that this is not always possible, in which case all actions should be taken as soon as reasonably possible. The reasons for any delay should be recorded.

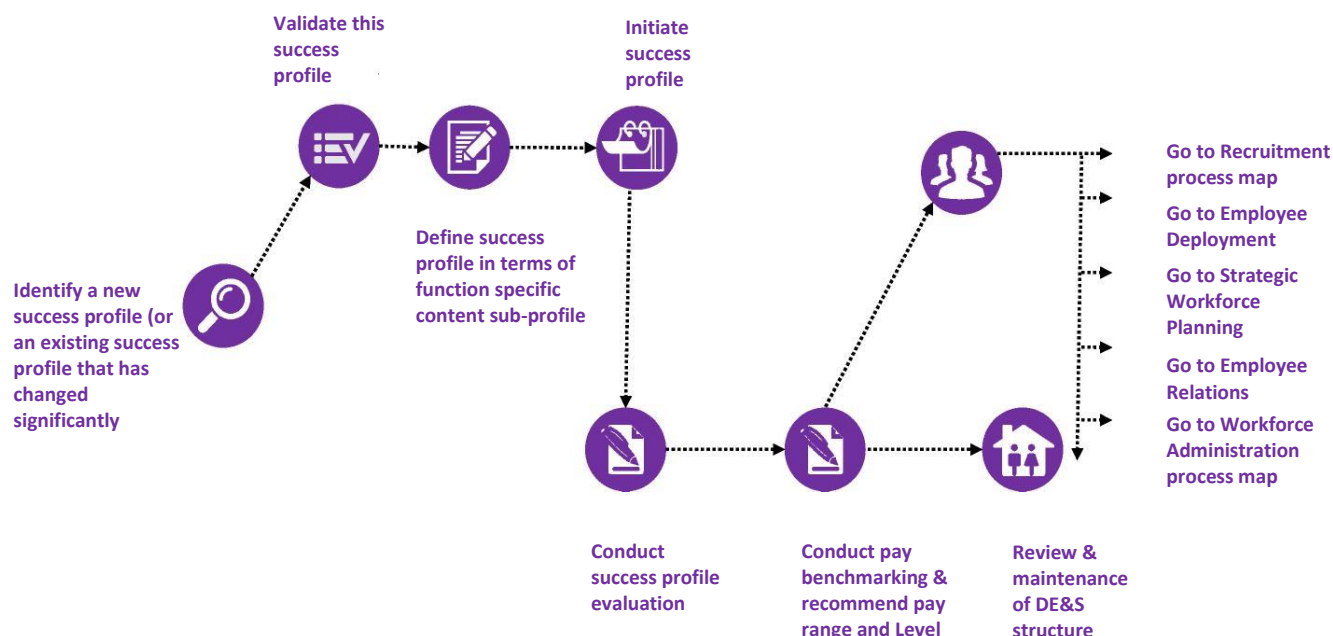
Where employees have a disability in accordance with the Equality Act, and they require reasonable adjustments to participate at any stage of this formal procedure, they must make the PDM aware at the earliest possible stage. This will ensure that reasonable adjustments are accommodated and implemented in a timely fashion.

The following process diagram sets out an overview of the sequence of activities that may take place with regards to Success Profiles, Levels and reward and what this procedure covers.



1 Success Profiles and Levels

This section outlines the process for identification and evaluation of a Success Profile, and the interaction with Levels and pay. The diagram below provides a high-level overview of this process.



1.1 Overview of Success Profiles and Levels

All work undertaken within DE&S will have a defined Success Profile. Functions should work with the business to define this. Roles should be evaluated/scored by a HR-led panel, using the Job Evaluation System (JES) to determine the level at which it will sit in the DE&S structure.

Each Success Profile will have a Level associated with it. DE&S operates a five Level 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.

The Levels structure definitions are as follows:

- **CEC:** Member of the SLG selected at the discretion of the CEO. Significant experience and input provided to inform strategic direction of the organisation, regardless of Level.
- **SLG:** Predominantly a leadership role with significant influence in a particular domain/Function. Responsible for the achievement of corporate objectives and strategic direction of their respective area of the business. Lead teams by example and is accountable for the team's delivery and development.
- **Senior Professional:** Role heading a significant delivery area or equivalent. Has a significant impact on achievement of corporate objectives, regularly provides advice to senior people and is responsible for strategic management of their area. Leadership experience and/or extensive technical experience is typically required at this Level.
- **Professional I:** Deep SME and/or management role leading a significant area of work, typically with significant responsibility for management of employees. Able to guide and

coach other managers, interpret complex data and conflicting information, and strategically advise and influence senior stakeholders on strategic issues.

- **Professional II:** Experienced specialist with a level of competence equivalent to a technical/professional qualification, expected to be a local SME or to lead teams delivering sizeable projects, typically with significant people management responsibilities. Has in-depth subject specific work experience and will liaise with stakeholders on complex matters in their subject area.
- **Senior Administrator/Senior Specialist:** Role providing advice on their specialism or area of work. Typically has direct reports but does not lead sizeable teams. Able to interpret policy, develop new ideas impacting on their immediate area of work, train others and delegate routine duties to junior colleagues. May occasionally represent the work area with external stakeholders.
- **Administrator/Specialist:** Role providing working level support, operating under supervision in their specialist area. Mostly responsible for own work, with most knowledge gained post-joining. Has limited interaction with external stakeholders.

1.2 Identification and Validation of a New Success Profile

In order to establish a particular Success Profile's Level and pay band, the aim of this part of the process is to:

- Identify and validate new Success Profiles; or
- Validate existing roles which have changed.

Where the requirement for a Success Profile is identified, Function Management Teams (FMTs) are expected to work closely with Head of Functions (HoFs) and DMs to validate the Success Profile and define it in terms of the disciplines required to carry out assignments, as set by the Function.

The detailed procedure is as follows:

- If a new Success Profile is identified, the first check is to ensure that there is no existing Success Profile which the new activities can be added to. If there is an existing Success Profile, then follow the process at Section 1.3;
- If it is established that a new Success Profile is required, it is defined in terms of 'Function specific content', using the template which can be obtained from the Reward CoE. Consequently, a request should be sent to the DESHR-COERewardTeam@mod.uk who will then convene a Job Evaluation panel to evaluate the Success Profile, within five working days of receiving the request;
- The role is evaluated using the JES, using standard defined factors, and in turn generates a score and the appropriate Level for the Success Profile;
- Following evaluation, the Reward CoE will add the selected generic job evaluation descriptors;

- Once the JES score and associated Level has been agreed, the Reward CoE will perform benchmarking analysis against market competitors to inform their recommendation of market position for the Success Profile;
- Base pay for the new Success Profile will be set within the pay band range recommended by the Reward CoE; and
- The final Success Profile will be submitted to the HoF and stored in SharePoint.

1.3 Change to an Existing Success Profile

If the criteria for an existing Success Profile changes, the Function will need to update the 'Function Specific Content' of the relevant sections of the Success Profile. Once the Success Profile has been updated, it should be submitted to the Reward CoE using the DESHR-COERewardTeam@mod.uk

The Reward CoE will review the changes, and determine whether it is a:

- Minor change - such as a change to the name of the Success Profile, or a change to descriptors which is not likely to change the Level of the Success Profile or require new comparison to Success Profiles in other Functions; **or**
- Major change - such as a change to the descriptors of the Success Profile which might impact the Level of the Role Profile.

If it is deemed a **minor change**, the Reward CoE will confirm the change, submit the updated Success Profile to the HoF and ensure it is stored in SharePoint.

If it is deemed a **major change**, the request will be submitted to the Job Evaluation panel, which will evaluate the Success Profile using the JES, refer to Section 1.4.

If required, the Reward CoE will then insert the relevant generic descriptors into the Success Profile.

Results will be returned to the Function, who will have the opportunity to appeal the findings within five working days. If there is no appeal and the Level has changed, the Reward CoE will confirm a new pay reference point, with reference to existing benchmark data or by obtaining new data.

The final Success Profile will be submitted to the HoF and stored in SharePoint.

1.4 Evaluation of a New or Existing Success Profile

Using the JES, the Reward CoE will convene a panel, consisting of a HR Business Partner (HRBP), a HoF, the Reward CoE, and support required to take actions.

The panel will be chaired by the Reward CoE in order to have a consistent chair. This panel will evaluate each Success Profile requested by the Function.

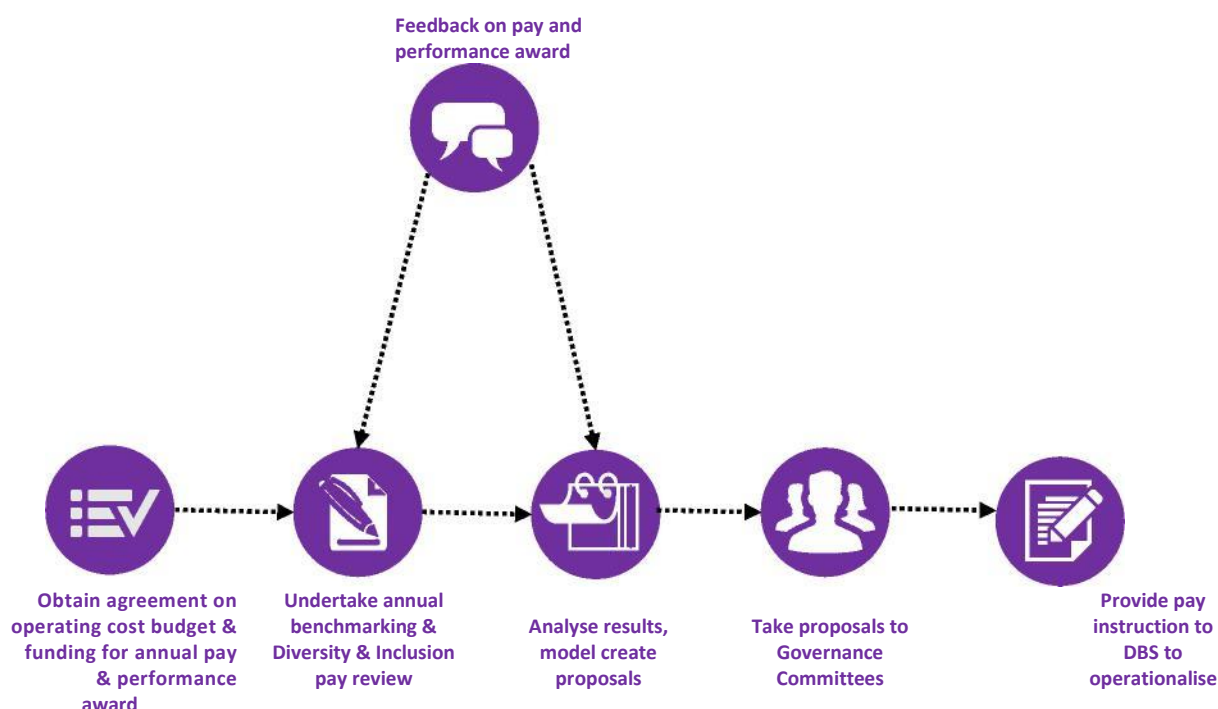
Where an employee believes they have been assigned a Success Profile which does not match up with the actual duties performed, they should raise this with their FMT. Any discussions on whether a Success Profile has been set at the correct Level should be between the FMT and Reward CoE.

1.5 Pay Benchmarking of Success Profiles

The Reward CoE will verify the Level and market benchmarking, this will allow processes such as Internal/External resourcing to continue using this information. This will form the backbone of any subsequent conversations about that Success Profile.

The reward cycle runs annually and is operated by the Reward CoE. The purpose of the cycle is to determine annual Pay and Performance Awards for DE&S employees and is set out below.

2 Annual Reward Cycle



The Reward CoE liaises with the Finance Function at the start of the year to determine what budget is available for the purposes of the annual Pay and Performance Awards.

Once the budget has been determined, the Reward CoE conduct initial pay modelling to reach a possible distribution of funds model DE&S that is fair and competitive. This model will be based on a range of principles such as employee performance rating outcomes.

During the process of pay modelling, the Reward CoE will benchmark all employee salaries to understand how close rates of pay are to the market benchmark. The Reward CoE will also conduct an annual Diversity & Inclusion review to determine the impact of annual pay awards.

The Director of HR (DHR) will present the proposed distribution of Pay and Performance Award to the DE&S Governance Committees for approval. Dependent on the outcome, DHR may go back to the Committee more than once with varying proposals.

In June, the Reward CoE will update the pay model to reflect actual employee performance ratings. For further details on the Performance Management process please refer to the [Performance Policy](#).

In the event that additional budget funding is required, the DHR will revert back to the Governance Committees for approval.

The Reward CoE will provide the final model and detailed instructions to DBS Civilian Personnel to ensure that employees receive the Pay and Performance Awards in August. Where changes to the annual process are identified, the Reward CoE will inform to DBS Civilian Personnel.

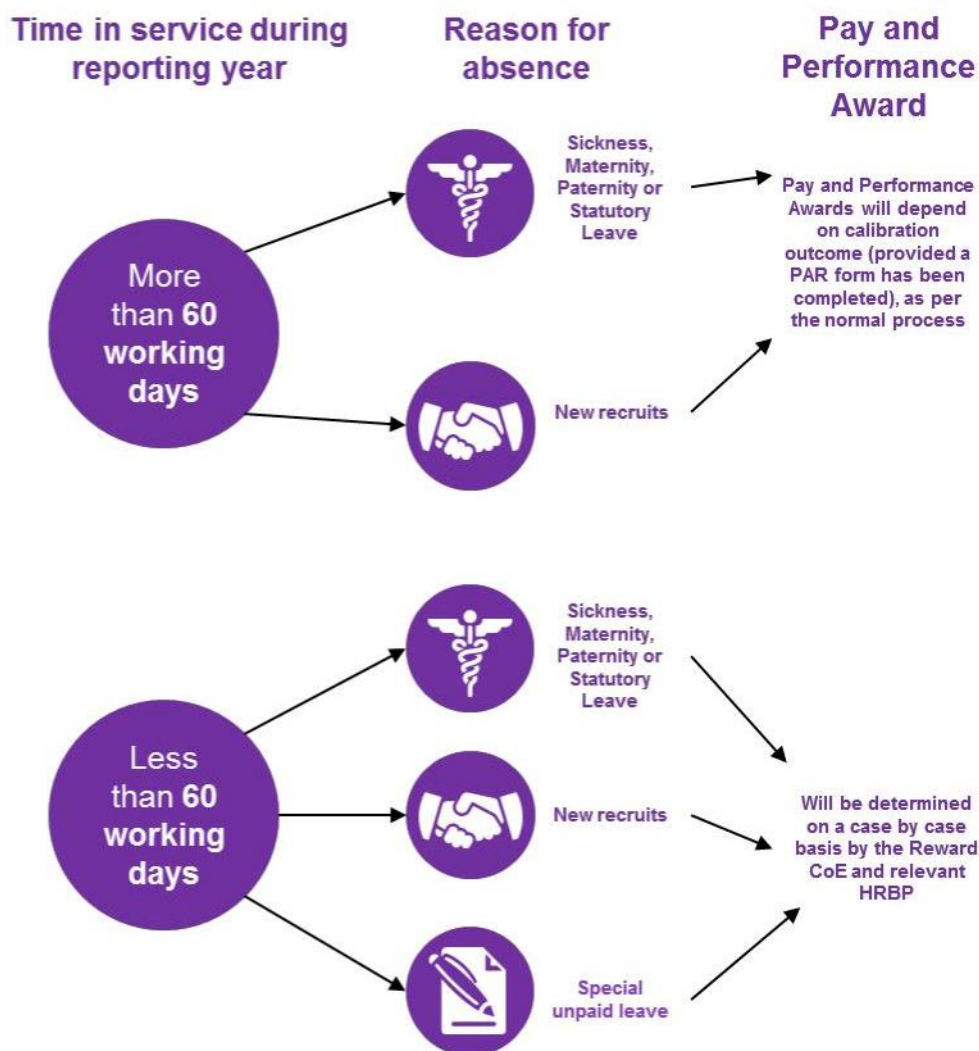
The Reward CoE will provide PDMs with the annual pay outcomes for their reports to enable them to communicate these in a one-to-one conversation.

The Reward CoE will carry out additional annual checks on the implementation of pay outcomes through selected audits of future payroll data, providing additional validation for the business. The operation of pay throughout the year is set out in Section 3.

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. Employees should contact their HRBP to understand eligibility.

2.1 Pay for Employees Absent from DE&S Part Way Through the Year

The below provides an overview of how Pay and Performance Awards will be managed for employees that have been absent for long periods of time during the reporting year.



3 Pay Details and Enquiries

This section outlines the operation of pay in DE&S.

3.1 Method of Payment

Salary may be paid by credit transfer to a Bank, Alliance & Leicester Giro or an approved Building Society account; no other method is acceptable. It is the responsibility of all employees to keep their preferred Bank / Building Society details up to date. Split payments, i.e. to separate banks or accounts, cannot be accepted.

In order to update payment details, employees will need to:

- Use the Online Forms on MyHR (if they have MyHR access); or
- Submit [DES Form 1936a - Change of Bank Details UK ONLY](#) or [DES Form 1936b - Change of Bank Details OVERSEAS ONLY](#) to DBS Civilian Personnel.

Updates may not be effective immediately. Care should therefore be taken as some payments may have been issued to the previous account before the processing of the new account details has been actioned.

Employees must keep their address up to date on MyHR, as DBS Civilian Personnel will use the address kept on MyHR to forward any correspondence, including the employee's paper pay statement.

3.1.1 Accessing the Online Pay Statement

Employees can access the online pay statement in order to check that all of their payments and deductions have been correctly recorded. Employees can also access their previous payslips.

Employees are responsible for carrying out basic checks on their entitlements and ensuring they have been paid correctly. Any incorrect payments must be reported to DBS Civilian Personnel immediately.

3.1.2 Release of Payroll Information

Should an employee wish to authorise the release of their payroll information to a third party organisation, for example a tenant screening service or bank, they will should submit a request to DBS Civilian Personnel.

The employee should complete [DES Form 1870c: Request for Salary Details for Mortgage Applications or Tenancy](#) and forward it to the address on the form. Following receipt of this form DBS authorise the release of the employee's information, which will be actioned within ten working days of receiving the written request.

3.2 Calculation of Salary

Monthly salary is calculated as one twelfth of the gross annual rate, comprising Annual Salary and any additional allowances which may be payable.

Salary is issued on the last complete working day of the month. The net sum payable is calculated as one twelfth of gross annual salary, adjusted for reduced sick pay, unpaid absences etc.

When annual salary is not exactly divisible by 12, the decimal point is rounded to obtain a number in whole pence as shown below:

Number of whole pounds remaining after annual salary has been divided by 12	Pence in gross monthly pay
1	8
2	17
3	25
4	33
5	42
6	50
7	58
8	67
9	75
10	83
11	92

Plus:	Taxable additions e.g. Pay and Performance Awards, arrears, overtime, etc.
Minus:	Statutory deductions, e.g. National Insurance Contributions (NICs) and Income Tax
Plus:	Non-taxable additions
Minus:	Voluntary deductions
Minus:	Other authorised deductions, e.g. repayment of advances, recovery of overpayments, charges for accommodation, etc.

For more information on tax and deductions from salary, please see Section 5.

3.2.1 Part-month Payments

When salary is due for only part of a month, or a change in the rate of pay occurs during a month, the amount payable is worked out as follows:

$$\frac{\text{Annual Salary}}{12} \times \frac{\text{Number of calendar days in part-month}}{\text{Number of days in calendar month in which the break/change occurs}}$$

For example, if an employee commenced employment on 19th October, the amount that could be earned in October would be calculated as follows:

$$\frac{\text{Annual Salary}}{12} \times \frac{13}{31}$$

When a part-time employee fails to complete their conditioned hours, e.g. on leaving DE&S, pay will be calculated on the actual hours worked.

3.2.2 Salary Expressed as a Monthly Rate

Pay which is authorised and expressed as a monthly rate is issued monthly in arrears and is subject to the adjustments and deductions laid down for the monthly payment of annual salaries.

3.2.3 Deductions from Pay for Lost Time

Lost time includes absence through industrial action, suspension without pay, or any unauthorised absence. Deductions from pay are calculated as follows:

$$\frac{\text{Annual Salary}}{12} \times \frac{\text{Number of days lost}}{\text{Number of calendar days in the month}}$$

Days lost include Saturdays, Sundays, Public, Bank and Privilege Holidays that occur during the period of absence and for which pay is not admissible. Such days that occur at the beginning or end of the period are excluded. For example, if a Bank Holiday occurs in the middle of a period of sickness absence or Maternity Leave, it will count as lost time. However, if it occurred at the end of the absence on the day when the employee was due to return, it would not count as a lost day and would be paid as normal.

3.2.4 Hourly Rate Calculated from Base Pay

$$\frac{\text{Annual Salary}}{52} \times \frac{\text{Hours lost}}{\text{Conditioned hours}}$$

On appointment to DE&S, pay starts from the day on which the employee reports for duty.

3.2.5 Part-time Employees

Part-time employees are paid according to the conditioned hours worked by full-time employees in the same pay area. The pay rate therefore depends on whether the permanent duty station (PDS) is located in London or the national area, as conditioned hours for full-time employees differ between the two. As the calculation of part-time pay is based on net hours, no payment is made for meal breaks. The formula used to calculate the pay of part-time employees is as follows:

$$\frac{\text{Net hours worked per week}}{\text{Net weekly full-time hours}} \times \frac{\text{Annual salary}}{12}$$

Starting pay for a part-time employee is calculated using the band minimum in this formula. Employees who move from full-time to part-time employment in the same pay band will have their part-time pay calculated on the existing full-time salary.

3.2.6 Irregular / Short Notice Appointments

Part-time employees employed from time to time on duties corresponding to those of full-time salaried employees may be paid by daily or hourly rates of pay using the same formula for part-time employees:

$$\frac{\text{Net hours worked per week}}{\text{Net weekly full-time hours}} \times \frac{\text{Annual Salary}}{12}$$

The rate should be based on the salaries of full-time employees undertaking similar duties. Those employed under these conditions are eligible for Pay and Performance Awards, paid leave, paid sickness absence, and superannuation benefits.

3.2.7 Working from Home

Calculation of pay for those who work from home (home-workers) will vary according to the nature and origin of the arrangement. There are three main categories of home-worker, and all are eligible for Pay and Performance Awards, dependent on performance and in accordance with Regulations:

- Changes to a part office, part home-based working pattern: basic pay rates do not change;
- Changes to a pattern where home-based working is normal: basic pay rates and any appropriate allowances may be retained;
- Recruited specifically for home-working: different rules apply, the relevant HRBP should provide guidance on such cases.

Employees with home-working arrangements in London may be eligible for London Weighting payments. Eligibility will be dependent on the employee's situation and location. If the employee has their home registered as their designated place of work, and their home falls within the criteria for Inner or Outer London weighting, the employee will be entitled to London Weighting payments.

For those employees eligible for London Weighting payments, the PDM should raise [DES Form 005 - Start or End of an Employee's Entitlement to a Permanent Allowance](#) to start payment of the appropriate amount.

Please note that those who work from home on an ad hoc basis are not considered to be home-workers; please see the [Work Schedules and Flexible Working Policy](#) for further information.

3.3 Sick leave

3.3.1 Limits to Paid Sick Leave

Subject to the conditions set out in the [Supporting Health and Attendance Policy](#) and provided that there is a reasonable prospect of recovery and return to duty, employees may be allowed full pay, followed by half-pay for periods of sickness absence within the limits described in the below table.

When determining the periods of service (12 months in any four-year period) that govern the rate of sick pay that may be allowed, periods of secondment, special leave without pay, special leave for courses and Extended Special Unpaid Leave (ExSUL) do not count. When full pay or half pay has ceased, it will not be restored during the same sick absence.

Status and type of employment	Maximum period for full pay or half pay
Full-time and part-time employees who entered current Level through a post ("Success Profile") advertised before 3 Feb 2014	<ul style="list-style-type: none"> Not more than six months on full pay during any period of 12 months; Thereafter on half-pay (subject to a maximum of 12 months paid or unpaid absence in any period of four years or less)
New full and part-time employees recruited from outside of the Civil Service whose contracts of employment commence on the first day of service following their recruitment through a post ("Success Profile") advertised after 3 Feb 2014.	<ul style="list-style-type: none"> Not more than the 'maximum entitlement of sick pay to date' of one months' full pay and one months' half pay will apply in the first year of service This maximum entitlement of sick pay to date will increase with each successive year of reckonable service – e.g. to two months' full pay and two months' half pay in the second year of service; three months' full pay and three months' half pay in year and five months' full pay and five months' half pay in the fifth year and all subsequent years, subject to a rolling four year cap the third year; four months' full pay and four months' half pay in the fourth

Status and type of employment	Maximum period for full pay or half pay
Employees employed by DE&S in a post advertised before 3 Feb 2014, who were eligible for six months full pay and a subsequent six months half pay, who were substantively promoted, advanced or progressed into a post (Success Profile) advertised after 3 Feb 2014, or who permanently move to a higher Level after 1 April 2017.	<ul style="list-style-type: none"> Not more than the maximum entitlement of five months' full pay and five months' half pay, up to a maximum of 10 months OSP in any rolling four-year period regardless of the amount of reckonable service that they have accrued

Newly recruited employees who applied for posts advertised from or after 3 Feb 14, and had remained at that grade up to 1 April 2017, who subsequently permanently move to a higher Level after 1 April 2017 before they have completed four years' reckonable service will continue to earn occupational sick pay each year up to the full entitlement of five months' full pay and five months' half pay following completion of four years' reckonable service. Their permanent move to a higher Level will in no way affect their maximum sick pay entitlement nor their rate of accrual of sick pay entitlement.

If an employee exhausts their entitlement to full and half pay through absence due to a long illness or injury and then falls sick again after return to duty, the DE&S HR Casework Team may authorise an extension of paid sick leave of up to 40 days on full pay during any 12-month period. Employees may receive this extension if their absence is due to minor ailments unrelated to the original illness or injury.

The employee's Function must obtain written authority from DE&S HR Casework Team for the extension; a copy of this authority will then be used by DBS Civilian Personnel to adjust the employee's sick pay and absence record.

As this concession is to discourage employees from attending work when they are not fit to do so, it follows that there is no case for a retrospective conversion of unpaid sick leave into sick leave on full pay. An extension may be withheld if an employee has exhausted their sick leave entitlement.

3.3.2 Sick Pay at Pension Rate

This is payable if an employee qualifies for the award of a pension under the Principal Civil Service Pension Scheme (e.g. they are aged 60 or more or have at least two years' service) and exhaust their entitlement to sick leave on full pay and half pay. If the employee's PDM, after consulting with the Defence Medical Authority (DMA), is satisfied from the medical evidence that there is reasonable prospect of recovery, the employee may then be allowed pay

during further sick leave at a rate not exceeding the amount of pension (if any) for which they would have qualified if they had retired on ill-health grounds when normal paid sick leave was exhausted.

Sick pay at pension rate may continue for up to 12 months (continuously or in broken periods) from the end of normal occupational paid sick leave, but it may only continue beyond this limit with the approval of the DMA.

Sick pay at pension rate is assessed by [MyCSP](#) to whom full details of each case (as for a pension award) should be submitted in accordance with the procedure normally followed for a superannuation award. Employees should refer to [The FDO's Guide to Sick Pay at Pension Rate](#) for further guidance.

3.3.3 Disposal of Fit Notes

A fit note furnished in support of sick absence and required for National Insurance or Friendly Society purposes should be copied to be held on the employee's personal file and for pay purposes and returned to the employee the day it is received.

Alternatively, it may be sent direct to the employee's local Department of Work & Pensions (DWP) office if he or she so requests. Medical evidence in support of a claim for sickness benefit may be lodged with the DWP or Friendly Society by the claimant within 10 days of the beginning of the sickness, but the claim itself must normally be made within six days (leaflet NI15 specifically deals with claims procedure and time limits).

3.3.4 Calculation of Sick Pay - Adjustment to Take Account of DWP Benefit 20

In general, sick pay should be adjusted to ensure that the sum of sickness benefit and other related allowances for the incapacity (including allowances for adult and child dependents) or maternity allowance, and sick pay, does not exceed ordinary pay.

A married woman or widow who has elected to pay National Insurance Contributions at the reduced rate should have her sick pay adjusted for any income related Employment Support Allowance (formerly Incapacity Benefit / pension) to which she may be entitled, and any sickness or Employment Support Allowance for which she may be eligible by previous insurance contributions or for sickness / Employment Support Allowance when the incapacity is due to an industrial accident or a prescribed disease. No adjustments will be made if:

- An employee is a re-employed pensioner reverting to pension during sick absence; or
- There is no entitlement to benefit.

For disability benefits, special hardship allowance, Employment Support Allowance for the incapacity of the employee's spouse or dependents, maternity grant or death grant.

3.4 Childcare Vouchers

Any employee may wish to give up a portion of their cash salary in return for tax and National Insurance contribution exempt childcare vouchers. The employee, their child, and their childcare provider must be eligible under the HM Revenue & Customs (HMRC) rules. For the full terms and conditions for the scheme and to find out how to apply direct from the scheme provider, Sodexo Pass, please refer to their [website](#).

Employees do not need to inform DBS Civilian Personnel if they choose to join the scheme, as DBS will be notified by Sodexo to adjust the employee's salary in order to reflect the vouchers the employee will receive. This will begin in the month immediately following an application being accepted. For further information on levels of pay and tax credits, please visit the HMRC [Tax credits webpage](#).

3.5 Underpayments

Underpayments are usually a result of DBS Civilian Personnel not being made aware of changes which could impact on an employee's pay. It is therefore essential that MyHR is updated regularly and accurately.

Employees are encouraged to ensure that MyHR is regularly updated, and that DBS Civilian Personnel are made aware immediately of any change which may affect their pay. Employees should check their payslip every month and report any errors to DBS Civilian Personnel promptly.

If the cause of the underpayment is a departmental error, the underpayment will be rectified in the following month's pay. An advance on the next month's pay will only be given in the following circumstances:

- The underpayment is in respect of claimable entitlements (e.g. overtime) and exceeds £250 gross;
- The underpayment relates to basic pay or a permanent allowance and exceeds £100 gross; or
- Genuine hardship can be demonstrated.

When issuing an advance, DBS Civilian Personnel normally deduct 1/3 to allow for statutory deductions. A letter will not be sent to confirm an advance has been issued. However, the following month's payslip will display the payment resulting from the properly processed payment and the recovery of the advance.

DE&S may, at its discretion, pay interest on an ex-gratia basis on the sum owed if an underpayment is the result of departmental error. Ex gratia literally means out of grace, i.e. a gift made without any obligation on the part of the giver or any return from the receiver.

Interest will be at a rate equivalent to the base rate issued periodically by the Bank of England (the Bank Base Rate, or BBR).

Submissions for payment of interest made to DBS Civilian Personnel will only be considered if the amount underpaid represents at least one week's basic pay and has been outstanding for more than a year.

DBS Civilian Personnel calculates interest over the entire period of the underpayment, up to the point where the money owed is credited to an employee's bank or building society account. The ex gratia payment is subject to Income Tax and National Insurance contributions.

3.6 Overpayments

The majority of overpayments are due to DBS Civilian Personnel not being made aware of changes to an employee which could impact on their pay record. It is therefore essential that MyHR is updated regularly and accurately.

An overpayment constitutes money paid without the authority of Parliament. If an employee is overpaid or otherwise receives money to which they are not entitled, even if it is through no fault of their own, the error must be corrected at once through recovery of the amount overpaid, in accordance with the rules and guidance in this document.

An overpayment includes collections of contributions from salary, such as occupational pension and rent deductions. DE&S have assigned DBS Civilian Personnel the authority to pursue the repayment of all overpayments, on their behalf, in accordance with the following arrangements.

Under the terms of Sections 13 and 14 of the Employment Rights Act 1996 (as amended), the employer is entitled to make deductions from wages without the consent of the employee where "the purpose of the deduction is the reimbursement of the employer in respect of:

- An overpayment of wages; or
- An overpayment in respect of expenses incurred by the employee carrying out their employment.

However, the exercise of this statutory power is conditioned by common law and DE&S will always take a fair-minded approach.

DBS Civilian Personnel will notify the employee of the overpayment and, if applicable, the necessity to correct their salary and allowance payments with immediate effect.

DBS Civilian Personnel will suggest a repayment plan, taking into account the amount of the overpayment and the period over which it has accumulated. Under normal circumstances DBS Civilian Personnel will seek repayment over a period not exceeding that over which the overpayment was accrued, or at a rate of 4% of gross pay (whichever is the greater).

Any overpayment which spans a financial year or will not be repaid in the same financial year must be repaid as a net amount. The PAYE and NIC associated with the overpayment will be recovered directly from HMRC.

Net overpayments are to be treated as an interest free loan and will have tax free status (up to the value of £10,000 for one or any combination of loans in a financial year). This is the same treatment as that of advances of salary.

Where repayment is disputed, the case will be referred to the DBS Civilian Personnel who will thoroughly examine the circumstances and consider whether a lengthier repayment plan or any possible write-off would be appropriate. This stage would normally involve asking the employee for additional facts and/or supporting evidence.

In the event that agreement to repay cannot be reached, DBS Civilian Personnel will assess the strength of its case (taking legal advice as appropriate) before considering whether to impose recovery. It is rare for the process to reach this stage.

Exceptions to this approach include when the date on which the overpayment began is no earlier than the first day of the previous month; or the difference involved is less than £100.

Recovery will be automatic, and no advance notice of this action will be given, as DBS Civilian Personnel will assume that the employee is aware that a deduction is due and / or the sum involved is relatively small.

An employee must tell DBS Civilian Personnel immediately if they receive any payment to which they know (or suspect that) they are not entitled. This is particularly important if an overpayment or error is so obvious that to retain it or fail to expose it could constitute a criminal or disciplinary offence. If an employee immediately questions payments that may be erroneous, it will prevent them from building up and thus avoid the personal inconvenience that recovery action might cause.

It is an employee's responsibility to take all reasonable steps to ensure they are only paid money to which they are entitled. Payslips notify the employee of the payments and deductions made; it is their responsibility to carry out basic checks on their entitlements and on what is being paid. DE&S has a duty to provide the means for the employee to conduct these checks, such as a letter of appointment, policy and guidance documents to check rules where there is room for doubt and a monthly payslip to check payment descriptions (but not necessarily precise amounts) and whether differences in pay from one month to the next appear reasonable.

Not all employees check their pay each month, even though they have the means to do so. Nevertheless, the responsibility for identifying and reporting straightforward errors or querying doubtful payments still rests with the employee. The majority of employees have access to online payslips (via MyHR) - from around the 20th of the month – potentially giving additional time for employees to question their payments before any incorrect payment occurs.

If an employee has been overpaid, and subsequent arrears of pay or allowances to which they may have entitlement and which relate to the period of overpayment, will be automatically withheld and offset against it. DBS Civilian Personnel will inform the employee of this before the relevant payday.

Many overpayments of pay and pay-related allowances are unavoidable, being caused by the absence of information when pay is assessed. Employees, FDO's and PDM's where appropriate, can minimise the possibility of such problems by ensuring correct information is submitted to DBS Civilian Personnel in good time.

Even in a situation where an employee has received the money in good faith (i.e. there was absolutely no means of knowing that they may have been overpaid) full repayment will still be expected. A reduction (or extension to the normal period of recovery) will only be considered in the following exceptional circumstances following acceptance of good faith:

- Clear evidence is provided that proves full repayment would cause financial hardship; or
- Clear evidence is provided that estoppel/change of position applies. Explanations of these legal terms can be found in the Defence Library in the document: [Managing Public Money](#).

Unless or until an employee is able to provide such evidence, DBS Civilian Personnel will proceed with full recovery on the basis outlined above.

3.7 Leaving DE&S with an Outstanding Debt

If employment terminates before the overpayment or other debt such as a Compulsory Transfer Advance (CTA) or Season Ticket Advance has been fully recovered, DE&S will expect an employee to repay the balance in full. Arrangements will be made to recover from the occupational pension lump sum, if appropriate, but as much as possible will be recovered from final salaries.

3.8 Prosecution or Disciplinary Action

If an employee willfully suppresses material facts or otherwise consciously fails to give timely, accurate and complete information affecting the amount payable, then DBS Civilian Personnel will not only seek to recover the full amount (including recovery from pension benefits or other sums due, if appropriate) but also consider whether prosecution and/or disciplinary action should be taken.

3.9 Hardship

In exceptional circumstances, the period of repayment can be extended, or the repayment reduced if it would otherwise cause hardship to the employee and their family. However,

hardship should not be confused with inconvenience. Having to pay back public money to which an employee is not entitled does not, in itself, represent hardship.

A plea of hardship should be backed by reasonable evidence that the recovery action proposed would impact adversely on an employee's welfare or that of their family – such as a supporting financial statement and documentary evidence such as bank statements, household bills etc. Such evidence should only include essential commitments and not, for example, luxury (or desirable) purchases. DBS Civilian Personnel are available for advice.

4 Advances of Salary

DE&S provide employees with the opportunity to claim an advance on their salary if it is for one of the following scenarios:

- Season ticket or other travel costs
- Loan deposit scheme
- Mid monthly advance for new employees
- Holiday advance

Employees will need to make their application to DBS Civilian Personnel and advise their PDM accordingly of the application.

4.1 Season Ticket or Other Travel Costs

All permanent employees who have served for at least two months are eligible to apply for an advance on their salary if it is towards the cost of a season ticket for travel (including car-parking, ferry, toll bridge or tunnel), or a bicycle/associated safety equipment (up to a sum limit of £1,000) which will be used for the journey to/from work.

To apply, the employee should complete and submit [DES Form 1965 - Request for Season Ticket/Bicycle Purchase Advance](#) to DBS Civilian Personnel. Fixed Term Appointees (FTAs) may apply, provided their PDM endorses the application and confirms that the employee will remain employed by DE&S throughout the entire recovery period of the advance. Employees may not have an advance to purchase motor vehicles.

The advance of salary is an interest-free loan, and as such, has tax-free status (up to a value of £10,000 for one or any combination of loans in a financial year), therefore using it for any purpose other than that for which it is intended may amount to gross misconduct, and could lead to dismissal. For further information, please refer to the [Standards Conduct and Discipline Policy](#).

DE&S recommends that employees obtain an advance at the end of the month before the start of their new season ticket, or the month before they wish to purchase a new bicycle or

equipment. The completed form will need to reach DBS Civilian Personnel by the tenth day of the month in which the loan is required, at the latest. The employee's PDM should confirm that the advance has been used for its intended purpose within one month of the employee receiving the advance. If the purchase has not been possible in one month, the employee must explain the reasons for this to their PDM.

Repayment of the advance must be completed within 12 months of the advance being paid and will be recovered by deduction from salary in equal monthly payments. Repayment of an existing advance must be completed before another advance of the same type can be paid. Employees may apply for up to four advances within one year (e.g. for seasonal tickets), or once for an annual ticket. Bicycles are assumed to have a five-year life span, after which it is possible to apply for another advance for a bicycle purchase.

4.2 Loan Deposit Scheme

All permanent employees who have served for at least two months are eligible to apply for a loan to pay for their rental deposit. FTAs may apply, provided their PDM endorses the application and confirms that the employee will remain employed by DE&S throughout the entire recovery period of the advance. Employees may not have an advance to rent a second property or a property which they will be sub-letting. The scheme is for rental only and not an advance for a property purchase.

Employees should apply using [DES Form 258 - Request for Tenancy Deposit Advance](#). The PDM should be shown the Tenancy Deposit Scheme receipt within one month of the advance being made. The PDM may also be required to carry out random checks on employees to ensure that advances are being used strictly in accordance with the original applications, in line with DE&S checking procedure. Employees must be aware that they should be prepared at any time to show their PDM their Tenancy Deposit Scheme receipt or tenancy agreement.

The advance of salary is an interest-free loan, and as such, has tax-free status (up to a value of £10,000 for one or any combination of loans in a financial year), therefore using it for any purpose other than that for which it is intended may amount to gross misconduct, and could lead to dismissal. For further information please refer to the [Standards Conduct and Discipline Policy](#).

It is recommended that employees apply for the advance the month before they will be moving into their rental property. Repayment of the advance must be completed within 12 months of the advance being paid and will be recovered by deduction from salary in equal monthly payments. Repayment of an existing advance must be completed before another advance of the same type can be paid.

4.3 Mid monthly Advances for New Employees

Employees within their first six months of employment with DE&S may apply for mid monthly advances on their salary. Employees will need to submit their claim to DBS Civilian Personnel,

using [DES Form 1926 - Application for Mid Monthly Advances of Salary to New Entrants](#) by the tenth day of the month in which the loan is required, at the latest.

The maximum amount that employees may claim as a mid-monthly advance is 50% of their salary, and they may choose to receive advances for a period of six months on a diminishing scale as follows:

- First three months paid at half salary
- Fourth month paid at a third of the salary
- Fifth month paid at a quarter of the salary
- Sixth month paid at a fifth of the salary

Once DBS Civilian Personnel have received the form, the pay system will automatically calculate the advance due, based upon the employee's entitlement, and pay the advance at the middle of each month. The full recovery of the advance will then be made from the salary which is due for payment at the end of that month. This is the same for both the normal or diminishing scale of advance payments.

4.4 Holiday Advance

Any employee who is not receiving a mid-monthly advance is allowed to apply for a holiday advance on their salary. Employees should complete and submit [DES Form 1719 - Claim for Payment of a Holiday Advance of Salary](#) to DBS Civilian Personnel. The advance is designed to help employees with expenses arising from either holidays or Christmas.

Employees may apply for up to two salary advances (in a rolling year) of up to:

- £500 (if they work full-time); or
- £250 (if they work part-time).

The rolling year means that if an employee has made two claims, a third will not be possible until a year has passed since the first one was paid. Payment of the advance will be made at the end of month before the period of holiday commences, e.g. at the end of November for a Christmas advance. The advance will be fully recovered from the following month's salary. Employees due to leave DE&S may not receive this advance during their final two months of service.

5 Pay As You Earn, National Insurance and Other Deductions

Income tax is deducted from salary under the provisions of the Pay as you Earn (PAYE), system in accordance with instructions issued by HM Revenue & Customs (HMRC). PAYE, National Insurance (NI) contributions and other statutory payments will be deducted from an employee's pay on a regular basis. For further information on income tax and statements,

please visit the [HMRC website](#) and visit the [.GOV.UK site](#) for more information on NI. Employees can also use the [HMRC tax calculator](#) to estimate their PAYE and NI contributions.

Employees are legally required to keep records of pay, allowances and any other income or benefits that they have received for at least 22 months after the close of the tax year in which they were paid. Records include Forms P11D and P60, pay statements and details of share dividends, bank and Building Society interest and related benefits.

All employees must notify HMRC if there is a change to their marital status.

Other deductions may be made from an employee's base pay to cover amounts owed to DE&S, and by accepting DE&S terms of employment, all employees consent to this.

Other deductions include but are not limited to:

- Advances on expenses
- Advances on base pay and/or overpayments of base pay or other payments made in error;
- Performance Awards to which a recover / claw back provision is applicable;
- Relocation assistance to which a recover / claw back provision is applicable;
- Assistance with immigration fees such as work permits;
- Residency applications etc.;
- Financial support for exams and study where claw back provision is applicable;
- Payments due under the advances of Excess Fares Allowance, e.g. car;
- Any payment of occupational sick pay to which employees are not entitled; and/or
- Holidays that have been taken that exceed the relevant entitlement for the holiday year (including where pro-rated on leaving).

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.

For a complete list of allowances and benefits which do not give rise to Income Tax, please contact DBS Civilian Personnel.

5.1 Execution of Debts – Attachment of Earnings Act 1971

Under the Attachment of Earnings Act 1971, a court may order for deductions to be made from the pay or pension of a civil servant to recover unpaid:

- Maintenance (High Court, county courts and magistrates' courts);
- Fines, before 5th April 2004 (magistrates' courts); or
- Civil judgment debts (county courts).

A charge of £1.00 will be made for each deduction and will be credited to DBS Civilian Personnel Receipts to cover the administration costs.

For further information on the Attachment of Earnings Act, please refer to it [here](#).

5.2 Current Maintenance Arrestment

A Current Maintenance Arrestment is used to enforce payments on divorce. The arrestment schedule is served to the employer, who will ensure the relevant deductions are made from the debtor's net earnings in accordance with the daily rate of maintenance as set out in the schedule. The employer must ensure the payments are made as soon as reasonably practicable.

Only one Current Maintenance Arrestment can be in effect against earnings from one employer, and it ceases to operate if the debtor no longer works for the employer or the order is recalled, or the obligation to pay maintenance ceases. The creditor must inform the employer when the debt has been paid.

5.3 Donations to Charities or Other Third Party Organisations

Any employee may elect to have deductions taken from their monthly salary and paid to a third party organisation, for example a charity donation.

Deductions will only commence on receipt of the appropriate authority documentation from the third party organisation and signed by the employee. Deductions will continue to be taken monthly until the employee wishes to cease the donations, in which case they will either need to contact DBS Civilian Personnel, in writing, or the third party organisation who will, in turn, notify DBS Civilian Personnel. Payments may be temporarily, automatically suspended should there be insufficient salary in the month to make the payment.

Employees may also choose to enrol in the Charities Payroll Giving Scheme, which allows a nominated charity to receive and benefit from the associated tax relief, thereby increasing the employee's donation. If an employee wishes to start making tax efficient donations to a charity of their choice, they will need to contact [Charitable Giving](#) directly, who will then forward instructions onto DBS Civilian Personnel to make the necessary deductions.

5.4 The Charity for Civil Servants

The Charity for Civil Servants provides help and support and is funded largely through the generosity of Civil Servants. By making regular donations to the Charity, employees can ensure that there is a source of help for them and their family into the future. To find more information about the work of the Charity for Civil Servants, please visit [their website](#). On the site, employees can also find a form and instructions for making regular donations to the Charity. Once completed, the form should be sent to: Help and Advisory Services, Freepost SVU521, Sutton, Surrey, SM3 8BR.

Alternatively, employees can contact the fund by telephone on **0800 056 2424**.

6 Pension and Benefits

The Reward CoE will ensure that the latest content on Pensions and Benefits is available on the DE&S People and HR Portal, including the relevant policies, FAQs and self-service information, to ensure all employees are able to access this information easily.

The Reward CoE reviews the pension and benefits offerings every year to benchmark against market practice. They are responsible for submitting a business case for new benefits to be implemented (e.g. to align with market and/or to support the recruitment and retention of employees) to the Governance Committees.

Once approved, there is a period of procurement from current or new suppliers which, once complete, will allow employees to select a new benefit as part of their annual employment cycle.

The full value of the Pay and Performance Award, allowances, recognition schemes, pension and benefits (described as the “Total Reward Package”) of working at DE&S is to be made available to employees through personalised reward statements (known as “Total Reward Statements”). This will be administered through the Reward CoE and supported by business communications as well as conversations between employees and their PDM.

7 Allowances

There is a requirement to identify when there is a need to provide an allowance to an employee when performing an assignment, such as due to being based at certain geographic location. The PDM and FDO will be responsible for assessing/validating the need for an allowance to be paid to an employee. Allowances are different to travel and subsistence expenses and are typically awarded for Function or location specific situations.

In many cases, where the requirement for an allowance is identified, the allowance will be made available to an employee subject to Function approval. Where this is the case, the PDM will be responsible for approval of the allowance.

If a Function identify that there may be the need for a new allowance, then a business case must be submitted for approval by the relevant Governing Authority. The FMT must contact the Reward CoE for advice in these circumstances. Where approval is granted for a new allowance, the Reward CoE will also support implementation through DBS Civilian Personnel.

7.1 Identification of Allowance Requirement

In some cases, it may be that certain employees and/or teams require additional allowances. In many cases, the allowance will already be available and, subject to meeting the eligibility criteria, will require approval for a nominated employee. Where this is not the case, a business case setting out the need and boundaries of a new allowance will be required.

7.2 Allowance Business Case Submission and Approval

Where it is determined that the introduction of a new allowance may be appropriate, the FMT, supported by relevant HoFs and PDM must complete a business case for submission for approval. The business case must set out, in detail, the reason for the requirement, the level of the allowance, and the scope of potential applicants. A standard template will be made available by the Reward COE, who are available to offer support in developing the business case.

7.3 Implementation and Review

Once approved, the allowance is implemented through employee's pay by DBS Civilian Personnel as instructed by the business for the relevant employees. The Reward CoE will review allowances at least annually, to ensure that they remain relevant and are available to the appropriate people.



8 Overtime

All overtime must be explicitly pre-authorised by the PDM (or a delegated person who must be a minimum level of Professional II) with relevant budgetary approval. Those authorising overtime should be guided by the following principles:

- There is a clear business need and overtime has been pre-approved by the PDM;
- It can be staffed by volunteers where possible. 48 hours' notice should be given to employees who are required to work overtime where it cannot be staffed on a voluntary basis;

- It should be worked Monday to Friday where possible and weekend overtime should only be used as a last resort;
- It is incurred in direct support of current operations and is claimable against the Reserve (i.e. from HM Treasury);
- 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 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 the PDM, and HoFs, and TOIL considered as an alternative wherever possible. However, payment for untaken annual leave will not be made where this results.

Where overtime is being worked on a regular basis the PDM should discuss this with the employee to assess the impact on their health and wellbeing or performance.

8.1 Detached Duty between National and London Areas

For some employees there is a difference in the hours worked inside and outside the London area, depending on whether an employee is eligible for reformed Terms and Conditions of Service (i.e. joined the Civil Service or was substantively promoted, progressed or advanced in grade into a post advertised on or after 3rd February 2014).

If an employee is eligible for reformed Terms and Conditions (i.e. work a 42-hour week in London or part-time hours thereof), there will be no difference between working hours in London and in the rest of the UK.

If an employee is not eligible for these new Terms and Conditions, there may be a variation in the overtime calculation if an employee is serving on detached duty from one area to another, e.g. in London weekly conditioned hours are 41 but for the rest of the UK, weekly conditioned hours are 42.

8.2 Part-time Employees

If an employee works part-time hours, any excess hours worked will be subject to the completion of the conditioned hours for the week of the equivalent full-time employee (e.g. 37 hours). This means that when the total number of hours worked is less than 37 hours, payment will be made at a plain time rate. When the total number of hours exceeds 37 hours, payment made will be at a plain time rate up to 37 hours, and at overtime rates after 37 hours.

8.3 Flexible Working Hours Scheme (FWH)

There is a clear distinction between extra hours worked in excess of conditioned hours to suit employees (which is always subject to the availability of work), or the needs of the business

under the FWH scheme; and attendance which may attract overtime or other premium payments. Hours credited to the FWH total do not attract payment for overtime.

An employee is not required to attend for the standard day before commencing overtime; but they must have at least completed the minimum number of hours of attendance as specified in the locally agreed FWH Scheme.

Overtime must be authorised and recording FWH must stop before commencing overtime. A separate record must be kept and maintained of the overtime hours worked. If hours are recorded using an electronic system, then under no circumstances should the electronic FWH system be used as a method of identifying the additional hours of attendance.

When approving claims for overtime, the PDM should compare claims with FWH records for the same period. This is to prevent claims being paid for additional hours for which FWH credit has been received.

8.4 On Call Allowance

On Call Allowance is recognition for employees who are expected to be on call outside of normal working hours and must be authorised by the Function and agreed in writing by the employee's PDM. This notification should clearly set the periods when on call is expected and will act as the authority for the employee to claim any overtime and/or travel and subsistence expenses.

An employee is not eligible to claim for on call allowance if they are:

- Resident Civilian Duty Officer;
- Agenda for Change;
- Serving temporarily at sea;
- Salvage & Mooring Officer or Principal Salvage & Mooring Officer (SALMO);
- Staff on Annualised Hours; or
- Already paid an element for on-call in basic pay or a separate allowance.

For on-call allowance, it is expected that periods of duty will be 12 hours or more, but the allowance may be paid for lesser periods under exceptional circumstances agreed by the PDM. Claims should be made using MyHR. Where access to MyHR is not available, claims should be made using [DES Form 1940a - On Call Allowance](#).

For further information on the payment of overtime, and other topics such as travel time, meal breaks, and night duty allowance, please refer to the [Overtime and Additional Hours Guidance](#).

9 Travel Expenses and Reimbursements

Detached duty is where employees are expected to visit a location, other than their base office, for a relatively short duration. This could be for approved training courses, official meetings, or a board meeting. Any additional expenses incurred by the employee as a result of detached duty may be claimed back from DE&S. Detailed information on travel expenses can be found in the [Business Travel Guide](#).

DE&S will not reimburse for the following:

- Travel between home and the normal place of work;
- Travel on first taking up service at DE&S, or leaving service;
- Travel to a business location where the journey broadly follows the same route as the journey to the normal place of work.

Reimbursements are not pensionable or liable for tax, unless the detached duty is extremely prolonged.

Employees must ensure that all aspects of their detached duty are made in the most economical and effective way, taking into account the cost of the travel, the cost of subsistence, the saving of official time, and the practicality of the journey. All visits must be made with the authority of their PDM, and employees must also follow any local budgetary guidance whilst on detached duty. Improper or unjustified use may amount to gross misconduct and could lead to dismissal. Employees should refer to the [Standards Conduct and Discipline Policy](#).

9.1 Claim in Advance of Expenses

For employees who either travel regularly or need to claim expenses in advance of their travel, they are able to claim for this using one of the following forms:

- [DES Form 306a - Application for Detached Duty Expenses Advance](#) (for an advance claim); or
- [DES Form 305 - Application for Detached Duty Expenses](#) (for regular travellers).

Advances must be cleared within 28 days of completion of the detached duty visit, and the employee should submit [DES Form 305 - Claim for Detached Duty Expenses](#). If the total claim ends up being less than the initial advance, then the employee will need to attach a cheque for the balance. For further guidance on Business Travel and Subsistence, please refer to the [Business Travel Guide](#).

9.2 Miscellaneous Personal Reimbursements

Claims for the reimbursement of a miscellaneous personal payment, such as for payment of professional subscriptions, DSE eyesight tests and provision of spectacles or loss or damage

to personal property, must be made with the agreement of their PDM and budget manager prior to being submitted to DBS Civilian Personnel. Employees should use [DES Form 1108 - Miscellaneous Personal Payment \(MPP\) Authority for Payments](#) to make their claim. Payments are not liable for tax or ERNIC and are not pensionable. Improper or unjustified claims will be disallowed.

10 Recognition Awards

This section provides guidance on financial recognition awards available and how employees can nominate a colleague or apply.

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

10.1 DE&S Executive Committee award

For the DE&S Executive Board awards, an interim form DES Form 108a Exec Board Bonus Scheme has been designed for submission to the Executive Board. This should be completed and returned to the recipient identified in the body of the form. The Executive Board award has been provided to recognise truly outstanding performance – particularly where employees have added exceptional value, this level of performance will need to be conveyed within the submission.

For all eligible DE&S civilian employees, the upper limit of recommendation to the DE&S Executive Board is £10,000. All recommendations should be set at a level commensurate with the level of performance.

10.2 DE&S Director's Award

The process for awarding a Director's award is the same as the process for the existing Special Bonus Award Scheme. The differential is that an additional 0.2% of the pay bill has been allocated to provide further funding but with no change to existing limits. It is provided so that Directors might show extra recognition for additional contribution.

For all eligible DE&S civilian employees the upper limit for awards is £2,000, there is no lower limit.

10.3 DE&S Special Bonus Scheme (SBS)

An e-Form has been developed which can be accessed via MyHR which will be completed by the Recommending Officer. This will require filling in the necessary personal details of the nominated employee, the value of the award, reason the award has been given and whether it

is being given under the SBS. The Authorising Officer will then log-in to MyHR check or amend the details input by the Recommending Officer and authorise the recommendation for payment.

Once completed, the form will automatically be downloaded to DBS Civilian Personnel for payment. The employee will receive the Special Bonus Payment in their salary the following month. There will be no automatic process for alerting employees that they have been nominated to receive a Special Bonus Payment - this will be a locally managed process. When using the [HR Form 108: Special Bonus Scheme](#) please follow the 'what to do next' instructions provided.

The e-form will require a declaration from the Authorising Officer stating that they have the necessary authority to approve the award and have checked with the budget manager to ensure sufficient funds are available. Any abuse of the system will result in disciplinary measures being taken. For all eligible civilian employees, the upper limit for awards is £2,000, there is no lower limit.

10.4 Minor Awards Scheme (MAS)

The value of the MAS award for employees must not exceed £50. For a team, the equivalent per head must not exceed £50. There is no limit on the number of awards an employee can receive in a financial year. Budget Holders should note that there is a 26p per £5 charge for any vouchers ordered plus VAT. The total MAS budget is 0.1% of the Manpower Budget as per guidelines. The budget is monitored, and statistics issued to Directors on a monthly basis.

A MAS nomination can be raised at any time of the reporting year and employees are encouraged to consider the use of rewards at the time an achievement is recognised. The nomination can be raised by any employee, but they must be at least one Level senior to the nominee. Nominators do not have to be in the nominee's Function although it is good practice to inform their PDM of their intentions.

The nomination must be raised on [DES Form 2382 - Minor Award Scheme](#) and must demonstrate that the award is for a well performed specific task rather than continuous good performance throughout the year. The recommendation must be appropriate and would not bring DE&S into disrepute. The PDM of the nominating officer must agree to the nomination. They will pass the [DES Form 2382 - Minor Award Scheme](#) to the Approving Officer. The Approving Officer must be at least a Professional I Level.

The approver does not have to have a delegated Financial Authority letter. Financial Delegation is held at the Director Level and those below have implied authority to approve on the Director's behalf.

The authoriser must be satisfied that the recommendation meets the criteria in this guidance and that there is sufficient evidence to support the nomination.

The Commercial Finance Team will provide budgetary approval for all awards.

There are two ways of purchasing an award:

- Vouchers should be purchased through the Commercial Finance Team who utilise the contract run by Projectlink Motivation Ltd. The Commercial Finance Team use specific GPC cards for this task and full details are [here](#).
- For team meals, each person at the meal must pay individually and then seeks reimbursement through the Miscellaneous Personal Payments process using [DES Form 1108 - Miscellaneous Personal Payment \(MPP\) Authority for Payment](#). Note that receipts must be submitted as part of the audit trail.

This role is carried out by the HO&CS Commercial Finance Team.

The MOD HO&CS Commercial Finance Team should receive a copy of [DES Form 2382 - Minor Award Scheme](#) to provide budgetary approval. Upon receipt of the nomination Commercial Finance will check:

- That there are sufficient funds available to pay the MAS recommended;
- That the Authorising Officer is at least a Professional I;
- The person/s being nominated to receive the award are eligible;
- The total amount is checked;
- On a monthly basis, that the amount paid in the accounts matches the value of the nomination and that we have a full audit trail of all nominations.

10.5 GEMS Staff Suggestion Scheme

Employees can use the GEMS Online system to submit suggestions, track the progress of their scheme, and view comments and assessments made by DE&S and the evaluator(s).

All employees should note that; submissions will not be excluded simply because they may fall wholly or partly within normal / expected duties and that some evaluations may take considerably longer than others to complete - particularly if they relate to equipment or issues that require tests and trials to be completed. If an idea is implemented, the team or employee will receive an award calculated on the savings which have been identified through implementation of their idea. Awards for a team submission will be divided between team members according to the relative contribution agreed by each team member.

11 Death or Sickness in Service

This section explains the regulations when an employee dies in service or is subject to "Medical Certificate of Mental Disorder of a Person Entitled to Payments from a Public Department" certification.

11.1 When an Employee Dies in Service

11.1.1 Pay and Allowances

The PDM should ensure that pay and allowances to which the deceased employee may have been entitled, e.g. overtime, travel and subsistence, but which had not been claimed, are notified to DBS Civilian Personnel without delay. All amounts of pay, allowances and superannuation death benefits due to employees who die whilst serving, are to be processed by DBS Civilian Personnel as soon as possible. In calculating the arrears, statutory deductions such as income tax are to be taken into account, leaving only the net sum payable to be notified.

11.1.2 Personal Money and Effects

Personal money or items of value belonging to the deceased employee that are found on DE&S premises should be similarly notified to DBS Civilian Personnel, who will establish entitlement and authorise release to the person legally entitled to receive them. The money or items should be held in secure custody by the PDM until their release is authorised by DBS Civilian Personnel. Any unopened private mail, or enquiries from banks, solicitors etc. about the state of property of the deceased, should be acknowledged and forwarded to DBS Civilian Personnel without delay.

11.1.3 Sums Due to the Estate

Sums due to the estate of the deceased employee from DE&S will normally be disposed of by DBS Civilian Personnel in accordance with the following rules:

- If the total sum is more than £5,000, payment can be made to the personal representative of the deceased employee on production of proof of entitlement in the form of Grant of Probate of Will (in Scotland, Confirmation of Executor) or Letters of Administration;
- If the total sum due is £5,000 or less, but more than £1,000, a Statutory Declaration signed by the deceased employee's personal representative before a Justice of the Peace, a Solicitor or, in Scotland, a Notary Public Commissioner for Oaths, may be accepted as proof of entitlement;
- If the total sum due is less than £1,000 a declaration accompanied by the original Will or a copy signed by a solicitor may be accepted as proof of entitlement; and
- If a valid nomination for a Death Benefit under the PCSPS is in force at the date of death, the amount does not reckon towards the £5,000 limit, since it is not a payment due to the deceased employee or to their personal representatives, but a payment due direct to the nominee. If there is no valid nomination, the amount of Death Benefit will reckon towards the £5,000 limit.

Notwithstanding the requirements above, DBS Civilian Personnel may authorise payment of funeral expenses to whoever is financially responsible for those arrangements on sight of a

receipted Undertaker's bill and within a maximum of the sum due to the estate from DE&S sources.

The Head of Establishment has discretion to pay, on the advice of a Welfare Officer, up to £300 of the deceased's arrears of pay and allowances to the widow or widower. Notification of arrears should state the amount advanced. Payment of the balance due to the estate will only be made by DBS Civilian Personnel.

11.1.4 Income Tax

The above procedures do not apply to any refund of income tax due to an employee who has died; responsibility for any such refund rests with HMRC.

11.2 When an Employee Suffers from a Mental Disorder

11.2.1 Receipt of Monies

An employee who is suffering from mental disorder may continue to receive sick pay for as long as they remain eligible for it. Similarly, any allowances that may be due continue in the normal way. While it is possible to do so, pay or allowances due are to be paid to the employee personally or by proxy. If, however, any request is received from relatives for payment to be made to any other person, the PDM is to request completion of a certificate by the employee's GP, medical attendant or hospital authorities concerned. If there is any doubt about the desirability of taking this course, the PDM should seek advice from the Occupational Health Service, before doing so.

If a certificate is completed, it must be forwarded to DBS Civilian Personnel for appropriate action to be taken.

Please refer to the [Leaving DES Policy](#) for further information.

12 Support Available

DE&S HR

HR Policy and Procedure Queries (including queries on informal cases)

DE&S and SDA managers and employees can contact the HR Hub if advice is required on any DE&S HR Policies or Procedures. The Hub service is available 08:00 – 16:00 (UK time) Monday to Thursday, 08:00 – 15:00 (UK time) Friday and can be contacted via:

- Online: Not available
- Email multiuser: DESHR-Hub@mod.gov.uk
- Phone: Not available
- Post: Not available

Further information on statutory (i.e. legal) entitlements can be found on www.gov.uk

Formal Casework Support

DE&S and SDA managers can contact the HR Casework team if support is required for formal cases (note: this service is not available to employees). The formal casework service is available 09:00 – 15:00 (UK time) Monday to Friday and can be contacted via:

- Online: Not available
- Email multiuser: DESHR-COE-CaseWork@mod.gov.uk
- Phone: 9679 88680 (Mil); 030679 88680 (STD); +44 30679 88680 (Overseas)
- Post: Not available

DBS Civilian Personnel

Defence Business Services (DBS) is the shared service provider for MOD. Under a Service Level Agreement (SLA), DBS provide MOD (including DE&S) with HR transactional services, with the exception of DE&S Casework and the 'attraction' element of Recruitment. The DBS Enquiry Centre is available 08:00 – 16:00 (UK time) Monday to Friday and can be contacted via:

- Online (through Digital Workplace for those who have an HR record): [DBS Contact Us](#)
- Email multiuser (for those who do not have an HR record, such as some military personnel or contractors): peopleservices@dbs.mod.uk
- Phone: 93345 7772 (Mil); 0800 345 7772 (STD); +44 1225 747772 (Overseas). Call routing options can be found [here](#).
- Post: Defence Business Services - Civilian Personnel, PO Box 38, Cheadle Hulme, Cheshire, SK8 7NU

Further details on contacting DBS can be found [here](#).

Employee Assistance Programme (EAP) Support

Our EAP is a confidential civilian employee benefit designed to help you and your immediate family deal with personal and professional problems that could be affecting your home life or work life, health and general wellbeing. The programme is available on a 24 hours a day, 7 days a week, 365/6 days a year basis. Colleagues can call our EAP provider on 0800 783 0335. More information on the services available and the online access details can be found in our [Employee Assistance Programme](#) page on the DE&S intranet.

Military Support

Armed Forces personnel have specific welfare and support services that, in the first instance, should be accessed via the JSST Welfare and Community Support team. Contact details can be found on the [Military Welfare and Hive](#) tab in the JSST pages on the DE&S intranet.






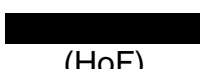
13 Roles and Responsibilities

DE&S expects all those involved to apply this procedure in accordance with the following roles and responsibilities:


Role	Responsibilities in carrying out this procedure
Employee	To adhere to and keep up to date with guidance around their total reward package.
Primary Delivery Manager (PDM)	Responsible for assessing performance, identifying potential performance issues, and consequently putting in place the necessary interventions where appropriate. They are responsible for dealing with day to day issues and concerns on tasks and expected levels of performance.
Function Development Officer (FDO)	Having powerful and sometimes difficult conversations around the careers of employees. To identify new Success Profiles within the business, or existing Success Profiles which have changed significantly and inform the relevant DFM/HoF.
Head of Function (HoF)	Validating new Success Profiles, defining Success Profiles and subsequently initiating role evaluation requests.
Function Management Team (FMT)	Provide guidance and support to the FDOs and validate Success Profiles. Use the terms set by the business in order to define these Success Profiles, and set the disciplines required to carry out
DE&S HR Business Partners (HRBPs)	To take part in Success Profile evaluation, the implementation of this policy, advising on its content and for ensuring the policy information is disseminated.
DE&S Policy Lead	Clarification on specific policy points or queries.
DE&S HR Reward COE	Responsible for conducting role evaluation, assigning roles to the appropriate Levels, and consequently informing requestors of the outcome. They are also responsible for conducting pay benchmarking
Director of HR (DHR)	DHR is responsible for the sign off, and fair and consistent application of this procedure. DHR is also responsible for overseeing HR compliance audit requirements and compliance action plans that arise as a result.

14 Document Control

Document Information	
Owning Function / Team:	HR – Reward Team
Filename:	Reward – Procedure
Referenced By:	Performance Policy Work Schedules and Flexible Working Policy Supporting Health and Attendance Policy Standards Conduct and Discipline Policy Leaving DES Policy
BMS ID:	1195896625-1416
Version:	See table below

Version Number	Date	Revision History	Revised Pages	Authorised By
0.0	01.04.2017	NA - First Version	NA	 (HR CFM)
0.1	24.04.2017	Hyperlinks updated in line with toolkit documents	All pages with relevant toolkit hyperlinks	 Doherty (HR CFM)
0.2	02.10.2107	DE&S Form hyperlinks added	All pages with form hyperlinks	 (HR CFM)
3.0	27.06.2019	Fixed broken links, updated formatting and revised FDO / PDM responsibilities	All relevant pages	 (HR CFM)
4.0	17.01.2020	Removed EWS info; added EAP info. Added BMS document configuration info.	36, 37, 38, 40	 (HR CFM)
4.0	18.03.2021	Amendment to hyperlink	31	 (HoF)

Procedure
Reward

5.0	02.02.2022	Document review to apply changes relating to MyHR	All pages	 (HR HoF)
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DE&S will review this Procedure in two years, or when changes to legislation or best practice dictate.
