



SALARY JUSTIFICATION

Executive Summary

At West Midlands Police (WMP), we want to attract, recruit and retain the highest calibre candidates, with diverse skills and experiences, who will enrich our Force, enhance our approach to community policing and support the delivery of our strategic objectives.

We recognise that remuneration is a key element of attraction and retention, and WMP undertakes job evaluation to ensure the correct salary range for all police staff roles. A separate [market supplement policy](#) is available where WMP salaries fall short in comparison to the wider market.

It is acknowledged that successful candidates will offer varied experience and skillsets when applying for a role, and therefore should be placed on the appropriate salary upon appointment.

This Policy has been created to ensure adequate oversight and governance are applied to ensure fairness and transparency for all staff. WMP makes a commitment to ensure that all colleagues' pay is sustainable and legally compliant i.e. policies reflect the principles of Equal Value and Non-discriminatory legislation in line with the [Equal Pay Act 1970](#).

We have set out this policy to:

- Ensure that we follow a fair and consistent approach to assessing Salary Justification requests which fall outside standard incremental pay progression within grades
- Reinforce our commitment to treat all staff fairly, consistently and equitably
- Set out the procedure to be followed in relation to responding to requests for a salary justification
- Provide advice, support, information and guidance regarding all aspects of the salary justification process

Authorised Professional Practice (APP)

This policy has been checked against APP and there is none in relation to the subject matter of this policy.

Scope

The specific provisions of this policy are not contractual, unless expressly stated, and can be amended from time to time with full consultation with the trade unions.

- This policy applies to all WMP staff on appointment, regardless of seniority.
- This policy does not apply to:
 - Police Officers
 - Special Constables
 - Volunteers
 - Contractors or Agency Staff
- If you are a Police Officer managing members of Police Staff, you must be familiar with this policy and adhere to its requirements, where necessary.

Policy Statements

PRINCIPLES

External Candidates

- Externally appointed candidates will be offered a salary equal to the entry spinal column point (SCP) of the grade assigned through the formal job evaluation process.
- Where this approach fails to take full account of the candidates accrued knowledge, skills and experience; a salary justification assessment will take place.

Internal Candidates

- Where a higher-grade role is applied for, either substantively or on secondment; it is expected that the bottom SCP in the grade will be offered. There may be exceptional circumstances where this approach fails to take full account of the candidates accrued knowledge, skills and experience; and a salary justification assessment will take place.
- For an internal candidate, where a role of the same grade is applied for substantively; a salary will be offered that recognises both length of service and development within the new role.
- Where a candidate possesses all of the required skills, knowledge and experience from their current role, and will only require a general induction (i.e.: introduction to role specific processes or IT systems requiring no longer than one-month training/support) a candidate may retain their current SCP.
- Where a candidate possesses some of the required skills, knowledge and experience (i.e.: organisational and/or departmental knowledge) but some training and/ or support is still required; a salary justification assessment will take place.
- Where a candidate is appointed into a role that requires a specialist training programme (i.e.: Police Community Support Officer, Detention Escort Officer, Call Handler or Driving Instructor), the candidate will start one SCP above the entry point for that grade.

SALARY JUSTIFICATIONS

- The salary justification process is the means by which a candidate's previous directly relevant skills, knowledge, experience and length of service can be fairly and correctly considered to determine the most appropriate SCP within the job's assigned grade.
- This facility enables you as the Hiring Manager to request an enhanced starting salary *prior* to the candidate's appointment. Retrospective requests after the candidates start date **will not** be considered.
- The Salary justification process can provide an opportunity to recognise and value existing skill sets, support the Force's Diversity and Inclusion Strategy, whilst assisting with the attraction and development of police staff.

- The Salary Justification Process:

- Facilitates and encourages internal mobility and flexibility within the workforce
- Supports lateral development of individuals, providing an opportunity to broaden skills and experience
- Recognises and rewards loyalty through retention of salary where appropriate

PROCESS

- When you as the Hiring Manager select the successful candidate, you must submit a salary justification request providing the following information:
 - A full description of the directly relevant skills, knowledge and experience that the candidate has evidenced throughout the recruitment process.
 - An evaluation of the proportion of the role that the candidate can undertake on commencement of the role, without any additional training
 - Details of training requirements and a forecast of the timeframe before the candidate will be able to undertake all duties of the role without any support or supervision
 - Salary details of existing colleagues in the role, and a comparison of experience and skillset against that of the candidate, to assess any equal pay/fairness implications
- Departments must have appropriate processes in place to consider requests on a fair, consistent and equitable basis, and all requests must be supported by the Senior Leadership Team (SLT).
- Hiring managers must use the guidance below to set salary expectations throughout the on-boarding process.
 - As a Hiring Manager you **must not offer any starting salary either verbally or in writing.**
 - You must advise candidates that the expectation is that they will start on the bottom SCP, unless the salary justification application is successful.
 - You MUST NOT use the process to mitigate the loss of shift allowance or other allowances where an individual move into a post that does not attract this payment. Shift allowance is payable as compensation for working irregular or antisocial hours and the salary justification process is not an appropriate substitution.
- Requests will be considered by the Reward, Benefits and Engagement Advisor in accordance with this policy, and will recommend an appropriate starting SCP.
- Salary justification requests will be considered favourably in line with meeting the criterion.
- The Reward, Benefits and Engagement Advisor will endeavour to process your request within 5 working days.
- The progress of salary justification requests can be tracked by you as the hiring manager by visiting the [Track My Request](#) page located on the My Service Portal homepage.

- The Reward, Benefits and Engagement Advisor will review all requests and provide a recommendation to you as the Hiring Manager based on policy and legal considerations.
- All requests that receive approval are documented by the Reward, Benefits and Engagement Advisor and will be subject to scrutiny and review on a regular basis.
- Once a starting salary is approved, the Reward, Benefits and Engagement Advisor will notify the you as the Hiring Manager, and the recruitment and On-boarding Team, who will issue the formal offer to the candidate.
- Once a candidate has accepted the job offer, they are *deemed to have accepted* the salary that was offered and WMP **will not** revisit the starting salary.
- If your request is not supported, the rationale will be documented and shared with you in a timely manner by the Reward, Benefits and Engagement Advisor, along with the reason for refusal.
- The reason for refusal will ordinarily fall under one of the following however the list is not exhaustive:
 - Additional SCP's are requested for reasons other than recognition of directly relevant experience, knowledge and skills.
 - The salary justification policy is not a provision for incremental progression for existing incumbents, outside of the annual increments.
 - The requested salary would breach equal and fair pay principles by leapfrogging existing colleagues with a greater level of experience.
 - Eligibility criteria not met.
- You/ the candidate will have a right to appeal against the decision.

APPEALS


- Appeals will be escalated to the Employee Relations Strategic Lead.
- All requests to appeal must be in written format and submitted to the Reward, Benefits and Engagement Advisor within 10 working days from the date of the formal offer of employment.
- Internal colleagues may seek support from their Trade Unions.
- Appeals on behalf of external candidates may be submitted by the hiring manager.

Definitions/Acronyms:

WMP – West Midlands Police

SCP – Spinal Column Point

SLT- Senior Leadership Team



Publication Instructions:

Suitable for publication to public

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Review Date: 04/03/27

Policy Author: [REDACTED] (Reward, Benefits and Engagement Advisor)

Strategic Lead: [REDACTED] (Employee Relations Strategic Lead)

Force Executive Approval: Mr Gillett 04/03/25

Any enquiries in relation to this policy should be made directly with the Strategic Lead shown above.

Monitoring and Review:

Version	Date Reviewed	No change / Minor Changes / Major Changes (<i>detail</i>)	Amended / Agreed by
2.0	12/02/2025	Provision for length of service to be factored into a starting salary for lateral moves. Wording changes to reflect new People Services structure.	[REDACTED]