

FOURTH PAPER TO PAY LEVEL SURVEY  
ADVISORY COMMITTEE

DISCIPLINED SERVICES METHODOLOGY FOR PAY LEVEL COMPARISON

Background

1. The Standing Commission has recognised that the duties of members of the disciplined services are of a special nature. Features of their work are not present in that of the civil service generally: long, irregular and unsocial hours, ineligibility for overtime pay, danger, subjection to discipline and social segregation. Until quite recently, these features were taken into account in the UK by the 'Willink formula', which gave a percentage pay lead to the recruitment ranks of the disciplined services over the recruitment ranks of the rest of the civil service. The Willink formula is no longer used, but the features listed above continue to be recognised in making judgements about disciplined service pay.
  
2. The top eight points of the master pay scale coincide with the top eight points of the disciplined services (officers) pay scale. Apart from this, the MPS and DS scales differ, both in the number of scale points and the pay figures attached to them. It is therefore not possible to "read across" from a mainstream civil service job to a disciplined services job at the same point in order to discover what pay lead is in practice given for the special features of the latter.

## The Issue

3. The question for the consultants is how their methodology will take account of the special features of disciplined services work.
4. The method of job evaluation uses a set of factors common to all jobs (know-how, problem-solving, accountability) in order to establish the relative size of a group of jobs within an organisation and to make comparisons between organisations. By definition it is concerned only with elements of the job which influence this relative size. It cannot be directly concerned with other features for which employees may receive additional payment beyond the basic salary for the job (such as, in the private sector, working shifts, working under particular hardship, holding defined qualifications, or being of a given age.) This is true of any job evaluation method.
5. However, the special features of disciplined services work may in fact influence the relative size of the jobs. For example, a jobholder likely to be exposed to dangerous situations must have the knowledge and skill to handle them. He will be trained accordingly, or learn by experience. This knowledge and skill is part of the requirement of doing the job and will therefore be taken into account in evaluating it. What will not be taken into account in evaluating the job is the fact that the individual concerned undertakes to risk the danger.
6. While there are some private sector jobs which have special features akin to those of the disciplined services, not many do. Where they do exist, it is unlikely that they take the same form as those in the disciplined service. In any case there is no methodology for measuring the total of a collection of such features. It is therefore not possible to compare the disciplined services with private sector jobs having similar special features.

## Proposed Approach

7. The consultants therefore propose to allow for the special features of disciplined services jobs as follows:
  - i. in their civil service job sample they will evaluate a number of MPS scale jobs and a number of DS scale jobs. By comparing pay between the two scales at the same job weight, they will be able to determine the amount (if any) which is in practice currently being paid to the disciplined services in respect of special features at each pay point.
  - ii. they will deduct this amount from the disciplined services pay figures in making their private sector pay comparisons.
  
8. In addition, the consultants will discuss qualitatively (rather than quantitatively) with the private sector companies their payments for special factors, and use this information to comment in their report on the special factors payments made to the disciplined services.