

CAPITA



Pay Benchmarking Report for ECC Members

HR Roles

September 2017

About this Report

This report is provided as part of the Pay and Labour Market Data Service provided to ECC Members.

Capita previously surveyed ECC members to collect pay information for selected roles using guideline job descriptions and then compared the HEI data with salaries in other sectors using salary surveys and other sources of pay benchmark data.

This report provides benchmark pay data on a range of HR roles. We have also included the job descriptions previously developed to survey ECC members for reference.

Capita Surveys and Research
Spa House
Hookstone Park
Harrogate
North Yorkshire
HG2 7DB

Tel: 01423 818700
Fax: 01423 818777
Web: www.capitasurveys.co.uk

HR Roles

Recent Trends and Developments

Recruitment and Retention in Higher Education

The latest Higher Education Workforce Survey¹, published by UCEA in July 2017, found 24% of HEIs experienced difficulties² recruiting HR and related staff (up from 13% in 2015 and 2013). Some 9% of HEIs reported difficulties retaining these staff.

Comments from HEIs suggest that lack of necessary skills was a challenge in recruiting HR and related staff, with institutions citing difficulties for a number of different levels from entry levels to managers. The hybrid nature of HR roles in higher education was seen as a challenge to recruiting higher level positions, as well as being unable to compete with higher private sector salaries.

¹ <http://www.ucea.ac.uk/en/publications/index.cfm/hews2017>

² Recruitment difficulty is defined as having to re-advertise for a vacancy or positions that are left unfilled for six months or longer.

Benchmark Pay Data for HR Roles

ASHE

The Annual Survey of Hours and Earnings shows the following full-time earnings for HR staff at April 2016 as follows:

Human Resources

Gross Annual Earnings for Full Time Employees (£pa)	Lower Quartile £	Median £	Average £	Upper Quartile £
Human resources and industrial relations officers	23,022	28,960	31,797	36,080
Human resource managers and directors	34,815	46,005	56,834	62,313

Source: ASHE 2016

NHS

National Job Profiles

The national job profile for HR Advisor is band 5 (£22,128 to £28,746), whilst the role of HR Advisor Specialist is band 6 (£26,565 to £35,577).

HR Team Managers are paid on band 7 (£31,696 to £41,787); this pay band also applies to Advanced HR Advisors.

HR Managers/Assistant Directors are in bands 8a (£40,428 to £48,514) and 8b (£47,092 to £58,217).

Bands 8b, 8c and 8d apply to HR Heads of Service (total salary range of £47,092 to £83,258).

High Cost Area Supplements in the NHS are worth 20% of basic salary in inner London (subject to a minimum of £4,200 and maximum of £6,469), 15% in outer London (£3,553 to £4,528) and 5% in the Fringe area (£971 to £1,682).

The salaries quoted are effective from 1 April 2017.

Hudson

The 2017 Hudson HR Salary and Rates Guide shows the range of regional salaries for Generalist HR roles in various regions and sectors of the economy, including the following:

Region/Sector	HR Officer/ Advisor		HR Manager		HR Business Partner		Head of HR	
	Minimum £pa	Maximum £pa	Minimum £pa	Maximum £pa	Minimum £pa	Maximum £pa	Minimum £pa	Maximum £pa
London								
Banking and Finance	30,450	50,750	45,675	65,975	55,825	101,500	81,200	152,250
Oil and Gas, Energy and Utilities	30,450	50,750	45,675	65,975	55,825	101,500	81,200	152,250
Telecommunications, Media and Technology	30,450	45,675	45,675	71,050	60,900	91,350	76,125	101,500
Public Sector, Not for Profit and Charity	28,420	40,600	35,525	60,900	40,600	60,900	45,675	81,200
Professional Services	32,480	45,675	45,675	71,050	55,825	91,350	76,125	121,800
Retail, Leisure and FMCG	25,375	40,600	35,525	60,900	35,525	65,975	55,825	110,000
Manufacturing, Production and Industry	30,450	45,675	45,675	65,975	55,825	91,350	76,125	101,500
Thames Valley								
Banking and Finance	30,000	45,000	40,000	70,000	38,000	80,000	60,000	120,000
Oil and Gas, Energy and Utilities	25,000	45,000	35,000	65,000	38,000	75,000	70,000	100,000
Telecommunications, Media and Technology	27,000	40,000	38,000	65,000	42,000	80,000	60,000	100,000
Public Sector, Not for Profit and Charity	22,000	35,000	32,000	45,000	34,000	58,000	55,000	75,000
Professional Services	25,000	40,000	35,000	60,000	38,000	80,000	60,000	100,000
Retail, Leisure and FMCG	25,000	40,000	35,000	60,000	38,000	65,000	55,000	85,000
Manufacturing, Production and Industry	25,000	40,000	35,000	55,000	38,000	65,000	60,000	85,000
Midlands								
Banking and Finance	27,000	38,000	35,000	45,000	38,000	70,000	60,000	100,000
Oil and Gas, Energy and Utilities	26,390	45,675	35,525	65,975	38,570	71,050	60,900	101,500
Telecommunications, Media and Technology	27,000	42,000	38,000	65,000	38,000	80,000	60,000	100,000
Public Sector, Not for Profit and Charity	22,000	35,000	32,000	45,000	38,000	58,000	55,000	75,000
Professional Services	25,000	32,000	35,000	55,000	38,000	60,000	60,000	85,000
Retail, Leisure and FMCG	25,000	35,000	35,000	50,000	35,000	55,000	55,000	70,000
Manufacturing, Production and Industry	24,000	35,000	35,000	55,000	45,000	60,000	57,000	85,000

Pay Benchmarking Report – HR Roles

	HR Officer/ Advisor		HR Manager		HR Business Partner		Head of HR	
	Minimum £pa	Maximum £pa	Minimum £pa	Maximum £pa	Minimum £pa	Maximum £pa	Minimum £pa	Maximum £pa
The North West								
Banking and Finance	28,000	38,000	40,000	55,000	40,000	70,000	65,000	90,000
Oil and Gas, Energy and Utilities	28,000	36,000	35,000	55,000	38,000	70,000	60,000	90,000
Telecommunications, Media and Technology	27,000	36,000	38,000	65,000	38,000	70,000	60,000	100,000
Public Sector, Not for Profit and Charity	25,000	35,000	32,000	45,000	34,000	58,000	55,000	75,000
Professional Services	28,000	38,000	35,000	55,000	38,000	70,000	60,000	110,000
Retail, Leisure and FMCG	25,000	40,000	35,000	55,000	35,000	60,000	55,000	75,000
Manufacturing, Production and Industry	25,000	36,000	35,000	55,000	38,000	65,000	55,000	85,000
Yorkshire and the North East								
Banking and Finance	28,000	38,000	40,000	55,000	40,000	70,000	65,000	90,000
Oil and Gas, Energy and Utilities	28,000	36,000	35,000	55,000	38,000	70,000	60,000	90,000
Telecommunications, Media and Technology	27,000	36,000	38,000	65,000	38,000	70,000	60,000	100,000
Public Sector, Not for Profit and Charity	25,000	35,000	32,000	45,000	34,000	58,000	55,000	75,000
Professional Services	28,000	38,000	35,000	55,000	38,000	70,000	60,000	110,000
Retail, Leisure and FMCG	25,000	40,000	35,000	55,000	35,000	60,000	55,000	75,000
Manufacturing, Production and Industry	25,000	36,000	35,000	55,000	38,000	65,000	55,000	85,000
Scotland								
Banking and Finance	25,375	35,525	35,525	50,750	40,600	65,975	60,900	96,425
Oil and Gas, Energy and Utilities	22,000	28,000	30,000	45,000	35,000	60,000	60,000	80,000
Telecommunications, Media and Technology	22,000	28,000	30,000	45,000	35,000	60,000	60,000	80,000
Public Sector, Not for Profit and Charity	22,000	28,000	30,000	45,000	35,000	60,000	60,000	80,000
Professional Services	22,000	28,000	30,000	45,000	35,000	60,000	60,000	80,000
Retail, Leisure and FMCG	22,000	28,000	30,000	45,000	35,000	60,000	60,000	80,000
Manufacturing, Production and Industry	22,000	28,000	30,000	45,000	35,000	60,000	60,000	80,000

Hays

Hays UK Salary and Recruiting Trends 2017 includes the following salary data for Human Resources generalist roles:

HR Officer/Advisor

Region	Minimum Salary £pa	Typical Salary £pa	Maximum Salary £pa
London	30,000	35,000	38,000
South East	25,000	30,000	35,000
East	24,000	30,000	36,000
South West	25,000	34,000	38,000
Wales	25,000	30,000	35,000
West Midlands	25,000	30,000	35,000
East Midlands	25,000	32,000	35,000
Yorkshire and the Humber	20,000	28,000	35,000
North East	23,000	28,000	35,000
North West	25,000	31,000	38,000
Northern Ireland	22,000	26,500	32,000
Scotland	24,000	30,000	33,000

HR Manager

Region	Minimum Salary £pa	Typical Salary £pa	Maximum Salary £pa
London	45,000	52,000	65,000
South East	35,000	40,000	55,000
East	35,000	45,000	60,000
South West	40,000	48,000	55,000
Wales	30,000	40,000	50,000
West Midlands	35,000	43,000	48,000
East Midlands	30,000	42,000	55,000
Yorkshire and the Humber	30,000	37,000	50,000
North East	35,000	38,000	45,000
North West	35,000	42,000	55,000
Northern Ireland	32,000	36,000	40,000
Scotland	35,000	45,000	52,000

HR Business Partner

Region	Minimum Salary £pa	Typical Salary £pa	Maximum Salary £pa
London	55,000	63,000	70,000
South East	40,000	45,000	60,000
East	40,000	47,500	75,000
South West	40,000	48,000	70,000
Wales	35,000	42,000	55,000
West Midlands	40,000	45,000	55,000
East Midlands	35,000	45,000	70,000
Yorkshire and the Humber	35,000	45,000	65,000
North East	35,000	43,000	50,000
North West	35,000	48,000	70,000
Northern Ireland	32,000	39,000	45,000
Scotland	40,000	52,000	65,000

Pay Benchmarking Report – HR Roles

Head of HR			
Region	Minimum Salary £pa	Typical Salary £pa	Maximum Salary £pa
London	55,000	78,000	100,000
South East	50,000	65,000	75,000
East	50,000	60,000	70,000
South West	50,000	60,000	80,000
Wales	45,000	50,000	70,000
West Midlands	45,000	65,000	80,000
East Midlands	50,000	60,000	70,000
Yorkshire and the Humber	50,000	63,000	75,000
North East	45,000	58,000	68,000
North West	50,000	65,000	80,000
Northern Ireland	45,000	48,000	60,000
Scotland	52,000	57,000	67,000

ECC Survey Job Descriptions for HR Roles

The following job descriptions were previously used to survey ECC members and to identify benchmark pay data.

Human Resources Officer

Level	Reports to Head of Human Resources/HR Manager.
Experience	<ul style="list-style-type: none"> • Experience of working in HR/Personnel department • Computer literate with experience of MS Office including Word, Access, Excel and using HR Information Systems • Literate and numerate
Qualifications	<ul style="list-style-type: none"> • Good level of education and may have a first degree or equivalent. • Will have support level qualifications and have or be working towards CIPD membership qualifications
Role	<ul style="list-style-type: none"> • Supports HR managers in providing HR advice and support to line managers and staff on a range of HR services or in specific areas in line with policy and professional standards • Co-ordinates recruitment & selection activity with departments/schools/faculties • Contributes to induction courses and briefings on HR policy and procedures to managers and staff • Supervises junior HR staff and team of administrative support staff • Deals with a range of queries from managers and employees on staff terms & conditions, and HR policies • Supports the work of the Head of HR/ Deputy Director through the operation of HR administrative systems, policies and procedures • Collates and compiles data returns for internal and external reporting purposes • Contributes towards formulation of HR policies and procedures • Supports senior HR staff with case work in areas such as discipline, grievance, sickness management etc

Human Resources Manager

Level	Reports to Human Resources Director/Deputy Director/Head of HR.
Experience	<ul style="list-style-type: none">• Typically 3 to 5 years' experience in generalist personnel management• In-depth knowledge of employment legislation• Practical experience of managing change programmes, identifying personnel implications and dealing with individuals affected• Experience of consulting and negotiations with staff side organisations
Qualifications	<ul style="list-style-type: none">• First degree (or equivalent).• CIPD qualification
Role	<ul style="list-style-type: none">• Provides general and/or more specific HR/personnel advice/service/ consultancy to academic, administrative and service departments covering employee resourcing, employee development and employee relations as well as advising on the Human Resource aspects of organisational change• Designs, develops and maintains personnel policies and procedures on a wide range of issues• Provides training and development opportunities for staff by offering a range of courses on HR management issues with the aim of empowering managers with HR skills• Provides HR representation on appropriate Committees/Working Groups• Manages the performance of a discrete service within the HR department• Supports senior HR management in consultations and negotiations with trade unions• Provides support and guidance to managers on a range of issues, including employee relations case work, change management, job evaluation, legal compliance and policy development

Human Resources Business Partner

Level	Reports to Deputy Director/Head of HR
Experience	<ul style="list-style-type: none"> • Substantial experience of advising managers on a broad range of generalist HR Management policies and procedures • Thorough knowledge of employment legislation and applying it in a working environment • Sound knowledge of current HR trends and equality and diversity issues • Experience of delivering HR projects and organisational change • Experience of analysing and interpreting data, drafting complex reports and delivering briefings to others.
Qualifications	<ul style="list-style-type: none"> • Degree • Relevant professional qualification.
Role	<ul style="list-style-type: none"> • To partner designated areas and provide a comprehensive HR service to line managers as key clients, ensuring the delivery of strategic and operational business plans in a professional manner and to take responsibility for a portfolio of HR projects • Accountable for the provision of expert HR advice and guidance to managers and employees for example in relation to organisational change and development, employee relations and engagement, ER casework, resourcing, reward and benefits • Identify, develop and deliver training/briefing sessions for management on relevant HR processes, including induction, probation, immigration and revisions to organisational policies and procedures • To support the delivery of HR strategic priorities that underpin the delivery of the University objectives policy. • Undertake regular client meetings to understand client needs and requirements on an on-going basis • Produce solutions and outputs for clients in line with Key HR Performance Indicators • Line management of one or more HR Assistants • Provide statistical and management information as required by departments, University committees and external agencies • To contribute to HR strategy using specialist knowledge and resource planning knowledge to influence future service strategy and plans • Jointly with business partner colleagues, ensure the team has the correct resource levels and skills to deliver the service.

Head of Human Resources

Level	Reports to Director of Human Resources or Pro Vice Chancellor or equivalent post
Experience	<ul style="list-style-type: none"> • A minimum of 3 years' professional post-qualification experience at a senior level in Personnel management
Qualifications	<ul style="list-style-type: none"> • Education to degree standard or equivalent • CIPD
Role	<p>Manages the performance and direction of the whole HR function</p> <ul style="list-style-type: none"> • Responsible for the range of human resource management, including: <ul style="list-style-type: none"> • development and review of strategies, policies and procedures • recruitment • trade union relations and negotiations • employment legislation • employee communications • salary review process • job evaluation systems • health and safety • Investigates and advises on complex employment and organisational development issues • Ensures all HR systems and policies are in place to comply with employment law and governance requirements • May have corporate responsibility for organisation policy • Implements national policies and practices • Holds budget for HR function • Proactive in the development of human resource policy and strategy • Maintains and develops appropriate data and management information systems to inform planning and decision making • Supports key staff managers and budget holders, providing advice and guidance in professional matters • Ensures that key personnel in the organisation are aware of, and comply with, statutory obligations in employment and related issues • Proactive in the development of progressive policies related to equal opportunities, staff performance, reward, development and welfare • Manages complex case work in areas such as sickness/absence management and disciplinary and grievance issues