



- South Yorkshire Police is the 13th largest of the 44 police forces in England, Wales and Northern Ireland.
- It polices Barnsley, Doncaster, Rotherham and Sheffield, covering 600 square miles.
- The Force consists of 3,160 police and over 2,500 police staff. They are supported by 245 special constables and more than 350 police community support officers (PCSO's).

What did our client need?

- Our client asked Ways HR Consulting to undertake an independent and expert review of salaries for senior non-uniform staff.
- They required provisional formal evaluation of the roles using formal job evaluation methodology.
- This involved full dialogue taking place between the post holders and Ways HR Consulting's independent and expert job analysts.
- As well having expert job evaluation and access to pay data, the organisation sought advice and guidance on interpreting this detail in the context of achieving an effective approach to reward.

How did we help?

- We facilitated job analysis interviews with the post holders to draft and agree formal written job analysis reports. These were produced by Ways HR Consulting's job analysts.
- Once agreed, the jobs were evaluated using a formal evaluation method.
- The provisional evaluations and job analysis reports were then ratified with the Deputy Chief Constable and Director of Finance.
- We then benchmarked salaries with multiple pay markets and provided recommendations on overall pay policy and operational arrangements.
- We advised both on policy, implementation and communications.

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What challenges did we face?

- The project required a high degree of professional collaboration with senior post holders.

We worked in partnership with our client throughout the process. Post holders prioritised the meetings with our consultants. The job analysts established professional credibility and made efforts to ensure that participation was open, honest and positive.

- Internal relativities needed to be understood in order to produce transparency and consistency in the job evaluations and subsequent reward recommendations.

Our consultants were briefed on the roles and organisational structure prior to the meetings. They were able to utilise prior experience of similar roles and other Police and public sector organisations to develop and inform understanding. Reports and recommendations were therefore seen as relevant and credible by the organisation.

What benefits did our client gain?

- The necessary corrections were made to the Force's internal relativities to ensure that recommendations were seen as fair and reasonable.
- A simple pay structure was put in place to accommodate the Force's current pay practice based on a new and appropriate grade and band structure.
- The bonus arrangements to certain roles were clarified and aligned with other roles within the senior team.
- A senior pay structure and pay policy was recommended which aligned both with pay policy and was seen as acceptable by participants and other senior stakeholders.

Your Reward,
Development &
Performance
Partner

- Assessment & Development
- Career Management
- Coaching
- Competency Based Interviewing
- Competency Frameworks
- Customer Service
- Employee Engagement
- Equal Value Compliant Pay
- Independent Job Evaluation
- Job Family Modelling
- Leadership Development
- Outplacement
- Performance Management
- Recruitment Coaching
- Reward Strategy
- Salary Benchmarking
- Workforce Planning

Ways HR Consulting were commissioned following a formal competitive bid process to undertake a full review of our executive pay arrangements. They won the work on the basis of experience and I was also impressed with their work on job families that had been undertaken for Sheffield City Council.

The work involved a series of individual meetings with senior staff, technical evaluations of the roles and the design of a robust pay structure. Ways HR Consulting's findings were reported to the Deputy Chief Constable and Director of Finance, were accepted following discussion and formed the basis of a new agreed approach. The project involved managing the expectations of senior staff professionally and with sensitivity.

Recommendations needed to be technically robust and also fit for our current context. The project findings have been relatively easy to implement partly due to the process Ways HR Consulting followed and the credibility they established.

Ways HR Consulting conducted themselves in a professional manner yet were quickly able to establish positive working relationships with our senior executives. They engaged with them to obtain all the necessary information and carry out the pay review. It was important to us that our executives were fully involved in the pay review and played an active part in determining the new pay policy. Ways HR Consulting successfully helped to facilitate this.

The feedback I had from my senior colleagues who participated during the project was that Ways were credible, positive and communicative. Senior Leaders also reported to me that they were happy with the work undertaken. Our Senior Command Team, including the Deputy Chief Constable, gave excellent feedback concerning their interaction with Ways HR Consulting as did the executive participants. The final report was well balanced and included exactly the recommendations that were necessary to create and implement the new pay policy to ensure equal pay compliance and an opportunity to pay our executives fairly yet in keeping with the current public sector climate.

During the project, communications with me were excellent from Ways HR Consulting. The project was delivered on time and on budget. The transparency of the review ensured that participants and the wider organisation felt that the review had been conducted fairly and robustly.

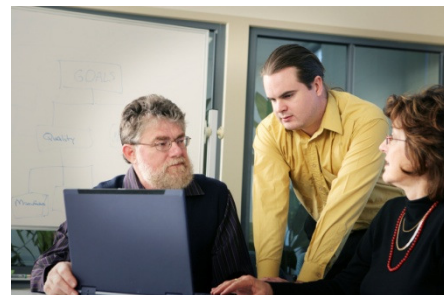
Following the project we have asked Ways HR Consulting to assist with other work as we have confidence in their ability to deliver a successful product.

Lorna Smith, HR Advisor, is happy to speak to any prospective clients to give a verbal reference should this be required.



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