

Improving Your Organisation's Pay and Grading System



One-week professional development workshop
29 September to 3 October 2025 in London



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About the workshop

This workshop uses our considerable experience in the UK and internationally to focus on key aspects of public sector pay and grading reform. Pay issues are often among the most immediate and obvious concerns of policy makers and employees. Grading, also known as job evaluation, is no less important. Identifying and analysing the key areas of and reasons for reforming pay, grading and job evaluation systems involves a close analysis of the interdependent relationship between both pay and grading.

Who is the workshop for?

This workshop is designed to meet the needs of human resources (HR) leaders and managers and others involved in the operation of public sector pay and grading systems. It is relevant for others wishing to increase their understanding of the subject and the process of designing and implementing a new pay and grading system. It will also be suitable for people responsible for improving civil service efficiency, effectiveness and performance, particularly in respect of the impact successful pay and grading reform can have on these areas.

How participants will benefit

The workshop is designed to:

- Enable you to understand the theoretical basis of grading systems and how individual jobs can be assessed against objective criteria to provide consistently accurate assessments of relative levels of job responsibility throughout your organisation
- Provide you with an understanding of pay systems in terms of how they are constructed; how the cost of reform can be calculated, and in terms of these systems' interdependent relationship with grading systems
- Let you explore the experience of relevant institutions within the UK and consider international examples of our project work. You will be able to appreciate both key similarities and differences in particular approaches to the issue and thereby gain an informed understanding of what will be best suited to your context
- Provide you with an understanding of the legal issues surrounding pay and grading reform, not just in terms of the potential requirement to replace or renew existing laws and regulations, but also in terms of best international practice
- Enable you to have a good understanding of the practical issues surrounding implementation of any new pay and grading system, particularly in respect of building capacity within your organisation to enable proper ownership of any new system that is introduced
- Provide a forum for you to review the strengths and weaknesses of your existing pay and grading system in comparison with those of other workshop participants and with relevant examples of international best practice
- Help you to develop an outline approach to pay and grading reform in your own organisation and consider possibilities for each of the steps required to implement that reform.

What the workshop will cover

The workshop will consider:

- The legal basis of current pay and grading arrangements, which is generally laws and regulations. Changing any or all these arrangements involves a process which can be a considerable political, as much as a legal, challenge to work through satisfactorily
- The potential financial impact of change. Changes to public sector employees' pay generally have an immediate and sometimes significant impact on government finances. It is important, in such circumstances, to have a clear and accurate understanding of the potential costs
- The methodology of grading. Different grading systems are used by different public sector institutions around the world. The most successful systems are those which are consistent with their environments and the abilities of human resources professionals to operate and maintain the systems to a good standard
- The process of implementation. Whether the public sector is large or small, implementation must be planned well in advance and then executed both on time and to the highest possible standard
- Analysis of the impact. Reform without noticeable improvement is a wasted opportunity for all concerned, whereas careful monitoring of reform outcomes can alert policy makers to difficult issues if they arise and enable the necessary corrective action to be taken.

The programme will provide a sound theoretical and methodological basis for the discussion of all these subjects, together with suitable examples of pay and grading reform initiatives undertaken in the UK and elsewhere.

The workshop will include presentations and discussions with international experts and relevant UK public sector officials involved in pay, grading and job evaluation. The workshop will also provide a visit to a key relevant UK institution, providing an opportunity for you to share your own experiences and to speak directly to those responsible for policies and decisions.

You will be invited to give a brief informal presentation about your role in your own organisation and its pay, grading and job evaluation challenges for the future, so a small amount of preparation will be needed.

Programme outline

	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Participants' informal presentations</p> <p>Overview of pay and grading arrangements in the UK civil service</p>	<p>International best practice in pay and grading, with relevant examples</p> <p>Discussion of current pay and grading systems in participants' countries</p>
Day 2	<p>Grading/job evaluation methodologies explained</p> <p>Pay system methodologies and cost calculations</p>	<p>International best practice in terms of legal instruments, e.g. Civil Service laws and regulations</p> <p>Discussion of timescales and procedures for making changes to legal instruments</p>
Day 3	<p>UK Civil Service pay and grading reforms in operation</p> <p><i>Visit to a Government Ministry or Agency</i></p>	<p>Analysis of the impact of pay and grading reform on an organisation's performance and effectiveness</p> <p>Identifying key areas for pay and grading reform to address</p>
Day 4	<p>Overcoming resistance to change: practical steps that can be taken</p> <p>Ensuring local ownership of reform measures</p>	<p>Building capacity within institutions to implement reform</p> <p>Ensuring that implementation stays on track and the need for corrective measures if appropriate</p>
Day 5	<p>Developing an outline approach to pay and grading reform and possible steps for implementation</p> <p>Group work: reviewing challenges and action steps</p>	<p>Review and closure</p> <ul style="list-style-type: none"> • Presentations by participants • Review, feedback, and scope for follow-up <p>Presentation of certificates of attendance</p>

We reserve the right to change the programme as necessary.

Workshop Director

The Workshop Director will be Christopher Jones.

Chris is a British consultant with over 40 years' HR experience and has worked as a consultant on HR assignments for approximately 25 years. As a generalist Personnel Officer and HR Manager in the UK, Chris worked on all aspects of HR management for employers such as Her Majesty's Revenue and Customs and the BBC. After becoming a consultant, Chris has undertaken many pay and grading reform projects in Africa, Europe, the Middle East and Asia.

How to apply

Please complete the PAI application form online via our website: www.public-admin.co.uk/booking-form/

You can also complete our hard copy application form. Please contact us at pai@public-admin.co.uk to obtain a copy. Once completed, please return to Amanda Anderson, Programme Manager, at the same email address.

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director. We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Fees

The fee for the workshop will be £2,550 and is payable at least 21 days before the first day of the workshop. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme¹, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We also provide lunch and refreshments during each working day as part of the fee.

Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are “employed by the government in furtherance of its sovereign activities”. In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We also accept payment by credit or debit card. Please contact us if you would like to pay by credit or debit card.

Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Cancellations

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days or fewer of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/ Embassy confirming refusal of a visa and providing you have not entered the UK.

Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

Substitutions and transfers continued

Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions please let us know.

<http://www.public-admin.co.uk/terms-and-conditions-for-booking/>

Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

¹ Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

Where we are



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