



## Pay and Labour Market Report Summer 2012 Issue 19

**CAPITA**  
**ECC**<sup>®</sup> Educational Competencies  
Consortium Ltd



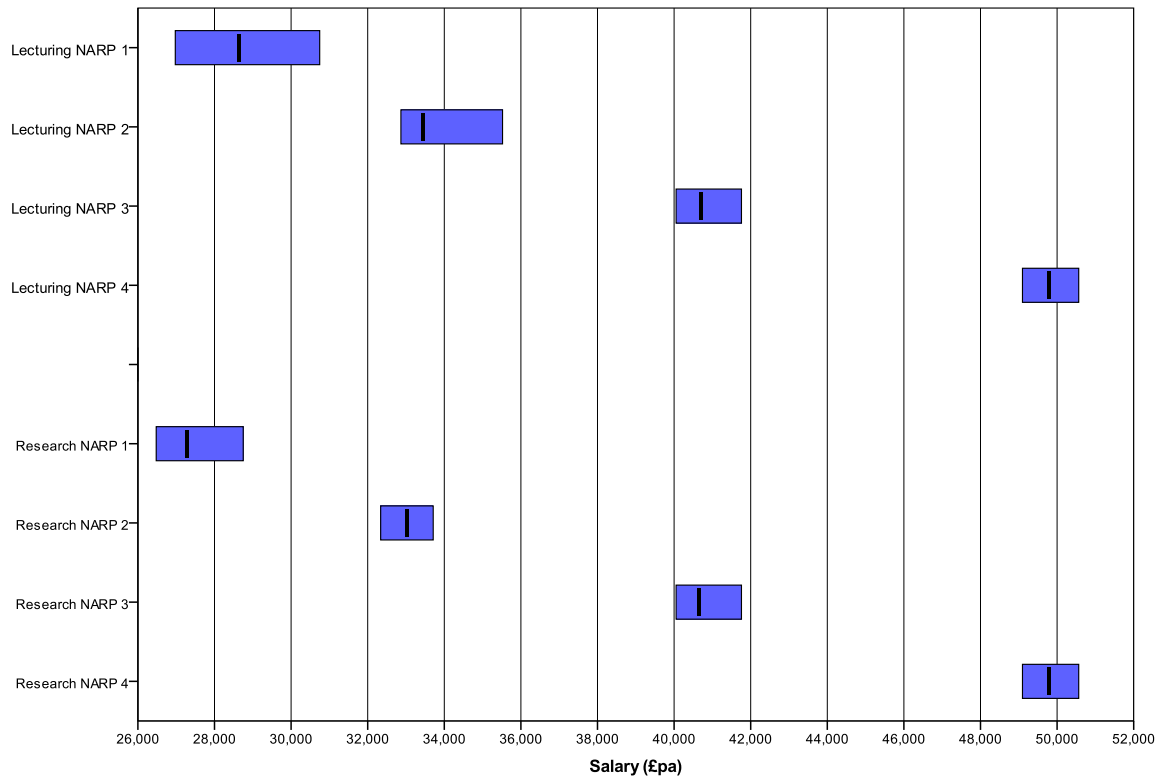
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## Executive Summary

In response to requests from ECC members, the Steering Group asked Capita to undertake a special survey to collect information on pay levels for academic and research roles. The usual survey was redesigned to collect information on the pay ranges used by ECC member organisations for academic and research roles at National Academic Role Profile levels 1 to 4. The survey also collected information on any market supplements or other pay enhancements organisations are making for these roles for particular subjects/disciplines.

The summary chart below shows the inter-quartile range of mid-point salaries paid by HEIs for the roles included in the survey. The vertical bar shows the median mid-point salary level.



The table on the next page includes the detailed figures used to compile the chart. Some 43 HEIs participated in the survey. The sample sizes (or counts) for data on salaries refer to the number of HEIs providing data for the role rather than the total number of posts.

Some of the previous surveys of HEIs collected post holder salaries but recent salary surveys were simplified to collect details only of the salary ranges used. The mid-point of the salary range is used for the analyses of the data in this report, although there is also a separate analysis of pay ranges.

## Whole Sample Analysis

	Mid-Point of Range Salaries (£pa)				Count (HEIs)
	LQ	Median	Average	UQ	
Lecturing NARP 1	£26,976	£28,650	£29,079	£30,747	18
Lecturing NARP 2	£32,867	£33,450	£34,412	£35,521	36
Lecturing NARP 3	£40,052	£40,712	£41,291	£41,759	42
Lecturing NARP 4	£49,096	£49,776	£49,501	£50,565	42
Research NARP 1	£26,478	£27,286	£27,304	£28,750	34
Research NARP 2	£32,339	£33,030	£33,027	£33,711	35
Research NARP 3	£40,052	£40,651	£40,529	£41,759	34
Research NARP 4	£49,096	£49,776	£48,779	£50,565	35

There is a more detailed analysis of the survey data by size of HEI (as measured by their annual income) in the data tables for individual jobs later in the report.

Analysis of the data by type of HEI suggests that there is very little difference in the median mid-point salaries paid by pre-1992 HEIs and post-1992 HEIs. There also appears to be no correlation between the size of organisations and their salary levels.

It should be noted that the sample sizes for some roles, when analysed by HEI size and type, are small.

## HEI Type Analysis

Pre-1992 HEIs	Mid-Point of Range Salaries £				HEIs
	LQ	Median	Average	UQ	
Lecturing NARP 1	£26,796	£28,319	£28,929	£29,895	12
Lecturing NARP 2	£33,030	£33,479	£35,143	£35,655	14
Lecturing NARP 3	£40,589	£40,872	£42,058	£41,393	16
Lecturing NARP 4	£49,097	£49,776	£50,542	£51,377	16
Research NARP 1	£26,530	£27,687	£27,768	£28,518	15
Research NARP 2	£32,921	£33,030	£33,308	£33,595	16
Research NARP 3	£40,589	£41,153	£42,309	£41,877	15
Research NARP 4	£49,098	£49,776	£50,286	£50,594	13

Post-1992 HEIs	Mid-Point of Range Salaries £				HEIs
	LQ	Median	Average	UQ	
Lecturing NARP 1	...	£29,531	£29,379	...	6
Lecturing NARP 2	£32,509	£33,031	£33,947	£35,401	22
Lecturing NARP 3	£39,661	£40,712	£40,818	£42,169	26
Lecturing NARP 4	£49,096	£49,511	£48,860	£50,565	26
Research NARP 1	£25,878	£27,250	£26,938	£28,875	19
Research NARP 2	£32,038	£32,958	£32,790	£34,233	19
Research NARP 3	£39,531	£40,052	£39,124	£41,405	19
Research NARP 4	£49,096	£49,246	£47,888	£50,542	22

Note: Lower and upper quartile salary analysis is only provided where there is a sample of 10 or more. Median and average (mean) salary analysis is provided for minimum samples of 4 and 5 HEIs respectively.

## Salary Ranges

The survey collected details of the current pay ranges used by HEIs for the roles covered by the survey.

We asked for details of the normal range minimum and maximum points, and the contribution pay maximum if the HEI had determined this.

The table below summarises the median pay ranges based on the information provided. It should be noted that the compositions of the samples for the normal range maximum and the contribution pay maximum are different due to the fact that not all HEIs giving normal salary range details also provided contribution pay details.

## Summary Analysis of Median Pay Ranges

Role	Median Normal Range Minimum Salary £	Median Normal Range Maximum Salary £	Median Contribution Pay Maximum £
Lecturing NARP 1	£27,179	£30,131	£31,948
Lecturing NARP 2	£31,020	£35,938	£38,140
Lecturing NARP 3	£37,012	£44,166	£48,246
Lecturing NARP 4	£46,771	£52,706	£55,908
Research NARP 1	£24,520	£29,250	£31,948
Research NARP 2	£30,122	£35,938	£39,257
Research NARP 3	£37,012	£44,166	£48,246
Research NARP 4	£46,696	£52,706	£57,580

## Recruitment and Retention Problems

The table below suggests very few HEIs are reporting recruitment and retention problems for jobs in the survey.

Role	Number of HEIs reporting recruitment problems	Number of HEIs reporting retention problems	Number of HEIs providing data
Lecturing NARP 1	1	1	18
Lecturing NARP 2	1	1	36
Lecturing NARP 3	3	3	42
Lecturing NARP 4	2	3	42
Research NARP 1	0	0	34
Research NARP 2	0	0	35
Research NARP 3	0	0	34
Research NARP 4	0	1	35

## Introduction

In response to requests from ECC members, the Steering Group asked Capita to undertake a special survey to collect information on pay levels for academic and research roles. The usual survey was redesigned to collect information on the pay ranges used by ECC member organisations for academic and research roles at National Academic Role Profile levels 1 to 4. The survey also collected information on any market supplements or other pay enhancements organisations are making for these roles for particular subjects/disciplines.

Survey questionnaires were distributed to ECC member higher and further education organisations on 26th June 2012 to collect pay information for selected roles. Following a series of reminders, responses were received from 43 HEIs, and a profile of these 43 survey participants is given at the end of the report.

The report allows pay comparisons to be made among HEIs and contains separate sections for each set of roles.

### Introduction to the Salary Data Pages

All analyses for a particular role are shown together to make it easy to compare salaries for different sizes and types of HEIs. Salary analysis tables appear in the following order:

- Role title
- HEI annual income analysis of mid-point salaries
- Type of HEI analysis of mid-point salaries
- Summary analysis of pay ranges
- Details of pay rates used by individual HEIs.

There are also summary charts showing the inter-quartile range and median **mid-point** salaries (by HEI size and type) and the inter-quartile range and median **salary ranges** used by HEIs for each role.

#### Statistical information provided in the data tables is dependent on sample sizes as follows:

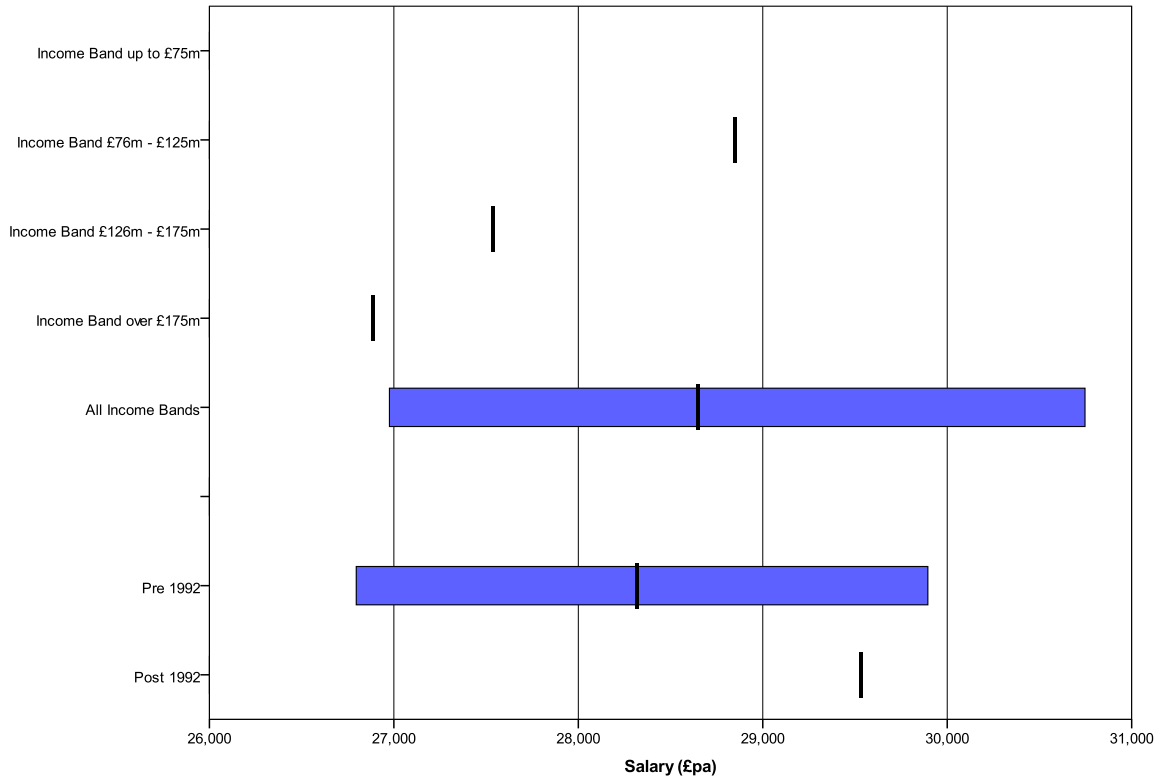
Sample size	Statistical detail provided
More than 9	Full statistics - Minimum, Maximum, Median, Average and Inter-quartile ranges
5 – 9	Minimum, Maximum, Median and Average
4	Median
Less than 4	None

Please see the glossary at the back of the report if you require an explanation of the statistical terms used.

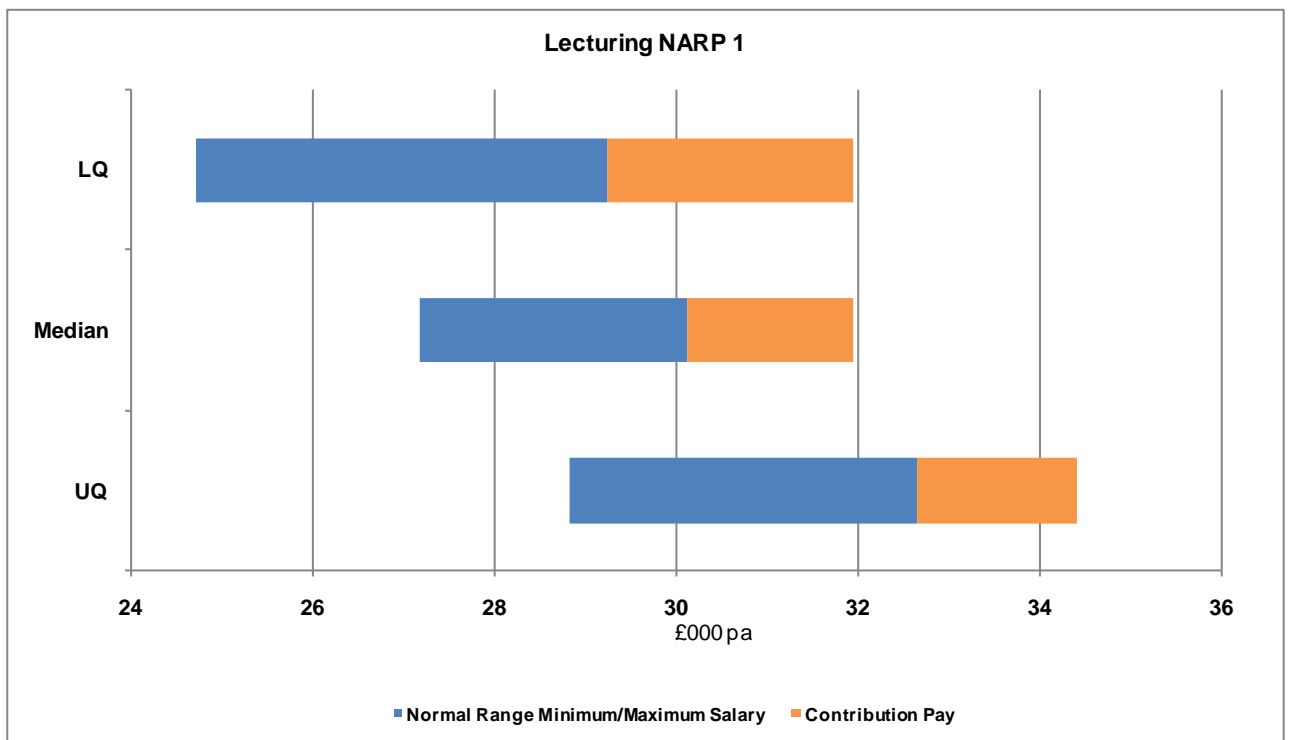
# Lecturing Roles

## Lecturing NARP 1

Mid-Point of Range Salaries (£'000 pa)



Pay Ranges (£'000 pa)





## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Lecturing NARP 1	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	...	...	...	2
Income Band £76m - £125m	...	28,850	30,209	...	7
Income Band £126m - £175m	...	27,536	...	...	4
Income Band over £175m	...	26,885	27,468	...	5
All Income Bands	26,976	28,650	29,079	30,747	18

### HEI Type Analysis of Mid-Point Salaries £

Lecturing NARP 1	LQ	Median	Average	UQ	HEIs
Pre 1992	26,796	28,319	28,929	29,895	12
Post 1992	...	29,531	29,379	...	6

### Summary Analysis of Pay Ranges £

Lecturing NARP 1	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	24,703	27,179	26,926	28,831	18
Normal Range Maximum Salary	29,249	30,131	31,232	32,663	18
Contribution Pay Maximum	31,948	31,948	33,406	34,420	11

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Lecturing NARP 1 roles is £26,976 to £30,747, while the median salary is £28,650.

The data suggests that salaries may be slightly higher in post-1992 HEIs (although sample sizes are small) and there is no correlation between salary and size of HEI in terms of income.

The data on the pay ranges shows the median normal pay range is from £27,179 to £30,131, with a median contribution pay maximum of £31,948.

One of the HEIs participating in the survey reported having difficulties recruiting and retaining staff at this level.

### Detailed Pay Ranges

Details of the pay ranges used for the Lecturing NARP 1 role by individual HEIs are shown in the table on the following page.

<b>Org. No.</b>	<b>Type</b>	<b>Job Title</b>	<b>Normal Range Minimum Salary</b>	<b>Normal Range Maximum Salary</b>	<b>Contribution Pay Maximum</b>
5	Pre 1992	Lecturing NARP 1	£23,811	£27,578	£28,401
20	Pre 1992	Lecturing NARP 1	£23,811	£29,249	£31,948
11	Pre 1992	Lecturing NARP 1	£24,520	£29,249	£31,948
13	Post 1992	Lecturing NARP 1	£24,520	£29,249	
24	Pre 1992	Lecturing NARP 1	£24,520	£28,401	£31,020
4	Post 1992	Lecturing NARP 1	£25,251	£29,249	
34	Pre 1992	Lecturing NARP 1	£25,251	£31,122	£31,948
40	Pre 1992	Lecturing NARP 1	£25,266	£30,139	
16	Pre 1992	Lecturing NARP 1	£26,779	£30,122	
7	Pre 1992	Lecturing NARP 1	£27,578	£30,122	£31,948
9	Post 1992	Lecturing NARP 1 <sup>1</sup>	£27,578	£31,020	£32,901
27	Post 1992	Lecturing NARP 1	£27,578	£31,948	
29	Pre 1992	Lecturing NARP 1	£27,578	£30,122	£32,901
39	Post 1992	Lecturing NARP 1	£29,249	£32,901	£35,938
15	Pre 1992	Lecturing NARP 1	£30,122	£35,938	
17	Pre 1992	Lecturing NARP 1	£30,122	£35,938	£39,257
26	Post 1992	Lecturing NARP 1	£30,122	£33,884	
14	Pre 1992	Lecturing NARP 1	£31,020	£35,938	£39,257

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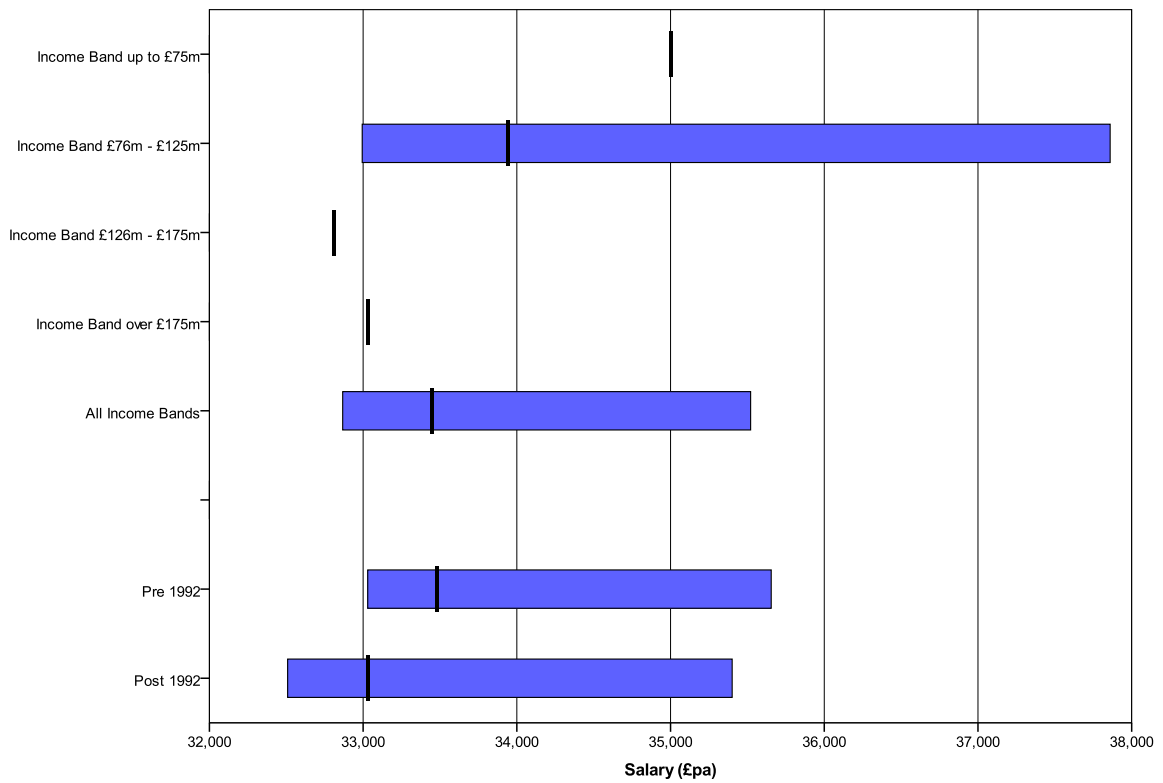
<sup>1</sup> New role of Learning Support Tutor at NARP 1  
Prepared by Capita, August 2012

**Joint Negotiating Committee for Higher Education Staff  
Academic Role Profile  
Lecturing NARP1**

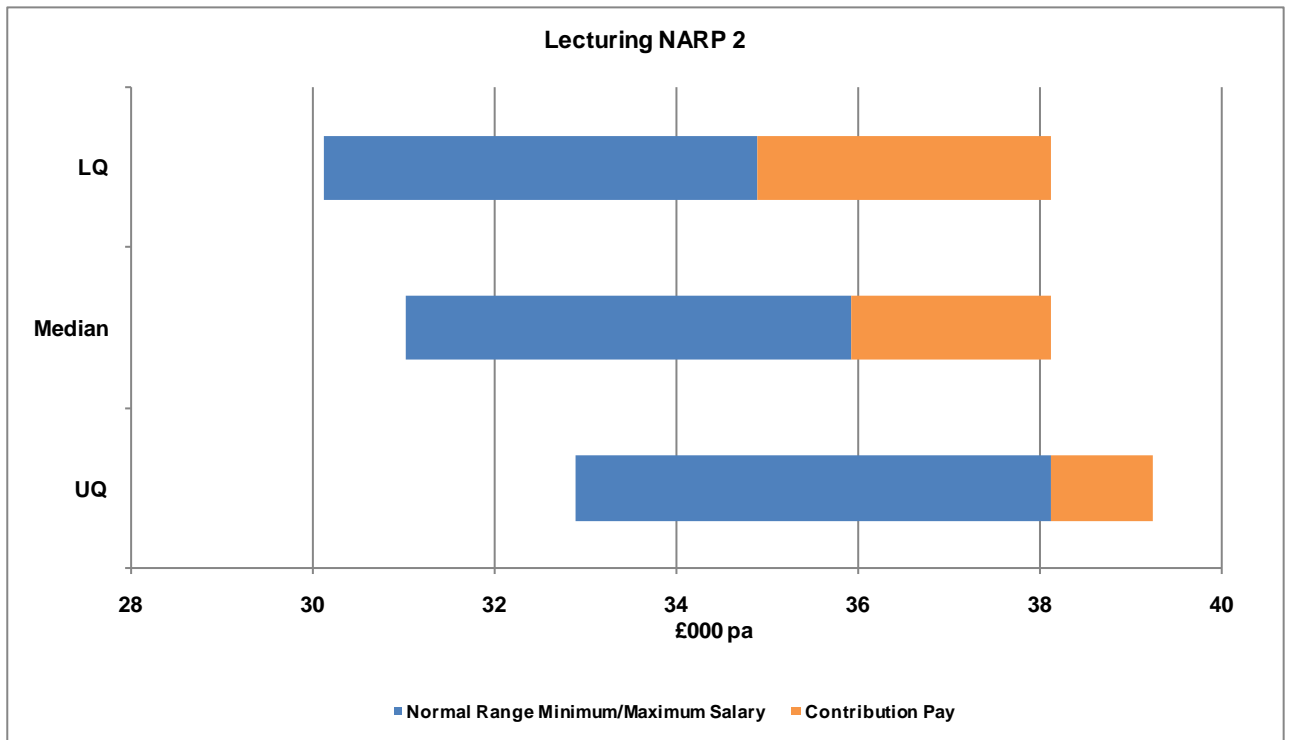
<b>LEVEL 1 (profile only agreed to apply to pre 1992 HEIs)</b>	<b>TEACHING AND SCHOLARSHIP</b>
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Provide support to colleagues engaged in the teaching process.</li> <li>• Carry out teaching within a clear and established programme, with assistance and support.</li> <li>• Develop own teaching materials, with assistance and support.</li> <li>• Set and mark assignments.</li> <li>• Contribute to the development of examination questions.</li> <li>• Assess student progress and provide feedback.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Reflect on practice and the development of own teaching and learning skills.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Deal with routine communication using a standard media.</li> <li>• Communicate information and ideas to students.</li> <li>• Write handouts and other basic learning support materials.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Liaise with colleagues and students.</li> <li>• Join appropriate internal networks.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Manage, with guidance, own teaching activities.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Actively participate as a member of a teaching team.</li> <li>• Attend and contribute to relevant meetings.</li> </ul>
7 Pastoral care	<ul style="list-style-type: none"> <li>• Show consideration to others.</li> </ul>
8 Initiative, problem-solving and decision-making	<ul style="list-style-type: none"> <li>• Deal with problems which may affect the delivery of own teaching.</li> <li>• Contribute to decisions affecting the work of the team.</li> </ul>
9 Planning and managing resources	<ul style="list-style-type: none"> <li>• Plan own day-to-day activity within the framework of the agreed programme.</li> <li>• Co-ordinate own work with that of others to avoid conflict or duplication of effort.</li> <li>• Contribute to the planning of teaching programmes.</li> </ul>
10 Sensory, physical and emotional demands	<ul style="list-style-type: none"> <li>• Sensory and physical demands may vary from relatively light to a high level depending on the discipline and the type of work carried out.</li> </ul>
11 Work environment	<ul style="list-style-type: none"> <li>• Is required to be aware of the risks in the work environment.</li> </ul>
12 Expertise	<ul style="list-style-type: none"> <li>• Possess sufficient breadth or depth of specialist knowledge in the discipline and be developing further skills in and knowledge of teaching methods and techniques.</li> </ul>

## Lecturing NARP 2

Mid-Point of Range Salaries (£'000 pa)



Pay Ranges (£'000 pa)



## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Lecturing NARP 2	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	35,000	34,830	...	8
Income Band £76m - £125m	32,994	33,943	35,388	37,860	11
Income Band £126m - £175m	...	32,812	32,662	...	8
Income Band over £175m	...	33,030	34,403	...	9
All Income Bands	32,867	33,450	34,412	35,521	36

### HEI Type Analysis of Mid-Point Salaries £

Lecturing NARP 2	LQ	Median	Average	UQ	HEIs
Pre 1992	33,030	33,479	35,143	35,655	14
Post 1992	32,509	33,031	33,947	35,401	22

### Summary Analysis of Pay Ranges £

Lecturing NARP 2	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	30,122	31,020	31,820	32,901	36
Normal Range Maximum Salary	34,895	35,938	37,004	38,140	36
Contribution Pay Maximum	38,140	38,140	39,460	39,257	19

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Lecturing NARP 2 roles is from £32,867 to £35,521, while the median salary is £33,450.

The data suggests that salaries may be slightly higher in pre-1992 HEIs. From the data collected, there would appear to be no correlation between pay levels and size of organisation.

The data on the pay ranges shows the median normal pay range is from £31,020 to £35,938, with a median contribution pay maximum of £38,140.

One of the HEI participants reported having recruitment and retention difficulties at this level.

### Detailed Pay Ranges

Details of the pay ranges used for the Lecturing NARP 2 role by individual HEIs are shown in the table on the following page.

Org. No.	Type	Job Title	Normal Range Minimum Salary	Normal Range Maximum Salary	Contribution Pay Maximum
6	Post 1992	Lecturing NARP 2	£28,401	£32,901	£33,884
5	Pre 1992	Lecturing NARP 2	£29,249	£35,938	£38,140
24	Pre 1992	Lecturing NARP 2	£29,249	£35,938	£39,257
3	Post 1992	Lecturing NARP 2	£30,122	£31,020	
4	Post 1992	Lecturing NARP 2	£30,122	£34,895	
7	Pre 1992	Lecturing NARP 2	£30,122	£35,938	£38,140
8	Post 1992	Lecturing NARP 2	£30,122	£35,938	
11	Pre 1992	Lecturing NARP 2	£30,122	£35,938	£39,257
13	Post 1992	Lecturing NARP 2 <sup>2</sup>	£30,122	£35,939	
20	Pre 1992	Lecturing NARP 2	£30,122	£35,938	£39,257
35	Post 1992	Lecturing NARP 2	£30,122	£33,884	£38,140
38	Post 1992	Lecturing NARP 2	£30,122	£34,895	£37,012
41	Post 1992	Lecturing NARP 2	£30,122	£34,895	
2	Post 1992	Lecturing NARP 2	£30,123	£35,939	
14	Pre 1992	Lecturing NARP 2	£31,020	£35,938	£39,257
18	Post 1992	Lecturing NARP 2	£31,020	£34,895	£38,140
23	Post 1992	Lecturing NARP 2	£31,020	£34,895	£37,012
34	Pre 1992	Lecturing NARP 2	£31,020	£35,938	£38,140
36	Post 1992	Lecturing NARP 2	£31,020	£33,884	
42	Pre 1992	Lecturing NARP 2	£31,020	£35,939	
40	Pre 1992	Lecturing NARP 2	£31,075	£37,033	
9	Post 1992	Lecturing NARP 2	£31,948	£34,895	£37,012
12	Post 1992	Lecturing NARP 2	£31,948	£37,012	£38,140
16	Pre 1992	Lecturing NARP 2	£31,948	£40,430	
28	Post 1992	Lecturing NARP 2	£31,948	£38,140	
29	Pre 1992	Lecturing NARP 2	£31,948	£35,938	£39,257
25	Post 1992	Lecturing NARP 2	£32,901	£38,140	£40,430
27	Post 1992	Lecturing NARP 2	£32,901	£38,140	
10	Post 1992	Lecturing NARP 2	£33,884	£39,257	
22	Post 1992	Lecturing NARP 2 <sup>3</sup>	£33,884	£34,895	
19	Post 1992	Lecturing NARP 2	£34,895	£37,012	
26	Post 1992	Lecturing NARP 2	£34,895	£44,166	
39	Post 1992	Lecturing NARP 2	£35,938	£40,430	£44,166
15	Pre 1992	Lecturing NARP 2	£37,012	£44,166	
17	Pre 1992	Lecturing NARP 2	£37,012	£44,166	£48,246
33	Pre 1992	Lecturing NARP 2	£37,012	£46,846	£46,846

<sup>2</sup> NARP Level 2 would generally be used for sessional/hourly paid staff with the standard multiplier added

<sup>3</sup> We have tailored the NLARP for our own use.

**Joint Negotiating Committee for Higher Education Staff  
Academic Role Profile  
Lecturing NARP2**

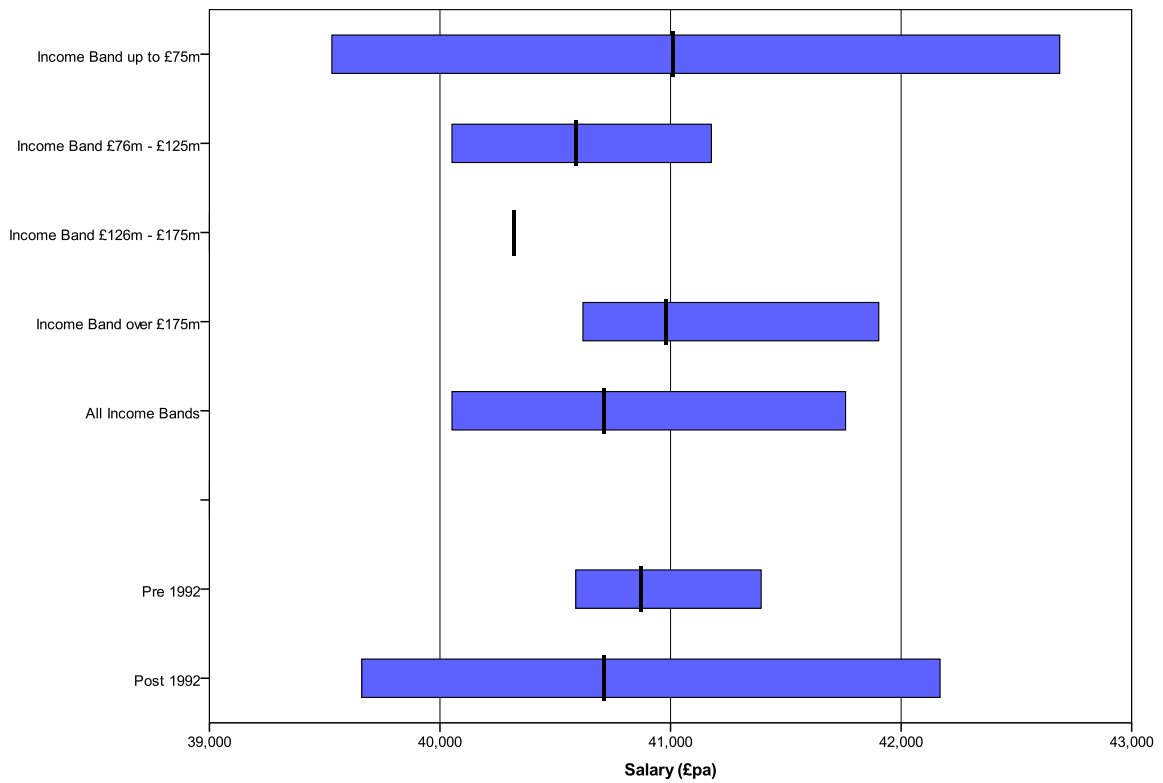
<b>LEVEL 2</b>  <b>(building on the level of demand in Level 1)</b>	<b>TEACHING AND SCHOLARSHIP</b>
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Teach as a member of a teaching team in a developing capacity within an established programme of study, with the assistance of a mentor if required.</li> <li>• Teach in a developing capacity in a variety of settings from small group tutorials to large lectures.</li> <li>• Transfer knowledge in the form of practical skills, methods and techniques.</li> <li>• Identify learning needs of students and define appropriate learning objectives.</li> <li>• Ensure that content, methods of delivery and learning materials will meet the defined learning objectives.</li> <li>• Develop own teaching materials, methods and approaches with guidance</li> <li>• Develop the skills of applying appropriate approaches to teaching,</li> <li>• Challenge thinking, foster debate and develop the ability of students to engage in critical discourse and rational thinking.</li> <li>• Supervise the work of students, provide advice on study skills and help them with learning problems.</li> <li>• Select appropriate assessment instruments and criteria, assess the work and progress of students by reference to the criteria and provide constructive feedback to students.</li> <li>• Seek ways of improving performance by reflecting on teaching design and delivery and obtaining and analysing feedback.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Reflect on practice and the development of own teaching and learning skills.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Deal with routine communication using a range of media.</li> <li>• Communicate complex information, orally, in writing and electronically.</li> <li>• Preparing proposals and applications to external bodies, eg for funding and accreditation purposes.</li> <li>• Communicate material of a specialist or highly technical nature.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Liaise with colleagues and students.</li> <li>• Build internal contacts and participate in internal networks for the exchange of information and to form relationships for future collaboration.</li> <li>• Join external networks to share information and ideas.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Agree responsibilities.</li> <li>• Manage own teaching, scholarly and administrative activities, with guidance if required.</li> <li>• Could be expected to supervise students' projects, fieldwork and placements.</li> <li>• Act as a mentor for students in capacity of personal tutor.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Collaborate with academic colleagues on course development and curriculum changes.</li> <li>• Attend and contribute to subject group meetings.</li> <li>• Collaborate with colleagues to identify and respond to students' needs.</li> </ul>

7 Pastoral care	<ul style="list-style-type: none"> <li>• Use listening, interpersonal and pastoral care skills to deal with sensitive issues concerning students and provide support.</li> <li>• Appreciate the needs of individual students and their circumstances.</li> <li>• Act as personal tutor, giving first line support.</li> <li>• Refer students as appropriate to services providing further help.</li> </ul>
8 Initiative, problem-solving and decision-making	<ul style="list-style-type: none"> <li>• Develop initiative, creativity and judgement in applying appropriate approaches to teaching and learning support and scholarly activities.</li> <li>• Respond to pedagogical and practical challenges.</li> <li>• Share responsibility in deciding how to deliver modules and assess students.</li> <li>• Contribute to collaborative decision making with colleagues on academic content, and on the assessment of students' work.</li> </ul>
9 Planning and managing resources	<ul style="list-style-type: none"> <li>• Use teaching resources and facilities as appropriate.</li> <li>• Plan and manage own teaching and tutorials as agreed with mentor.</li> </ul>
10 Sensory, physical and emotional demands	<ul style="list-style-type: none"> <li>• Sensory and physical demands will vary from relatively light to a high level depending on the discipline and the type of work and will involve carrying out tasks that require the learning of certain skills.</li> <li>• Balance with help the competing pressures of teaching scholarship and administrative demands and deadlines.</li> </ul>
11 Work environment	<ul style="list-style-type: none"> <li>• Is required to be aware of the risks in the work environment and their potential impact on their own work and that of others.</li> </ul>
12 Expertise	<ul style="list-style-type: none"> <li>• Possess sufficient breadth or depth of specialist knowledge in the discipline to work within established teaching programmes.</li> <li>• Engage in continuous professional development.</li> <li>• Able to engage the interest and enthusiasm of students and inspire them to learn.</li> <li>• Develop familiarity with a variety of strategies to promote and assess learning.</li> <li>• Understand equal opportunity issues as they may impact on academic content and issues relating to student need.</li> </ul>

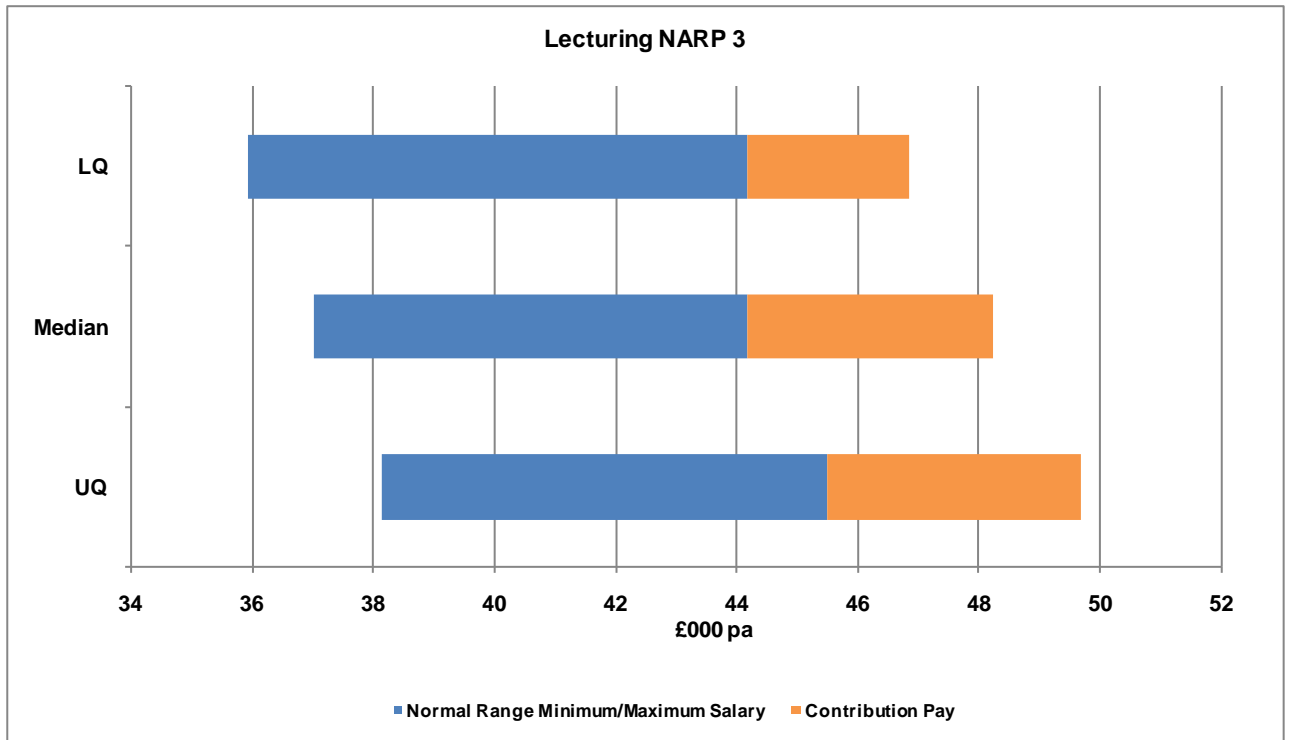


## Lecturing NARP 3

Mid-Point of Range Salaries (£'000 pa)



Pay Ranges (£'000 pa)



## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Lecturing NARP 3	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	39,531	41,012	40,957	42,688	12
Income Band £76m - £125m	40,052	40,590	41,920	41,177	12
Income Band £126m - £175m	...	40,321	39,739	...	8
Income Band over £175m	40,620	40,981	42,176	41,903	10
All Income Bands	40,052	40,712	41,291	41,759	42

### HEI Type Analysis of Mid-Point Salaries £

Lecturing NARP 3	LQ	Median	Average	UQ	HEIs
Pre 1992	40,589	40,872	42,058	41,393	16
Post 1992	39,661	40,712	40,818	42,169	26

### Summary Analysis of Pay Ranges £

Lecturing NARP 3	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	35,938	37,012	37,416	38,140	42
Normal Range Maximum Salary	44,166	44,166	45,165	45,486	42
Contribution Pay Maximum	46,846	48,246	48,282	49,689	24

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Lecturing NARP 3 roles is from £40,052 to £41,759, while the median salary is £40,712.

The data suggests that salaries may be slightly higher in pre-1992 HEIs. From the data collected, there would appear to be no correlation between pay levels and size of organisation.

The data on the pay ranges shows the median normal pay range is from £37,012 to £44,166, with a median contribution pay maximum of £48,246.

Three of the HEI participants reported having recruitment and retention difficulties for roles at this level.

### Detailed Pay Ranges

Details of the pay ranges used for the Lecturing NARP 3 role by individual HEIs are shown in the table on the following page.

Org. No.	Type	Job Title	Normal Range Minimum Salary	Normal Range Maximum Salary	Contribution Pay Maximum
30	Post 1992	Lecturing NARP 3	£31,768	£37,141	
3	Post 1992	Lecturing NARP 3	£31,948	£34,895	£38,140
32	Post 1992	Lecturing NARP 3	£32,901	£44,165	£48,246
6	Post 1992	Lecturing NARP 3	£33,884	£44,166	£45,586
4	Post 1992	Lecturing NARP 3	£34,895	£44,166	
35	Post 1992	Lecturing NARP 3	£34,895	£44,166	£49,689
36	Post 1992	Lecturing NARP 3 <sup>4</sup>	£34,895	£44,166	
37	Post 1992	Lecturing NARP 3	£34,895	£46,846	
8	Post 1992	Lecturing NARP 3	£35,938	£45,486	
9	Post 1992	Lecturing NARP 3	£35,938	£44,166	£46,846
18	Post 1992	Lecturing NARP 3	£35,938	£45,486	£49,689
22	Post 1992	Lecturing NARP 3 <sup>5</sup>	£35,938	£44,166	
23	Post 1992	Lecturing NARP 3	£35,938	£44,166	£46,846
38	Post 1992	Lecturing NARP 3	£35,938	£44,166	£46,846
41	Post 1992	Lecturing NARP 3	£35,938	£44,166	
2	Post 1992	Lecturing NARP 3	£36,505	£45,487	
5	Pre 1992	Lecturing NARP 3	£37,012	£44,166	£48,246
7	Pre 1992	Lecturing NARP 3	£37,012	£44,166	£48,246
11	Pre 1992	Lecturing NARP 3	£37,012	£44,166	£48,246
12	Post 1992	Lecturing NARP 3	£37,012	£54,283	£55,908
13	Post 1992	Lecturing NARP 3	£37,012	£45,486	
14	Pre 1992	Lecturing NARP 3	£37,012	£42,883	£46,846
16	Pre 1992	Lecturing NARP 3	£37,012	£45,486	
17	Pre 1992	Lecturing NARP 3	£37,012	£44,166	£48,246
20	Pre 1992	Lecturing NARP 3	£37,012	£44,166	£48,246
24	Pre 1992	Lecturing NARP 3	£37,012	£45,486	£49,689
31	Pre 1992	Lecturing NARP 3	£37,012	£44,166	£49,689
42	Pre 1992	Lecturing NARP 3	£37,012	£46,846	
1	Pre 1992	Lecturing NARP 3	£37,013	£44,168	£48,248
40	Pre 1992	Lecturing NARP 3	£38,139	£45,512	
19	Post 1992	Lecturing NARP 3	£38,140	£44,166	
29	Pre 1992	Lecturing NARP 3	£38,140	£44,166	£48,246
34	Pre 1992	Lecturing NARP 3	£38,140	£44,166	£49,689
21	Post 1992	Lecturing NARP 3 <sup>6</sup>	£39,107	£44,015	£46,696
25	Post 1992	Lecturing NARP 3	£39,257	£45,486	£48,246
27	Post 1992	Lecturing NARP 3	£39,257	£45,486	
28	Post 1992	Lecturing NARP 3	£39,257	£45,486	
10	Post 1992	Lecturing NARP 3	£40,430	£46,846	
39	Post 1992	Lecturing NARP 3	£41,639	£46,846	£49,689
15	Pre 1992	Lecturing NARP 3	£45,486	£52,706	
26	Post 1992	Lecturing NARP 3	£45,486	£52,706	
33	Pre 1992	Lecturing NARP 3	£49,689	£52,706	£52,706

<sup>4</sup> Senior Lecturer grade (NARP 3) is split into 2, SL A and SL B and the staff have to go through a promotions committee to move from A (£34,985 – £39,257) to B (£40,430 – £44,166).

<sup>5</sup> We have tailored the NLARP for our own use.

<sup>6</sup> We don't use NARP 1 & 2 and we don't pay any market supplements or premiums. All our staff are specialist practitioners, most are HESA code 33 with a few 30, 23 & 31 added in.

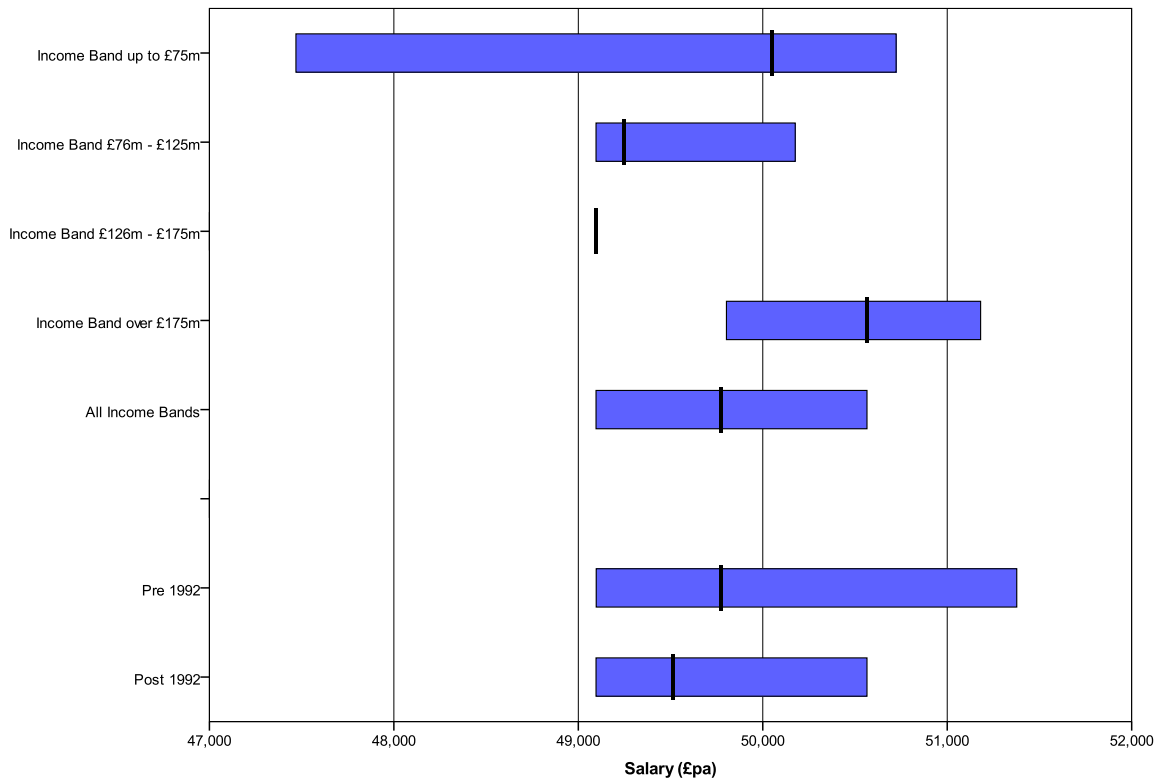
**Joint Negotiating Committee for Higher Education Staff  
Academic Role Profile  
Lecturing NARP3**

<b>LEVEL 3 (building on the level of demand in Level 2)</b>	<b>TEACHING AND SCHOLARSHIP</b>
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Design teaching material and deliver either across a range of modules or within a subject area.</li> <li>• Use appropriate teaching, learning support and assessment methods.</li> <li>• Supervise student projects, field trips and, where appropriate, placements.</li> <li>• Identify areas where current provision is in need of revision or improvement.</li> <li>• Contribute to the planning, design and development of objectives and material.</li> <li>• Set, mark and assess work and examinations and provide feedback to students.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Engage in subject, professional and pedagogy research as required to support teaching activities.</li> <li>• Conduct individual or collaborative scholarly projects.</li> <li>• Identify sources of funding and contribute to the process of securing funds for own scholarly activities, where appropriate.</li> <li>• Extend, transform and apply knowledge acquired from scholarship to teaching and appropriate external activities.</li> <li>• Develop and produce learning materials and disseminate the results of scholarly activity.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Routinely communicate complex and conceptual ideas to those with limited knowledge and understanding as well as to peers using high level skills and a range of media.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Participate in and develop external networks, for example to contribute to student recruitment, secure student placements, facilitate outreach work, generate income, obtain consultancy projects, or build relationships for future activities.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Mentor colleagues with less experience and advise on personal development</li> <li>• Depending on the area of work, could be expected to supervise the work of others.</li> <li>• Co-ordinate the work of others to ensure modules are delivered to the standards required.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Act as a responsible team member, leading where agreed, and develop productive working relationships with other members of staff.</li> <li>• Co-ordinate the work of colleagues to identify and respond to students' needs.</li> </ul>
7 Pastoral care	<ul style="list-style-type: none"> <li>• Act as a module tutor.</li> <li>• Be responsible for the pastoral care of students within a specified area.</li> </ul>

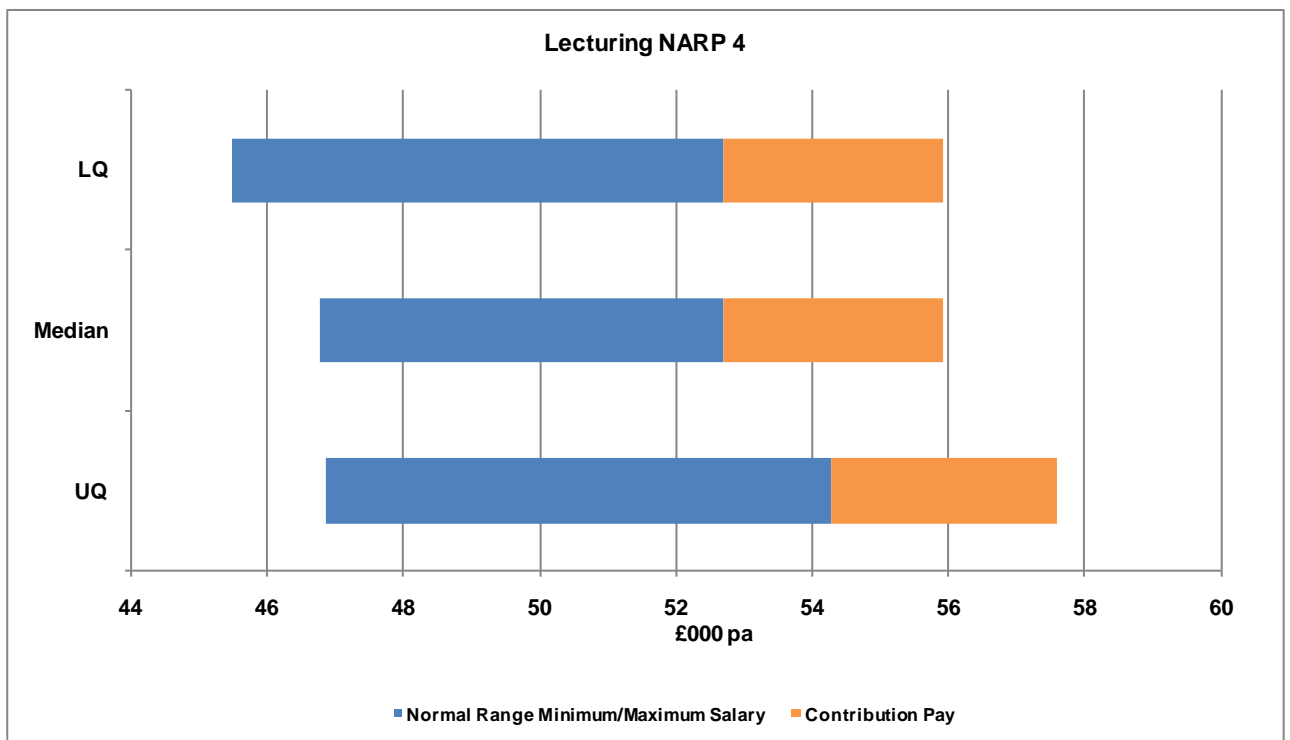
<p>8 Initiative, problem-solving and decision-making</p>	<ul style="list-style-type: none"> <li>• Identify the need for developing the content or structure of modules with colleagues and make proposals on how this should be achieved.</li> <li>• Develop ideas for generating income and promoting the subject.</li> <li>• Develop ideas and find ways of disseminating and applying the result of scholarship.</li> <li>• Sole responsibility for the design and delivery of own modules and assessment methods.</li> <li>• Collaborate with colleagues on the implementation of assessment procedures.</li> <li>• Advise others on strategic issues such as student recruitment and marketing.</li> <li>• Contribute to the accreditation of courses and quality control processes.</li> <li>• Tackle issues affecting the quality of delivery within scope of own level of responsibility, referring more serious matters to others, as appropriate.</li> </ul>
<p>9 Planning and managing resources</p>	<ul style="list-style-type: none"> <li>• As module leader or tutor, co-ordinate with others (such as support staff or academic colleagues) to ensure student needs and expectations are met.</li> <li>• Manage projects relating to own area of work and the organisation of external activities such as placements and field trips.</li> <li>• Be responsible for administrative duties in areas such as admissions, time-tabling, examinations, assessment of progress and student attendance.</li> </ul>
<p>10 Sensory, physical and emotional demands</p>	<ul style="list-style-type: none"> <li>• Balance the pressures of teaching and administrative demands and competing deadlines.</li> </ul>
<p>11 Work environment</p>	<ul style="list-style-type: none"> <li>• Depending on area of work and level of training received, may be expected to conduct risk assessment and take responsibility for the health and safety of others.</li> </ul>
<p>12 Expertise</p>	<ul style="list-style-type: none"> <li>• Possess sufficient breadth or depth of specialist knowledge in the discipline to develop teaching programmes and the provision of learning support.</li> <li>• Use a range of delivery techniques to enthuse and engage students.</li> </ul>

## Lecturing NARP 4

Mid-Point of Range Salaries (£'000 pa)



Pay Ranges (£'000 pa)



## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Lecturing NARP 4	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	47,469	50,051	48,790	50,723	12
Income Band £76m - £125m	49,096	49,247	49,541	50,176	12
Income Band £126m - £175m	...	49,096	48,469	...	8
Income Band over £175m	49,803	50,565	51,132	51,181	10
All Income Bands	49,096	49,776	49,501	50,565	42

### HEI Type Analysis of Mid-Point Salaries £

Lecturing NARP 4	LQ	Median	Average	UQ	HEIs
Pre 1992	49,097	49,776	50,542	51,377	16
Post 1992	49,096	49,511	48,860	50,565	26

### Summary Analysis of Pay Ranges £

Lecturing NARP 4	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	45,486	46,771	46,257	46,846	42
Normal Range Maximum Salary	52,706	52,706	52,745	54,283	42
Contribution Pay Maximum	55,908	55,908	56,857	57,581	24

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Lecturing NARP 4 roles is from £49,096 to £50,565, while the median salary is £49,776.

The data suggests that salaries may be slightly higher in pre-1992 HEIs, but it is difficult to discern any definite correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £46,771 to £52,706, with a median contribution pay maximum of £55,908.

Two HEIs reported having recruitment difficulties for this role, whilst three reported having retention problems.

### Detailed Pay Ranges

Details of the pay ranges used for the Lecturing NARP 4 role by individual HEIs are shown in the table on the following page.

Org. No.	Type	Job Title	Normal Range Minimum Salary	Normal Range Maximum Salary	Contribution Pay Maximum
22	Post 1992	Lecturing NARP 4 <sup>7</sup>	£35,938	£44,166	
30	Post 1992	Lecturing NARP 4	£36,024	£42,050	
3	Post 1992	Lecturing NARP 4	£37,012	£45,486	£49,689
14	Pre 1992	Lecturing NARP 4	£44,166	£51,175	£55,908
32	Post 1992	Lecturing NARP 4	£45,485	£52,706	£55,907
4	Post 1992	Lecturing NARP 4	£45,486	£52,706	
5	Pre 1992	Lecturing NARP 4	£45,486	£52,706	£55,908
6	Post 1992	Lecturing NARP 4	£45,486	£52,706	£54,283
8	Post 1992	Lecturing NARP 4	£45,486	£54,283	
9	Post 1992	Lecturing NARP 4	£45,486	£52,706	£55,908
11	Pre 1992	Lecturing NARP 4	£45,486	£52,706	£57,580
17	Pre 1992	Lecturing NARP 4	£45,486	£52,706	£57,581
23	Post 1992	Lecturing NARP 4	£45,486	£52,706	£55,908
35	Post 1992	Lecturing NARP 4	£45,486	£46,846	£62,906
36	Post 1992	Lecturing NARP 4	£45,486	£48,246	
37	Post 1992	Lecturing NARP 4	£45,486	£60,590	
38	Post 1992	Lecturing NARP 4	£45,486	£52,706	£55,908
41	Post 1992	Lecturing NARP 4	£45,486	£52,706	
1	Pre 1992	Lecturing NARP 4	£45,487	£52,708	£55,910
2	Post 1992	Lecturing NARP 4	£46,088	£52,705	
21	Post 1992	Lecturing NARP 4 <sup>8</sup>	£46,696	£52,556	£55,757
7	Pre 1992	Lecturing NARP 4	£46,846	£52,706	£57,581
13	Post 1992	Lecturing NARP 4	£46,846	£52,706	
16	Pre 1992	Lecturing NARP 4	£46,846	£55,908	
18	Post 1992	Lecturing NARP 4	£46,846	£54,283	£59,304
20	Pre 1992	Lecturing NARP 4	£46,846	£52,706	£57,581
24	Pre 1992	Lecturing NARP 4	£46,846	£55,908	£61,078
25	Post 1992	Lecturing NARP 4	£46,846	£54,283	£57,580
27	Post 1992	Lecturing NARP 4	£46,846	£54,283	
28	Post 1992	Lecturing NARP 4	£46,846	£54,283	
29	Pre 1992	Lecturing NARP 4	£46,846	£52,706	£57,581
31	Pre 1992	Lecturing NARP 4	£46,846	£52,706	£61,078
34	Pre 1992	Lecturing NARP 4	£46,846	£52,706	£55,908
40	Pre 1992	Lecturing NARP 4	£46,872	£54,315	
10	Post 1992	Lecturing NARP 4	£48,246	£52,706	
12	Post 1992	Lecturing NARP 4	£48,246	£54,283	£55,908
39	Post 1992	Lecturing NARP 4	£48,246	£52,706	£55,908
42	Pre 1992	Lecturing NARP 4	£48,247	£59,304	
19	Post 1992	Lecturing NARP 4	£49,689	£52,706	
15	Pre 1992	Lecturing NARP 4	£52,706	£52,706	
26	Post 1992	Lecturing NARP 4	£54,283	£57,581	
33	Pre 1992	Lecturing NARP 4	£55,908	£55,908	£55,908

<sup>7</sup> We have tailored the NLARP for our own use.

<sup>8</sup> We don't use NARP 1 & 2 and we don't pay any market supplements or premiums. All our staff are specialist practitioners, most are HESA code 33 with a few 30, 23 & 31 added in.



**Joint Negotiating Committee for Higher Education Staff**  
**Academic Role Profile**  
**Lecturing NARP4**

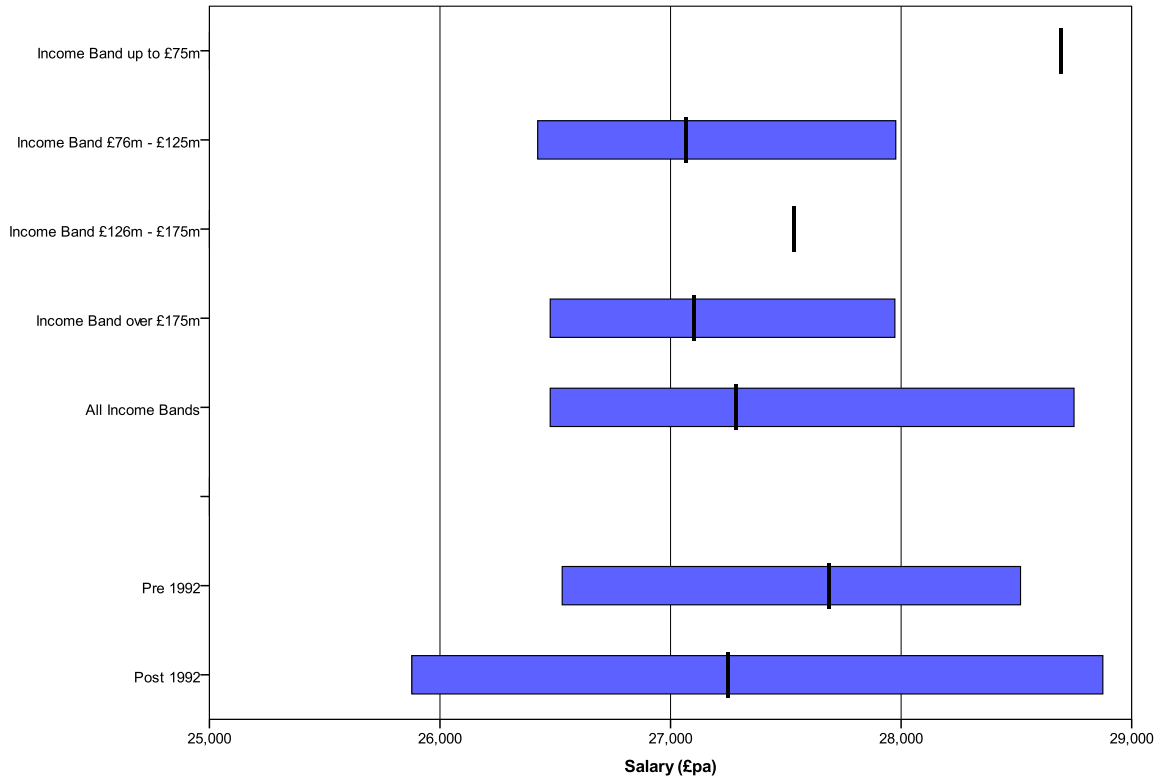
<b>LEVEL 4</b>  (building on the level of demand in Level 3)	<b>TEACHING AND SCHOLARSHIP</b>
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Design, develop and deliver a range of programmes of study (sometimes for entirely new courses) at various levels.</li> <li>• Review on a regular basis course content and materials, updating when required.</li> <li>• Develop and apply innovative and appropriate teaching techniques and material which create interest, understanding and enthusiasm amongst students.</li> <li>• Ensure that course design and delivery comply with the quality standards and regulations of the university and department.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Engage in pedagogic and practitioner research and other scholarly activities.</li> <li>• Contribute to the development of teaching and learning strategies.</li> <li>• Work in conjunction with others to apply subject knowledge to practice.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Disseminate conceptual and complex ideas of a wide variety of audiences using appropriate media and methods to promote understanding.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Lead and develop internal networks for example by chairing and participating in Institutional committee.</li> <li>• Act as an external examiner to other Institutions and provide professional advice.</li> <li>• Lead and develop external networks for example with external examiners and assessors.</li> <li>• Develop links with external contacts such as other educational bodies, employers, and professional bodies to foster collaboration.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Provide academic leadership to those working within programme areas, as course leader or equivalent, by for example agreeing work plans to ensure that courses are delivered effectively or organising the work of a team by agreeing objectives and work plans.</li> <li>• Contributing to the development of teams and individuals through the appraisal system and providing advice on personal development.</li> <li>• Act as a personal mentor to peers and colleagues.</li> <li>• Resolve problems affecting the quality of course delivery and student progress within own areas of responsibility, referring more serious matters to others, as appropriate.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Lead teams within areas of responsibility.</li> <li>• Ensure that teams within the department work together.</li> <li>• Act to resolve conflicts within and between teams.</li> </ul>
7 Pastoral care	<ul style="list-style-type: none"> <li>• Responsible for dealing with referred issues for students within own educational programmes.</li> <li>• Provide first line support for colleagues, referring them to sources of further help if required.</li> </ul>

<p>8 Initiative, problem-solving and decision-making</p>	<ul style="list-style-type: none"> <li>• Resolve problems affecting the delivery of courses within own educational programme and in accordance with regulations.</li> <li>• Make decisions regarding the operational aspects of own educational programme.</li> <li>• Contribute to decisions which have an impact on other related programmes.</li> <li>• Monitor student progress and retention.</li> <li>• Provide advice on strategic issues such as the balance of student recruitment, staff appointments and student and other performance matters.</li> <li>• Spotting opportunities for strategic development of new courses or appropriate areas of activity and contributing to the development of such ideas.</li> </ul>
<p>9 Planning and managing resources</p>	<ul style="list-style-type: none"> <li>• Responsible for the delivery of own educational programmes.</li> <li>• Contribute to the overall management of the department in areas such as resource management, business and programme planning.</li> <li>• Be responsible for setting standards and monitor progress against agreed criteria for own area of responsibility.</li> <li>• Be involved in departmental level strategic planning and contribute to wider strategic planning processes in the institution.</li> <li>• Plan and deliver consultancy or similar programmes and ensure that resources are available.</li> <li>• Be responsible for quality, audit and other external assessments in own areas of responsibility.</li> </ul>
<p>10 Sensory, physical and emotional demands.</p>	<p>(Like all the elements, this builds on the demands in the profiles at lower levels. In this case there is no added demand.)</p>
<p>11 Work environment</p>	<ul style="list-style-type: none"> <li>• Depending on area of work (e.g. laboratories, workshops, studios) may be expected to take responsibility for conducting risk assessments and reducing hazards.</li> </ul>
<p>12 Expertise</p>	<ul style="list-style-type: none"> <li>• Required to be externally recognised scholar or teacher.</li> <li>• In-depth understanding of own specialism to enable the development of new knowledge and understanding within the field.</li> </ul>

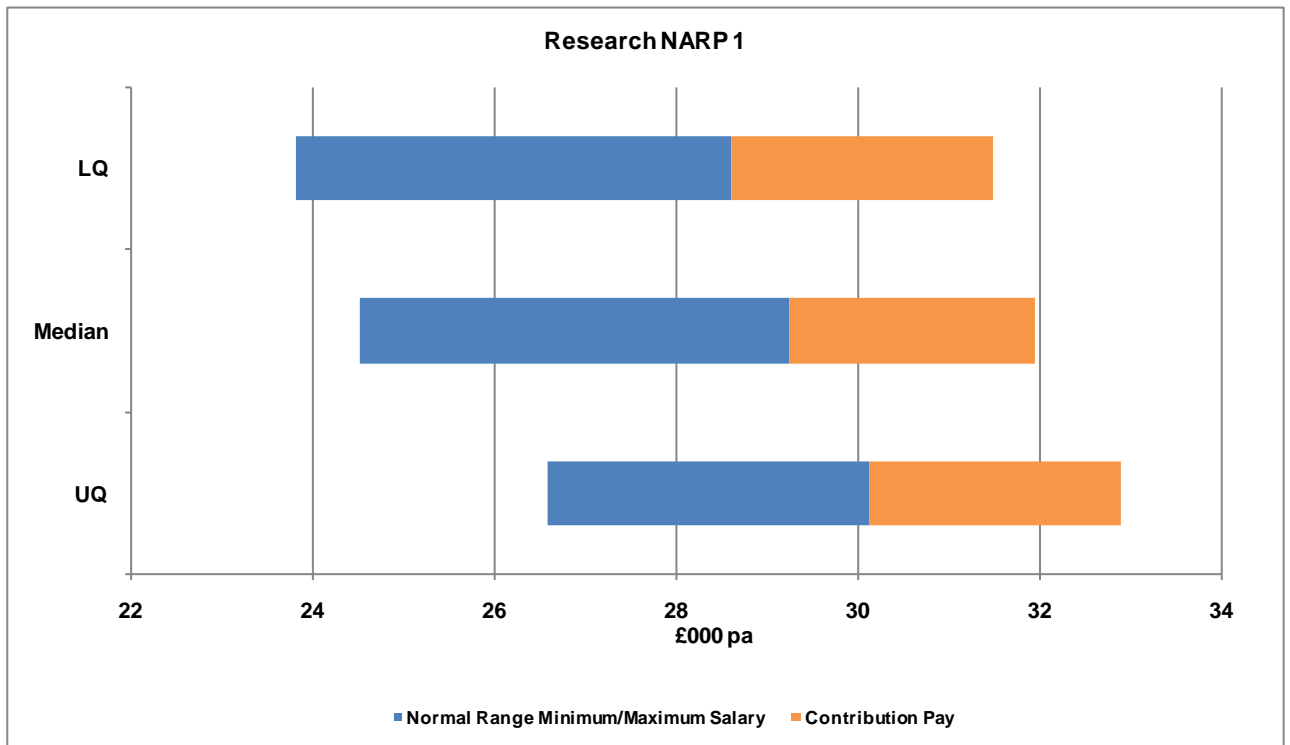
## Research Roles

### Research NARP 1

Mid-Point of Range Salaries (£'000 pa)



Pay Ranges (£'000 pa)



## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Research NARP 1	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	28,695	27,585	...	6
Income Band £76m - £125m	26,424	27,068	27,104	27,977	12
Income Band £126m - £175m	...	27,536	27,570	...	6
Income Band over £175m	26,478	27,103	27,216	27,973	10
All Income Bands	26,478	27,286	27,304	28,750	34

### HEI Type Analysis of Mid-Point Salaries £

Research NARP 1	LQ	Median	Average	UQ	HEIs
Pre 1992	26,530	27,687	27,768	28,518	15
Post 1992	25,878	27,250	26,938	28,875	19

### Summary Analysis of Pay Ranges £

Research NARP 1	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	23,811	24,520	25,125	26,585	34
Normal Range Maximum Salary	28,613	29,250	29,483	30,135	34
Contribution Pay Maximum	31,484	31,948	32,141	32,901	19

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Research NARP 1 roles is £26,478 to £28,750, while the median salary is £27,286.

The data suggests that salaries may be slightly higher in pre-1992 HEIs, but it is difficult to discern any definite correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £24,520 to £29,250, with a median contribution pay maximum of £31,948.

None of the HEIs participating in the survey reported having difficulties in recruiting or retaining staff at this level.

### Detailed Pay Ranges

Details of the pay ranges used for the Research NARP 1 role by individual HEIs are shown in the table on the following page.

Org. No.	Type	Job Title	Normal Range Minimum Salary	Normal Range Maximum Salary	Contribution Pay Maximum
2	Post 1992	Research NARP 1	£18,649	£22,476	
36	Post 1992	Research NARP 1	£19,411	£21,171	
32	Post 1992	Research NARP 1	£19,972	£21,172	£22,476
3	Post 1992	Research NARP 1	£21,802	£26,779	£29,249
5	Pre 1992	Research NARP 1	£23,811	£35,938	£38,140
15	Pre 1992	Research NARP 1	£23,811	£29,249	
20	Pre 1992	Research NARP 1	£23,811	£29,249	£31,948
22	Post 1992	Research NARP 1 <sup>9</sup>	£23,811	£28,401	
26	Post 1992	Research NARP 1	£23,811	£29,249	
31	Pre 1992	Research NARP 1	£23,811	£27,578	£30,122
33	Pre 1992	Research NARP 1	£23,811	£26,779	£31,948
11	Pre 1992	Research NARP 1	£24,520	£29,249	£31,948
13	Post 1992	Research NARP 1	£24,520	£29,249	
18	Post 1992	Research NARP 1	£24,520	£30,122	£32,901
23	Post 1992	Research NARP 1	£24,520	£30,122	
24	Pre 1992	Research NARP 1	£24,520	£28,401	£31,020
38	Post 1992	Research NARP 1	£24,520	£26,779	£28,401
41	Post 1992	Research NARP 1	£24,520	£29,249	
1	Pre 1992	Research NARP 1	£24,522	£29,251	£31,949
4	Post 1992	Research NARP 1	£25,251	£29,249	
16	Pre 1992	Research NARP 1	£25,251	£30,122	
34	Pre 1992	Research NARP 1	£25,251	£31,122	£31,948
40	Pre 1992	Research NARP 1	£25,266	£30,139	
35	Post 1992	Research NARP 1	£26,004	£29,249	£31,948
42	Pre 1992	Research NARP 1	£26,004	£30,122	
8	Post 1992	Research NARP 1	£26,779	£30,122	
7	Pre 1992	Research NARP 1	£27,578	£30,122	£31,948
9	Post 1992	Research NARP 1	£27,578	£31,020	£32,901
25	Post 1992	Research NARP 1	£27,578	£31,948	£33,884
27	Post 1992	Research NARP 1	£27,578	£31,948	
29	Pre 1992	Research NARP 1	£27,578	£30,122	£32,901
17	Pre 1992	Research NARP 1	£30,122	£35,938	£39,257
21	Post 1992	Research NARP 1 <sup>10</sup>	£30,870	£33,734	£35,789
37	Post 1992	Research NARP 1	£32,901	£37,012	

<sup>9</sup> We have tailored the NLARP for our own use.

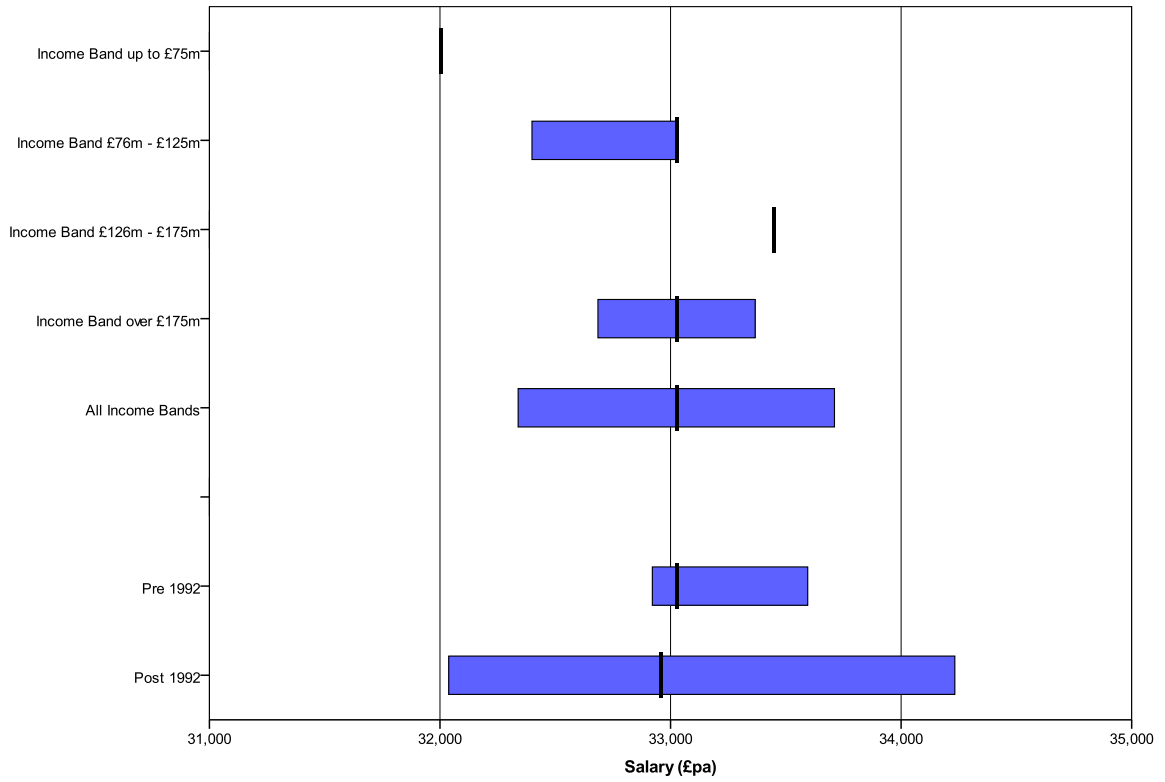
<sup>10</sup> We don't use NARP 1 & 2 and we don't pay any market supplements or premiums. All our staff are specialist practitioners, most are HESA code 33 with a few 30, 23 & 31 added in.

**Joint Negotiating Committee for Higher Education Staff**  
**Academic Role Profile**  
**Research NARP1**

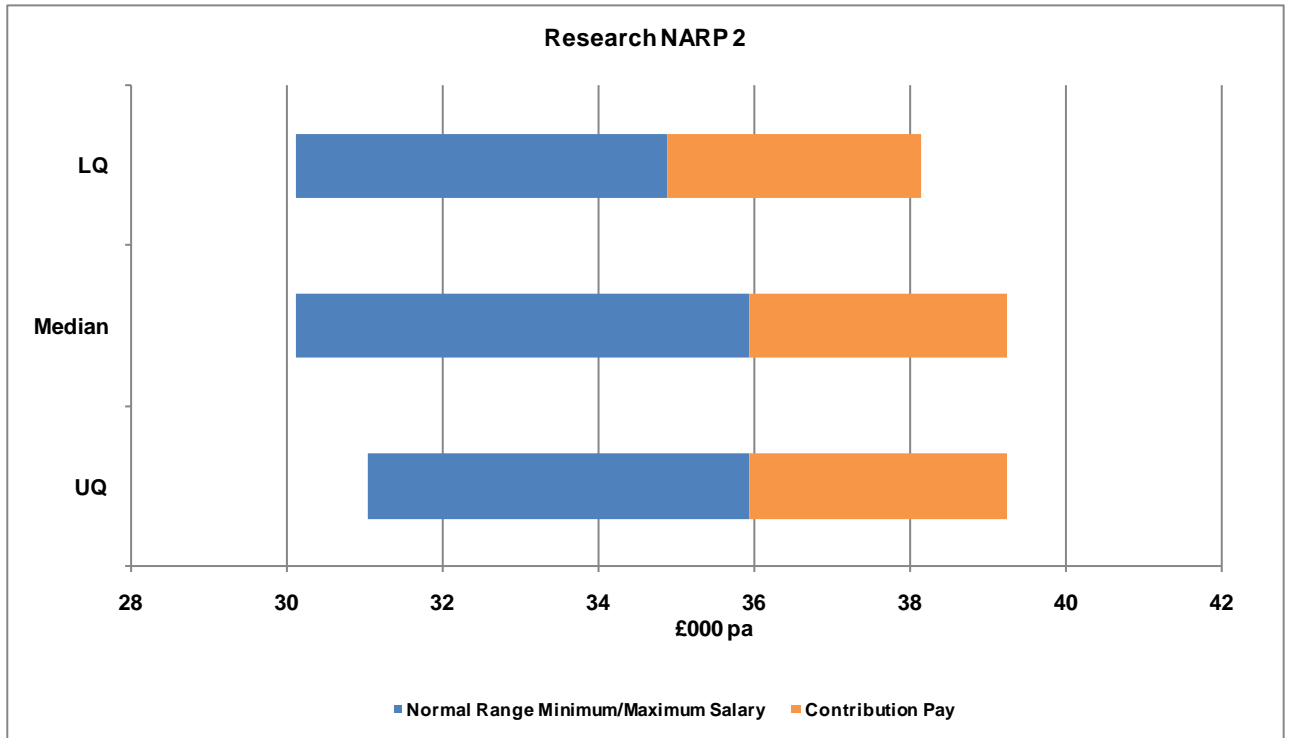
LEVEL 1	RESEARCH
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Assist in the supervision of student projects.</li> <li>• Could be expected to contribute to introductory courses, for example on the use of research methods and equipment.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Undertake basic research for example by preparing, setting up, conducting and recording the outcome of experiments and field work, the development of questionnaires and conducting surveys.</li> <li>• Conduct literature and database searches.</li> <li>• Continue to update knowledge and develop skills.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Write up results of own research</li> <li>• Contribute to the production of research reports and publications.</li> <li>• Present information on research progress and outcomes to bodies supervising research, e.g. steering groups.</li> <li>• Prepare papers for steering groups and other bodies.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Liaise with research colleagues and support staff on routine matters.</li> <li>• Make internal and external contacts to develop knowledge and understanding and form relationships for future collaboration.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Provide guidance as required to support staff and any students who may be assisting with the research.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Actively participate as a member of a research team.</li> <li>• Attend and contribute to relevant meetings.</li> </ul>
7 Pastoral care	<ul style="list-style-type: none"> <li>• Show consideration to others.</li> </ul>
8 Initiative, problem-solving and decision-making	<ul style="list-style-type: none"> <li>• Make use of standard research techniques and methods.</li> <li>• Deal with problems which may affect the achievement of research objectives and deadlines</li> <li>• Contribute to decisions affecting the work of the team.</li> <li>• Analyse and interpret the results of own research and generate original ideas based on outcomes.</li> </ul>
9 Planning and managing resources	<ul style="list-style-type: none"> <li>• Plan own day-to-day research activity within the framework of the agreed programme.</li> <li>• Co-ordinate own work with that of others to avoid conflict or duplication of effort.</li> <li>• Contribute to the planning of research projects.</li> </ul>
10 Sensory, physical and emotional demands	<ul style="list-style-type: none"> <li>• Sensory and physical demands will vary from relatively light to a high level depending on the discipline and the type of work</li> <li>• Carry out tasks that require the learning of certain skills.</li> </ul>
11 Work environment	<ul style="list-style-type: none"> <li>• Is required to be aware of the risks in the work environment.</li> </ul>
12 Expertise	<ul style="list-style-type: none"> <li>• Possess sufficient breadth or depth of specialist knowledge in the discipline and be developing further skills in and knowledge of research methods and techniques.</li> </ul>

## Research NARP 2

### Mid-Point of Range Salaries (£'000 pa)



### Pay Ranges (£'000 pa)



## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Research NARP 2	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	32,003	32,081	...	7
Income Band £76m - £125m	32,399	33,030	32,682	33,031	12
Income Band £126m - £175m	...	33,450	34,679	...	6
Income Band over £175m	32,685	33,030	33,110	33,367	10
All Income Bands	32,339	33,030	33,027	33,711	35

### HEI Type Analysis of Mid-Point Salaries £

Research NARP 2	LQ	Median	Average	UQ	HEIs
Pre 1992	32,921	33,030	33,308	33,595	16
Post 1992	32,038	32,958	32,790	34,233	19

### Summary Analysis of Pay Ranges £

Research NARP 2	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	30,122	30,122	30,447	31,048	35
Normal Range Maximum Salary	34,895	35,938	35,606	35,940	35
Contribution Pay Maximum	38,140	39,257	38,760	39,258	18

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Research NARP 2 roles is from £32,339 to £33,711, while the median salary is £33,030.

The data suggests that salaries are very similar in pre-1992 and post-1992 HEIs. From the data collected, there would appear to be little correlation between pay levels and size of organisation.

The data on the pay ranges shows the median normal pay range is from £30,122 to £35,938, with a median contribution pay maximum of £39,257.

None of the HEI participants reported having recruitment or retention difficulties at this level.

### Detailed Pay Ranges

Details of the pay ranges used for the Research NARP 2 role by individual HEIs are shown in the table on the following page.



Org. No.	Type	Job Title	Normal Range Minimum Salary	Normal Range Maximum Salary	Contribution Pay Maximum
36	Post 1992	Research NARP 2	£24,520	£26,779	
14	Pre 1992	Research NARP 2	£26,004	£30,122	£32,901
33	Pre 1992	Research NARP 2	£27,578	£34,895	£40,430
38	Post 1992	Research NARP 2	£27,578	£29,249	£31,020
30	Post 1992	Research NARP 2	£28,006	£32,779	
31	Pre 1992	Research NARP 2	£28,401	£35,938	£39,257
22	Post 1992	Research NARP 2 <sup>11</sup>	£29,249	£34,895	
24	Pre 1992	Research NARP 2	£29,249	£35,938	£39,257
4	Post 1992	Research NARP 2	£30,122	£34,895	
7	Pre 1992	Research NARP 2	£30,122	£35,938	£38,140
8	Post 1992	Research NARP 2	£30,122	£35,938	
11	Pre 1992	Research NARP 2	£30,122	£35,938	£39,257
13	Post 1992	Research NARP 2 <sup>12</sup>	£30,122	£35,939	
15	Pre 1992	Research NARP 2	£30,122	£35,938	
17	Pre 1992	Research NARP 2	£30,122	£35,938	£39,257
20	Pre 1992	Research NARP 2	£30,122	£35,938	£39,257
26	Post 1992	Research NARP 2	£30,122	£33,884	
35	Post 1992	Research NARP 2	£30,122	£33,884	£38,140
41	Post 1992	Research NARP 2	£30,122	£34,895	
2	Post 1992	Research NARP 2	£30,123	£35,939	
1	Pre 1992	Research NARP 2	£30,124	£35,940	£39,258
16	Pre 1992	Research NARP 2	£31,020	£39,257	
18	Post 1992	Research NARP 2	£31,020	£34,895	£38,140
23	Post 1992	Research NARP 2	£31,020	£34,895	
34	Pre 1992	Research NARP 2	£31,020	£35,938	£38,140
42	Pre 1992	Research NARP 2	£31,020	£35,939	
40	Pre 1992	Research NARP 2	£31,075	£37,033	
9	Post 1992	Research NARP 2	£31,948	£34,895	£37,012
28	Post 1992	Research NARP 2	£31,948	£38,140	
29	Pre 1992	Research NARP 2	£31,948	£35,938	£39,257
25	Post 1992	Research NARP 2	£32,901	£38,140	£40,430
27	Post 1992	Research NARP 2	£32,901	£38,140	
10	Post 1992	Research NARP 2	£33,884	£39,257	
21	Post 1992	Research NARP 2 <sup>13</sup>	£34,745	£37,990	£40,279
5	Pre 1992	Research NARP 2	£37,012	£44,166	£48,246

<sup>11</sup> We have tailored the NLARP for our own use.

<sup>12</sup> NARP Level 2 would generally be used for sessional/hourly paid staff with the standard multiplier added.

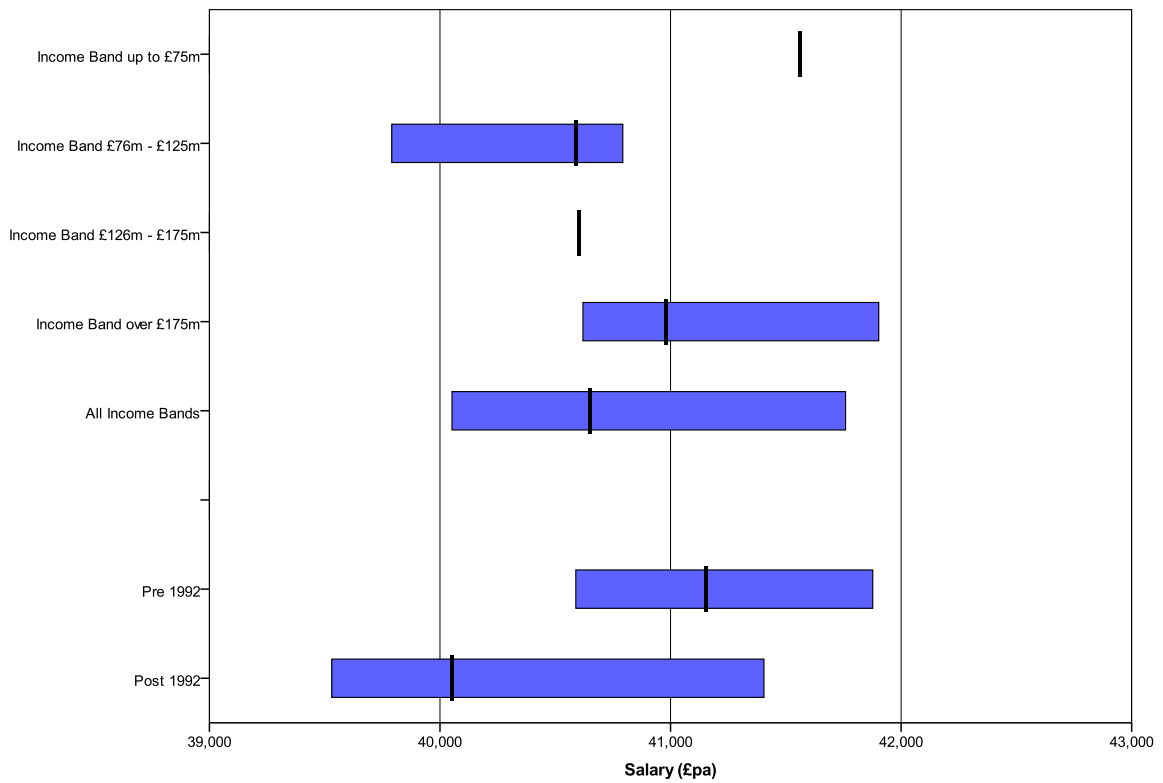
<sup>13</sup> We don't use NARP 1 & 2 and we don't pay any market supplements or premiums. All our staff are specialist practitioners, most are HESA code 33 with a few 30, 23 & 31 added in.

**Joint Negotiating Committee for Higher Education Staff**  
**Academic Role Profile**  
**Research NARP2**

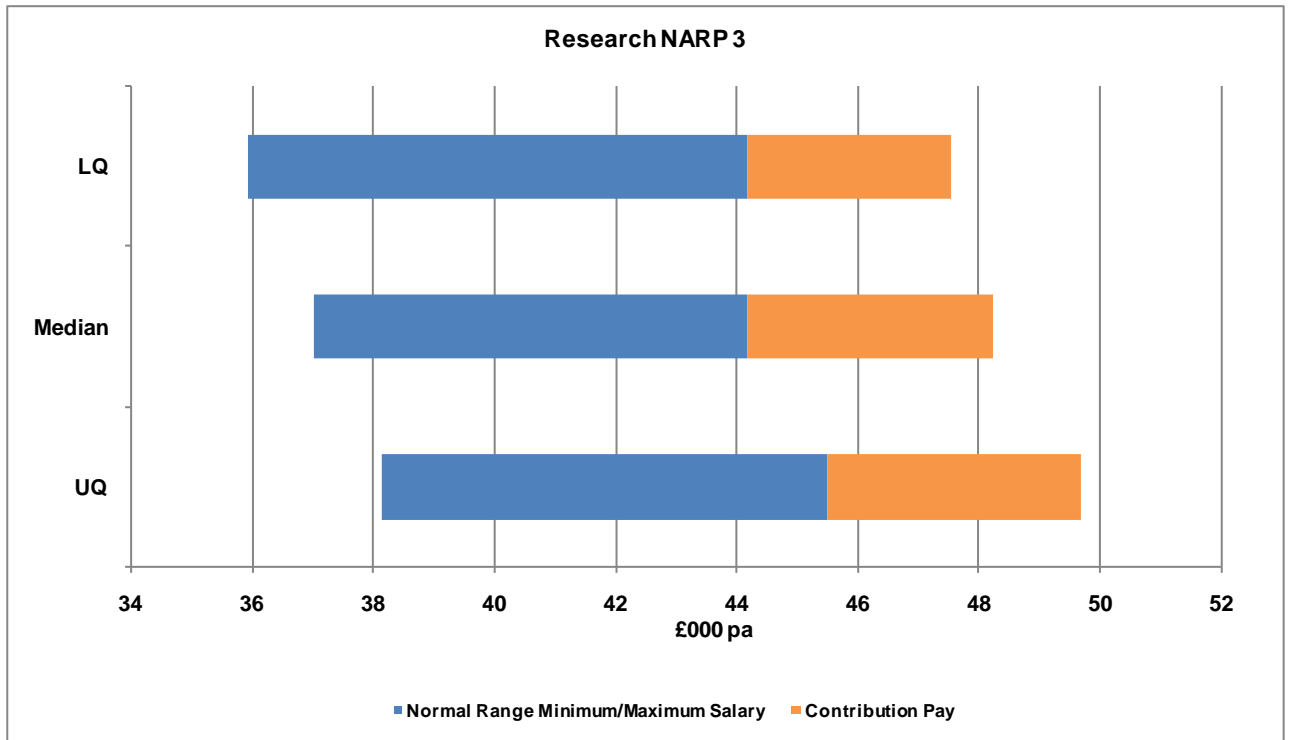
<b>LEVEL 2</b> <b>(building on the level of demand in Level 1)</b>	<b>RESEARCH</b>
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Be involved in the assessment of student knowledge and supervision of projects.</li> <li>• Assist in the development of student research skills.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Develop research objectives and proposals for own or joint research, with the assistance of a mentor if required.</li> <li>• Conduct individual and collaborative research projects.</li> <li>• Write up research work for publication.</li> <li>• Continually update knowledge and understanding in field or specialism.</li> <li>• Translate knowledge of advances in the subject area into research activity.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Deal with routine communication using a range of media.</li> <li>• Communicate complex information, orally, in writing and electronically.</li> <li>• Preparing proposals and applications to external bodies, eg for funding and contractual purposes.</li> <li>• Communicate material of a specialist or highly technical nature.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Liaise with colleagues and students.</li> <li>• Build internal contacts and participate in internal networks for the exchange of information and to form relationships for future collaboration.</li> <li>• Join external networks to share information and identify potential sources of funds.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Manage own research and administrative activities, with guidance if required.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Work with colleagues on joint projects, as required</li> <li>• Collaborate with academic colleagues on areas of shared research interest.</li> <li>• Attend and contribute to relevant meetings.</li> </ul>
7 Pastoral care	<ul style="list-style-type: none"> <li>• Show consideration to others.</li> </ul>
8 Initiative, problem-solving and decision-making	<ul style="list-style-type: none"> <li>• Use new research techniques and methods.</li> <li>• Use initiative and creativity to identify areas for research, develop new research methods and extend the research portfolio.</li> <li>• Use creativity to analyse and interpret research data and draw conclusions on the outcomes.</li> <li>• Contribute to collaborative decision making with colleagues in areas of research.</li> </ul>
9 Planning and managing resources	<ul style="list-style-type: none"> <li>• Use research resources, laboratories and workshops as appropriate.</li> <li>• Plan and manage own research activity in collaboration with others.</li> </ul>
10 Sensory, physical and emotional demands	<ul style="list-style-type: none"> <li>• Sensory and physical demands will vary from relatively light to a high level depending on the discipline and the type of work</li> <li>• Carry out tasks that require the learning of certain skills.</li> <li>• Balance with help the competing pressures of research and administrative demands and deadlines.</li> </ul>
11 Work environment	<ul style="list-style-type: none"> <li>• Is required to be aware of the risks in the work environment and their potential impact on their own work and that of others.</li> </ul>
12 Expertise	<ul style="list-style-type: none"> <li>• Possess sufficient breadth or depth of specialist knowledge in the discipline and of research methods and techniques to work within established research programmes.</li> <li>• Engage in continuous professional development.</li> <li>• Understand equal opportunity issues as they may impact on areas of research content.</li> </ul>

## Research NARP 3

Mid-Point of Range Salaries (£'000 pa)



Pay Ranges (£'000 pa)



## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Research NARP 3	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	41,561	39,190	...	5
Income Band £76m - £125m	39,791	40,589	39,778	40,793	11
Income Band £126m - £175m	...	40,603	40,339	...	8
Income Band over £175m	40,620	40,981	42,176	41,903	10
All Income Bands	40,052	40,651	40,529	41,759	34

### HEI Type Analysis of Mid-Point Salaries £

Research NARP 3	LQ	Median	Average	UQ	HEIs
Pre 1992	40,589	41,153	42,309	41,877	15
Post 1992	39,531	40,052	39,124	41,405	19

### Summary Analysis of Pay Ranges £

Research NARP 3	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	35,938	37,012	37,045	38,140	34
Normal Range Maximum Salary	44,166	44,166	44,013	45,486	34
Contribution Pay Maximum	47,546	48,246	47,708	49,689	19

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Research NARP 3 roles is from £40,052 to £41,759, while the median salary is £40,651.

The data suggests that salaries may be slightly higher in pre-1992 HEIs, but it is difficult to discern any definite correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £37,012 to £44,166, with a median contribution pay maximum of £48,246.

None of the HEI participants reported having recruitment or retention difficulties at this level.

### Detailed Pay Ranges

Details of the pay ranges used for the Research NARP 3 role by individual HEIs are shown in the table on the following page.

Org. No.	Type	Job Title	Normal Range Minimum Salary	Normal Range Maximum Salary	Contribution Pay Maximum
36	Post 1992	Research NARP 3	£27,578	£30,122	
3	Post 1992	Research NARP 3	£28,401	£31,020	£33,884
38	Post 1992	Research NARP 3	£30,122	£31,948	£33,884
6	Post 1992	Research NARP 3	£33,884	£44,166	£45,486
4	Post 1992	Research NARP 3	£34,895	£44,166	
26	Post 1992	Research NARP 3	£34,895	£44,166	
35	Post 1992	Research NARP 3	£34,895	£44,166	£49,689
8	Post 1992	Research NARP 3	£35,938	£45,486	
9	Post 1992	Research NARP 3	£35,938	£44,166	£46,846
18	Post 1992	Research NARP 3	£35,938	£45,486	£49,689
22	Post 1992	Research NARP 3 <sup>14</sup>	£35,938	£44,166	
41	Post 1992	Research NARP 3	£35,938	£44,166	
2	Post 1992	Research NARP 3	£36,505	£45,487	
7	Pre 1992	Research NARP 3	£37,012	£44,166	£48,246
11	Pre 1992	Research NARP 3	£37,012	£44,166	£48,246
13	Post 1992	Research NARP 3	£37,012	£45,486	
15	Pre 1992	Research NARP 3	£37,012	£44,166	
17	Pre 1992	Research NARP 3	£37,012	£44,166	£48,246
20	Pre 1992	Research NARP 3	£37,012	£44,166	£48,246
24	Pre 1992	Research NARP 3	£37,012	£45,486	£49,689
31	Pre 1992	Research NARP 3	£37,012	£44,166	£49,689
42	Pre 1992	Research NARP 3	£37,012	£46,846	
1	Pre 1992	Research NARP 3	£37,013	£44,168	£48,248
40	Pre 1992	Research NARP 3	£38,139	£45,512	
29	Pre 1992	Research NARP 3	£38,140	£44,166	£48,246
34	Pre 1992	Research NARP 3	£38,140	£44,166	£49,689
21	Post 1992	Research NARP 3 <sup>15</sup>	£39,107	£44,015	£46,696
25	Post 1992	Research NARP 3	£39,257	£45,486	£48,246
27	Post 1992	Research NARP 3	£39,257	£45,486	
28	Post 1992	Research NARP 3	£39,257	£45,486	
10	Post 1992	Research NARP 3	£40,430	£46,846	
16	Pre 1992	Research NARP 3	£41,639	£44,166	
5	Pre 1992	Research NARP 3	£45,486	£52,706	£55,908
33	Pre 1992	Research NARP 3	£49,689	£52,706	£57,580

<sup>14</sup> We have tailored the NLARP for our own use.

<sup>15</sup> We don't use NARP 1 & 2 and we don't pay any market supplements or premiums. All our staff are specialist practitioners, most are HESA code 33 with a few 30, 23 & 31 added in.

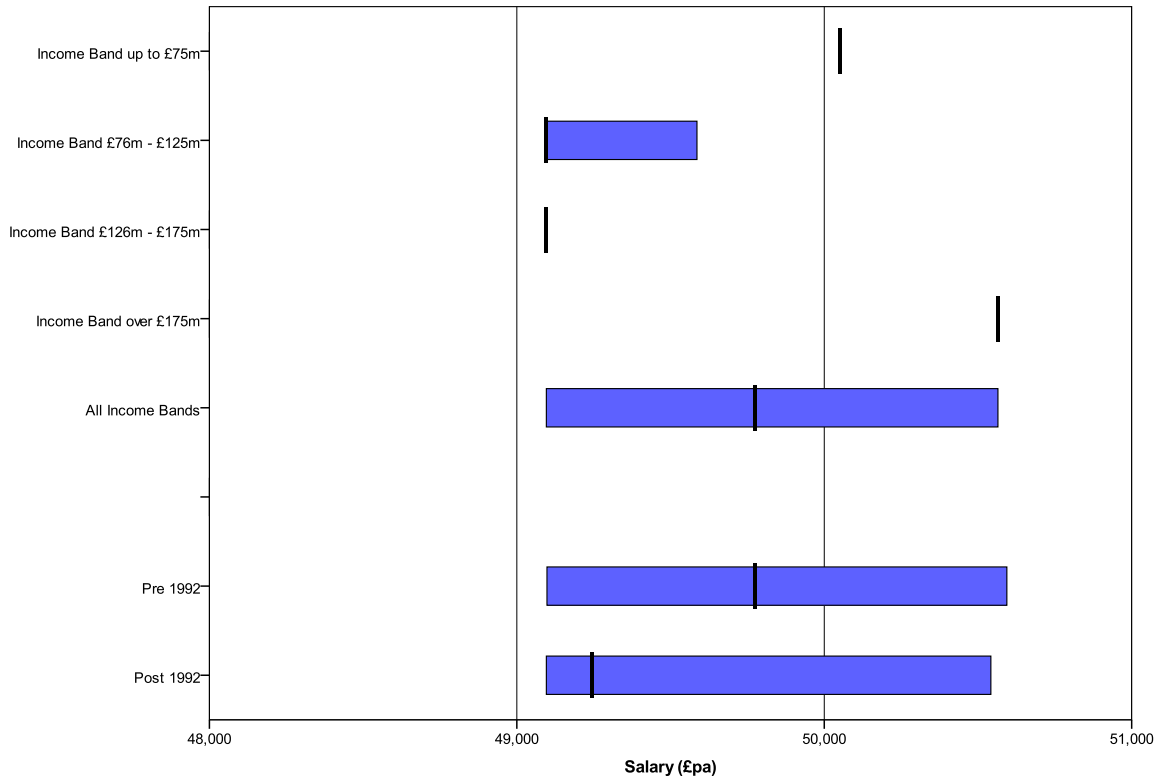
**Joint Negotiating Committee for Higher Education Staff**  
**Academic Role Profile**  
**Research NARP3**

<b>LEVEL 3</b>  <b>(building on the level of demand in Level 2)</b>	<b>RESEARCH</b>
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Contribute to the teaching and learning programmes in the department.</li> <li>• Supervise postgraduate research students.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Develop research objectives, projects and proposals.</li> <li>• Conduct individual or collaborative research projects,</li> <li>• Identify sources of funding and contribute to the process of securing funds.</li> <li>• Extend, transform and apply knowledge acquired from scholarship to research and appropriate external activities.</li> <li>• Write or contribute to publications or disseminate research findings using other appropriate media.</li> <li>• Make presentations at conferences or exhibit work in other appropriate events.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Routinely communicate complex and conceptual ideas to those with limited knowledge and understanding as well as to peers using high level skills and a range of media.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Collaborate actively within and outwith the Institution to complete research projects and advance thinking.</li> <li>• Participate in and develop external networks, for example to identify sources of funding, generate income, obtain consultancy projects, or build relationships for future activities.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Mentor colleagues with less experience and advise on personal development.</li> <li>• Coach and support colleagues in developing their research techniques.</li> <li>• Depending on the area of work, could be expected to supervise the work of others, for example in research teams or projects.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Take lead responsibility for a small research project or identified parts of a large project.</li> <li>• Develop productive working relationships with other members of staff.</li> <li>• Co-ordinate the work of colleagues to ensure equitable access to resources and facilities.</li> </ul>
7 Pastoral care	<ul style="list-style-type: none"> <li>• Deal with standard problems and help colleagues resolve their concerns about progress in research.</li> </ul>
8 Initiative, problem-solving and decision-making	<ul style="list-style-type: none"> <li>• Assess, interpret and evaluate outcomes of research.</li> <li>• Develop new concepts and ideas to extend intellectual understanding.</li> <li>• Resolve problems of meeting research objectives and deadlines.</li> <li>• Develop ideas for generating income and promoting research area.</li> <li>• Develop ideas for application of research outcomes</li> <li>• Decide on research programmes and methodologies, often in collaboration with colleagues and sometimes subject to the approval of the head of the research programme on fundamental issues.</li> </ul>
9 Planning and managing resources	<ul style="list-style-type: none"> <li>• Plan, co-ordinate and implement research programmes.</li> <li>• Manage the use of research resources and ensure that effective use is made of them.</li> <li>• Manage or monitor research budgets.</li> <li>• Help to plan and implement commercial and consultancy activities.</li> <li>• Plan and manage own consultancy assignments.</li> </ul>
10 Sensory, physical and emotional demands	<ul style="list-style-type: none"> <li>• Balance the pressures of research and administrative demands and competing deadlines.</li> </ul>

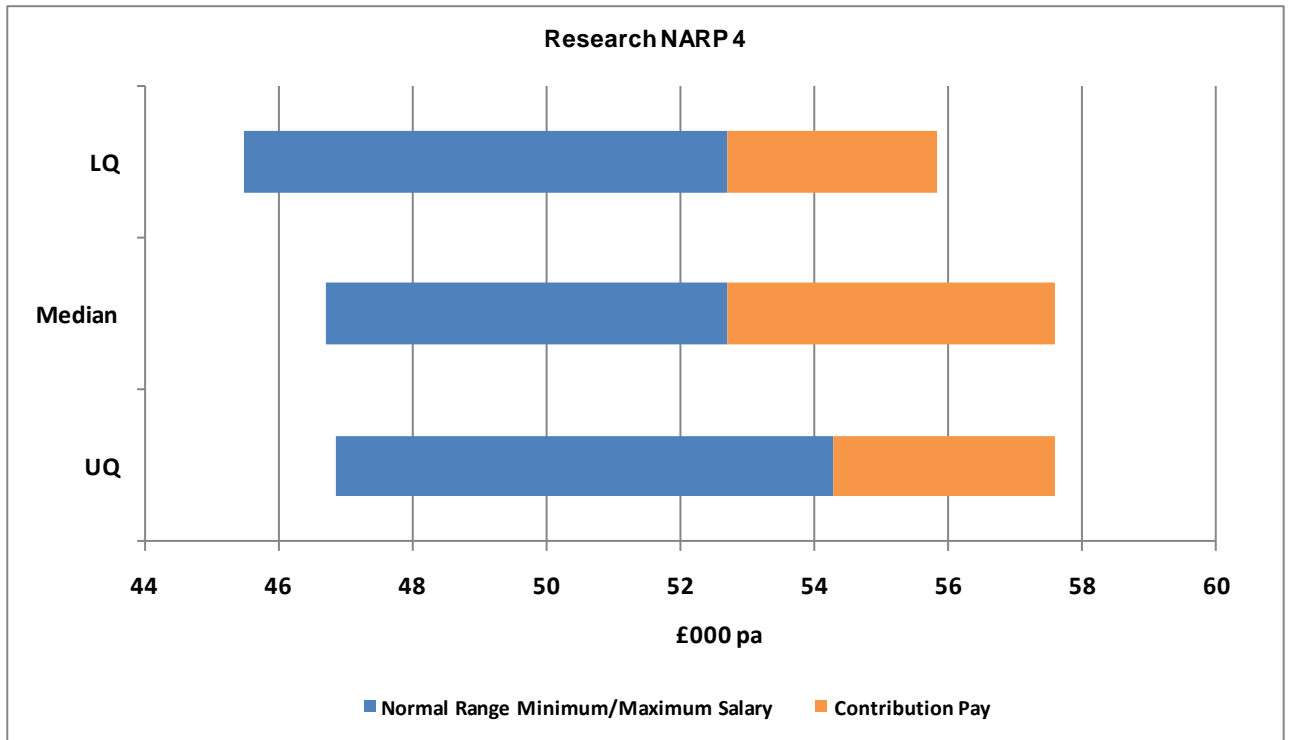
11 Work environment	<ul style="list-style-type: none"><li>• Depending on area of work and level of training received, may be expected to conduct risk assessment and take responsibility for the health and safety of others.</li></ul>
12 Expertise	<ul style="list-style-type: none"><li>• Possess sufficient breadth or depth of specialist knowledge in the discipline to develop research programmes and methodologies.</li><li>• Use a range of delivery techniques to enthuse and engage students.</li></ul>

## Research NARP 4

### Mid-Point of Range Salaries (£'000 pa)



### Pay Ranges (£'000 pa)





## ECC Survey Data

### HEI Annual Income Analysis of Mid-Point Salaries £

Research NARP 4	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	50,051	48,199	...	8
Income Band £76m - £125m	49,096	49,096	48,194	49,586	11
Income Band £126m - £175m	...	49,096	48,018	...	7
Income Band over £175m	...	50,565	50,601	...	9
All Income Bands	49,096	49,776	48,779	50,565	35

### HEI Type Analysis of Mid-Point Salaries £

Research NARP 4	LQ	Median	Average	UQ	HEIs
Pre 1992	49,098	49,776	50,286	50,594	13
Post 1992	49,096	49,246	47,888	50,542	22

### Summary Analysis of Pay Ranges £

Research NARP 4	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	45,486	46,696	45,611	46,846	35
Normal Range Maximum Salary	52,706	52,706	51,947	54,283	35
Contribution Pay Maximum	55,833	57,580	55,418	57,581	19

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Research NARP 4 roles is from £49,096 to £50,565, while the median salary is £49,776.

The data indicates that median salaries are very similar in pre-1992 and post-1992 HEIs. From the data collected, there would appear to be little correlation between pay levels and size of organisation.

The data on the pay ranges shows the median normal pay range is from £46,696 to £52,706, with a median contribution pay maximum of £57,580.

One HEI reported having retention difficulties for this post, but none reported having recruitment problems.

### Detailed Pay Ranges

Details of the pay ranges used for the Research NARP 4 role by individual HEIs are shown in the table on the following page.

Org. No.	Type	Job Title	Normal Range Minimum Salary	Normal Range Maximum Salary	Contribution Pay Maximum
36	Post 1992	Research NARP 4	£31,020	£33,884	
38	Post 1992	Research NARP 4	£32,901	£34,895	£37,012
3	Post 1992	Research NARP 4	£37,012	£40,430	£44,166
32	Post 1992	Research NARP 4	£40,430	£44,165	£48,246
4	Post 1992	Research NARP 4	£45,486	£52,706	
6	Post 1992	Research NARP 4	£45,486	£52,706	£54,283
8	Post 1992	Research NARP 4	£45,486	£54,283	
9	Post 1992	Research NARP 4	£45,486	£52,706	£55,908
11	Pre 1992	Research NARP 4	£45,486	£52,706	£57,580
15	Pre 1992	Research NARP 4	£45,486	£52,706	
17	Pre 1992	Research NARP 4	£45,486	£52,706	£57,581
22	Post 1992	Research NARP 4 <sup>16</sup>	£45,486	£52,706	
26	Post 1992	Research NARP 4	£45,486	£52,706	
35	Post 1992	Research NARP 4	£45,486	£52,706	£62,906
41	Post 1992	Research NARP 4	£45,486	£52,706	
1	Pre 1992	Research NARP 4	£45,487	£52,708	£55,910
2	Post 1992	Research NARP 4	£46,088	£52,705	
21	Post 1992	Research NARP 4 <sup>17</sup>	£46,696	£52,556	£55,757
7	Pre 1992	Research NARP 4	£46,846	£52,706	£57,581
13	Post 1992	Research NARP 4	£46,846	£52,706	
18	Post 1992	Research NARP 4	£46,846	£54,283	£59,304
20	Pre 1992	Research NARP 4	£46,846	£52,706	£57,581
24	Pre 1992	Research NARP 4	£46,846	£55,908	£61,078
25	Post 1992	Research NARP 4	£46,846	£54,283	£57,580
27	Post 1992	Research NARP 4	£46,846	£54,283	
28	Post 1992	Research NARP 4	£46,846	£54,283	
29	Pre 1992	Research NARP 4	£46,846	£52,706	£57,581
31	Pre 1992	Research NARP 4	£46,846	£52,706	£61,078
34	Pre 1992	Research NARP 4	£46,846	£52,706	£55,908
40	Pre 1992	Research NARP 4	£46,872	£54,315	
10	Post 1992	Research NARP 4	£48,246	£52,706	
42	Pre 1992	Research NARP 4	£48,247	£59,304	
12	Post 1992	Research NARP 4	£49,689	£54,283	£55,908
16	Pre 1992	Research NARP 4	£52,706	£52,706	
30	Post 1992	Research NARP 4	£55,329	£62,858	

<sup>16</sup> We have tailored the NLARP for our own use.

<sup>17</sup> We don't use NARP 1 & 2 and we don't pay any market supplements or premiums. All our staff are specialist practitioners, most are HESA code 33 with a few 30, 23 & 31 added in.

**Joint Negotiating Committee for Higher Education Staff**  
**Academic Role Profile**  
**Research NARP4**

<b>LEVEL 4</b>  <b>(building on the level of demand in Level 3)</b>	<b>RESEARCH</b>
1 Teaching and learning support	<ul style="list-style-type: none"> <li>• Supervise the work of post graduate students.</li> <li>• Could be expected to contribute to teaching programmes.</li> </ul>
2 Research and scholarship	<ul style="list-style-type: none"> <li>• Contribute to the development of research strategies in the department.</li> <li>• Define research objectives and questions.</li> <li>• Develop proposals for research projects which will make a significant impact by leading to an increase in knowledge and understanding and the discovery or development of new explanations, insights, concepts or processes.</li> <li>• Actively seek research funding and secure it as far as it is reasonably possible.</li> <li>• Act as principal investigator on major research projects.</li> <li>• Generate new research approaches and identify, adapt, develop and use research methodologies and techniques appropriate to the type of research.</li> <li>• Review and synthesise the outcomes of research studies.</li> <li>• Interpret findings obtained from research projects and develop new insights, expanding, refining and testing hypotheses and ideas.</li> <li>• Contribute generally to the development of thought and practice in the field.</li> </ul>
3 Communication	<ul style="list-style-type: none"> <li>• Disseminate conceptual and complex ideas of a wide variety of audiences using appropriate media and methods to promote understanding.</li> </ul>
4 Liaison and networking	<ul style="list-style-type: none"> <li>• Lead and develop internal networks for example by chairing and participating in Institutional committees.</li> <li>• Lead and develop external networks for example with other active researchers and leading thinkers in the field.</li> <li>• Develop links with external contacts such as other educational and research bodies, employers, professional bodies and other providers of funding and research initiatives to foster collaboration and generate income.</li> </ul>
5 Managing people	<ul style="list-style-type: none"> <li>• Provide academic leadership to those working within research areas by for example co-ordinating the work of others to ensure that research projects are delivered effectively and to time or organising the work of a team by agreeing objectives and work plans.</li> <li>• Contributing to the development of teams and individuals through the appraisal system and providing advice on personal development.</li> <li>• Could act as line manager (eg of research teams)*</li> <li>• Act as a personal mentor to peers and colleagues.</li> </ul>
6 Teamwork	<ul style="list-style-type: none"> <li>• Lead teams within areas of responsibility.</li> <li>• Ensure that teams within the department work together.</li> <li>• Act to resolve conflicts within and between teams.</li> </ul>
7 Pastoral care	<ul style="list-style-type: none"> <li>• Responsible for dealing with referred issues for researchers within own project areas.</li> <li>• Provide first line support for colleagues, referring them to sources of further help if required.</li> </ul>

<p>8 Initiative, problem-solving and decision-making</p>	<ul style="list-style-type: none"> <li>• Resolve problems affecting the delivery of research projects within own area and in accordance with regulations.</li> <li>• Make decisions regarding the operational aspects of own research programme.</li> <li>• Contribute to decisions which have an impact on other related programmes.</li> <li>• Provide advice on issues such as ensuring the adequate balance of research projects, appointment of researchers and other performance matters.</li> <li>• Spotting opportunities for strategic development of new projects or appropriate areas of activity and contributing to the development of such ideas.</li> </ul>
<p>9 Planning and managing resources</p>	<ul style="list-style-type: none"> <li>• Responsible for the delivery of own research programmes.</li> <li>• Contribute to the overall management of the department in areas such as budget management and business planning.</li> <li>• Be involved in departmental level strategic planning and contribute to wider strategic planning processes in the institution.</li> <li>• Plan and deliver research, consultancy or similar programmes, ensuring that resources are available and required income levels are achieved.</li> <li>• Contribute to the management of quality, audit and other external assessments e.g. the Research Assessment Exercise.</li> </ul>
<p>10 Sensory, physical and emotional demands.</p>	<p>(Like all the elements, this builds on the demands in the profiles at lower levels. In this case there is no added demand.)</p>
<p>11 Work environment</p>	<ul style="list-style-type: none"> <li>• Depending on area of work (e.g. laboratories, workshops, studios) may be expected to take responsibility for conducting risk assessments and reducing hazards.</li> </ul>
<p>12 Expertise</p>	<ul style="list-style-type: none"> <li>• Required to be a nationally recognised authority in the subject area.</li> <li>• In-depth understanding of own specialism to enable the development of new knowledge and understanding within the field.</li> </ul>

## Market Supplements/Other Pay Enhancements

In addition to collecting information on the pay ranges used by ECC member organisations for academic and research roles at NARP levels 1 to 4, the survey also collected information on any market supplements or other pay enhancements organisations are making for these roles for particular subjects/disciplines. The results of this data collection are summarised below, broken down by HESA cost centre and specific subject/discipline.

### Anatomy & Physiology

One organisation reported making additional payments to academic staff based in the Anatomy and Physiology cost centre; the average payment was £3,683.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Anatomy &amp; Physiology</b>				
Magnetic Resonance Imaging	Lecturing NARP 4	Performance related	1	4,910
Biochemistry and Immunology	Lecturing NARP 4	Performance related	1	2,455

### Archaeology/Social Studies/Biosciences

One organisation reported making additional payments to a member of the academic staff whose role is evenly allocated across Archaeology, Social Studies and Biosciences cost centres.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Archaeology, Social Studies &amp; Biosciences</b>				
None stated	Lecturing NARP 2	Market supplement	1	4,669

### Architecture, Built Environment & Planning

One organisation reported making additional payments to academic staff based in the Architecture, Built Environment & Planning cost centre.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Architecture, Built Environment &amp; Planning</b>				
None stated	Lecturing NARP 4	Market supplement	2	5,583

## Biosciences

One organisation reported making additional payments to academic staff based in the Biosciences cost centre; there were a total of five recipients and the average payment was £7,513.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Biosciences</b>				
None stated	Lecturing NARP 2	Market supplement	1	8,920
None stated	Lecturing NARP 3	Market supplement	2	8,372
None stated	Lecturing NARP 4	Market supplement	2	5,248

## Business & Management Studies

Eight organisations reported making additional payments to academic staff based in the Business & Management Studies cost centre; there were a total of 74 recipients and the average payment was £4,872.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Business &amp; Management Studies</b>				
Executive Business Education	Lecturing NARP 4	Market factor/personal premium	1	7,717
Innovation & Operations Management	Lecturing NARP 4	Market factor/personal premium	1	4,867
Organisational Studies	Lecturing NARP 3	Market factor/personal premium	1	4,203
Accounting & Finance	Lecturing NARP 1	Retention enhancement	1	1,744
Accounting & Finance	Lecturing NARP 2	Retention enhancement	4	923
Accounting & Finance	Lecturing NARP 3	Retention enhancement	5	2,502
Business	Lecturing NARP 2	Market premium	3	2,668
Business	Lecturing NARP 3	Market premium	7	3,291
Business	Lecturing NARP 4	Market premium	3	3,914
Business	Lecturing NARP 4	Pay protection	1	7,377
Finance & Accounting	Lecturing NARP 3	Market supplement	16	5,000
Finance & Accounting	Lecturing NARP 4	Market supplement	10	5,000
None stated	Lecturing NARP 4	Not stated	1	Not stated
Economics	Lecturing NARP 3	Market rate supplement	1	2,929
Marketing	Lecturing NARP 4	Retention supplement	2	11,000
None stated	Lecturing NARP 2	Market supplement	14	5,534
None stated	Lecturing NARP 3	Market supplement	1	5,270
None stated	Lecturing NARP 4	Market supplement	2	8,879

One organisation reported having problems recruiting and retaining across all disciplines in its Business School, with specific issues in Marketing and Economics; it was reported that retention problems can occur when job offers are made from other HEIs, and fast track promotions to Chairs are then made to retain staff in these circumstances where appropriate. Another HEI also reported a lack of specialist staff available in the field of Marketing.

One HEI reported making retention payments in Accounting & Finance to avoid poaching of staff.

### Clinical Medicine

Two organisations reported making additional payments to academic staff based in the Clinical Medicine cost centre; there were a total of three recipients and the average payment was £16,024.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Clinical Medicine</b>				
Biomedicine	Lecturing NARP 3	Market supplement	2	8,193
Medical Education	Lecturing NARP 4	Retention allowance	1	23,855

One organisation reported making payments to staff whose work is split between the HEI (30%) and for the NHS (70%) - the payment is to bring their salary in line with the rate they are paid by the Trust so is not a 'true' market supplement.

### Design & Creative Arts

One organisation reported making additional payments (responsibility allowance) to academic staff based in the Design & Creative Arts cost centre.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Design &amp; Creative Arts</b>				
Music	Lecturing NARP 3	Responsibility allowance	2	1,320

### Education

Four organisations reported making additional payments to academic staff based in the Education cost centre; there were a total of 47 recipients and the average payment was £4,111.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Education</b>				
Education	Lecturing NARP 3	Market supplement	4	4,465
Educational Research	Research NARP 4	Additional responsibility allowance	2	6,000
Education	Lecturing NARP 4	Market supplement	1	4,000
Education	Lecturing NARP 4	Market supplement	40	1,978

Details provided by participants included:

- “Our highest research fellow grade does fall short of expected salaries and we are currently looking to develop a role profile to ensure we can recruit and retain high level research staff”;
- “These individuals are Educational Psychologists and are paid a 'top-up' amount to bring them in line with where they would be on the national pay scale”.

### Electrical, Electronic & Computer Engineering

One organisation reported making additional payments to academic staff based in the Electrical, Electronic & Computer Engineering cost centre.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Electrical, Electronic &amp; Computer Engineering</b>				
Computers Networking	Lecturing NARP 4	Market premium	4	3,914

### General Engineering

Two organisations reported making additional payments to academic staff based in the General Engineering cost centre; there were two recipients and the average payment was £9,288.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>General Engineering</b>				
Sustainable Engineering	Lecturing NARP 4	Annually reviewed payment	1	13,000
None stated	Lecturing NARP 4	Market supplement	1	5,576

One HEI reported having recruitment difficulties – “issues with suitable candidates that applied for the role, numerous recruitment methods and agencies used”.

### Health & Community Studies

One organisation reported making additional payments to academic staff based in the Health & Community Studies cost centre.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Health &amp; Community Studies</b>				
Health and Social Care	Lecturing NARP 4	Market forces allowance	1	1,577

### Humanities & Language Based Studies

One organisation reported making additional payments to academic staff based in the Humanities & Language Based Studies cost centre.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Humanities &amp; Language Based Studies</b>				
None stated	Lecturing NARP 2	Market supplement	2	3,036



### IT & Systems Sciences, Computer Software Engineering

Two organisations reported making additional payments to academic staff based in the IT & Systems Sciences, Computer Software Engineering cost centre; there were a total of 23 recipients and the average payment was £2,875.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>IT &amp; Systems Sciences, Computer Software Engineering</b>				
Computer and Mathematical Sciences	Lecturing NARP 4	Market premium	7	3,914
Computer and Mathematical Sciences	Lecturing NARP 3	Market premium	14	3,291
Computer and Mathematical Sciences	Lecturing NARP 2	Market premium	1	2,668
Visualisation	Lecturing NARP 4	Pay protection	1	1,625

### Mathematics

Two organisations reported making additional payments to academic staff based in the Mathematics cost centre; there were a total of three recipients and the average payment was £3,469.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Mathematics</b>				
Computer and Mathematical Sciences	Lecturing NARP 4	Market premium	1	3,914
Computer and Mathematical Sciences	Lecturing NARP 3	Market premium	1	3,291
None stated	Lecturing NARP 3	Market supplement	1	3,202

### Media Studies

One organisation reported making additional payments to academic staff based in the Media Studies cost centre.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Media Studies</b>				
Journalism	Lecturing NARP 3	Market supplement	1	3,800

### Physics

One organisation reported making additional payments to academic staff based in the Physics cost centre.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Physics</b>				
None stated	Lecturing NARP 2	Market supplement	1	4,331

## Psychology & Behavioural Sciences

Two organisations reported making additional payments to academic staff based in the Psychology & Behavioural Sciences cost centre; there were a total of nine recipients and the average payment was £10,332.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Psychology &amp; Behavioural Sciences</b>				
Clinical Psychology	Lecturing NARP 4	Clinical pay scale	2	28,104
Clinical Psychology	Lecturing NARP 4	Clinical pay scale	1	14,428
Clinical Psychology	Lecturing NARP 4	Clinical pay scale	1	12,564
Counselling Psychology	Lecturing NARP 4	Clinical pay scale	1	12,564
Clinical Psychology	Lecturing NARP 4	Clinical pay scale	1	8,961
Psychology and Counselling	Lecturing NARP 4	Market supplement	1	3,201
Counselling Psychology	Lecturing NARP 4	Clinical pay scale	1	1,748
Clinical Psychology	Lecturing NARP 3	Clinical pay scale	1	1,088

## Social Studies

Three organisations reported making additional payments to academic staff based in the Social Studies cost centre; there were a total of 87 recipients and the average payment was £4,432.

HESA Cost Centre and Specific Subject/Discipline	NARP Level/Role Type	Type of Payment	Number of Recipients	Average Amount £pa
<b>Social Studies</b>				
Economics	Lecturing NARP 3	Market supplement	3	10,000
Economics	Lecturing NARP 4	Market supplement	2	10,000
	Lecturing NARP 4	Market supplement	3	7,778
Economics	Lecturing NARP 3	Market supplement	3	7,500
Economics	Lecturing NARP 3	Market supplement	4	5,000
None stated	Lecturing NARP 2	Market supplement	1	3,735
None stated	Lecturing NARP 3	Market supplement	1	2,102
Law	Lecturing NARP 2	Market supplement	2	1,917
Law	Lecturing NARP 3	Market supplement	16	1,917
Law	Lecturing NARP 4	Market supplement	15	1,917
Social Sciences	Lecturing NARP 2	Market supplement	11	1,917
Social Sciences	Lecturing NARP 3	Market supplement	10	1,917
Social Sciences	Lecturing NARP 4	Market supplement	16	1,917

## Organisational Data

### Profile of Respondents

A detailed profile of the 43 HEIs responding to the survey is given below:

Type of HEI	Number	% of Sample Respondents
Pre-1992	16	37%
Post-1992	23	53%
College of Higher Education	4	9%
<b>Total number of organisations</b>	<b>43</b>	<b>100%</b>

Five HEIs belong to the 'Russell' Group of universities, and two are part of the '1994' Group.

The data collected in the survey is analysed by type of HEI – although the sample of Colleges of Higher Education is too small for us to report this data separately.

A geographical breakdown of the survey participants is shown below:

Country	Number	% of Sample Respondents
England	35	81%
Scotland	4	9%
Wales	2	5%
Northern Ireland	2	5%
<b>Total number of organisations</b>	<b>43</b>	<b>100%</b>

Geographical Area	Number	% of Sample Respondents
London	8	19%
North West	7	16%
Yorkshire and the Humber	6	14%
South East	4	9%
Scotland	4	9%
South West	3	7%
North East	3	7%
Eastern	2	5%
Wales	2	5%
Northern Ireland	2	5%
East Midlands	1	2%
West Midlands	1	2%

### HEI Size

We allocated respondents to one of the following size categories based on the income bandings used by the ECC to determine its subscription levels.

HEI Revenue/Income	No. of Survey Respondents	% of Sample
Up to £75 million	12	28%
£76 million up to £125 million	13	30%
£126 million up to £175 million	8	19%
Over £175 million	10	23%
<b>Total number of organisations</b>	<b>43</b>	<b>100%</b>

## Statistical Terms

### Statistical Terms

The following statistical terms are used in this report:

<b>Lower Quartile</b>	The value recorded which is one quarter (25%) away from the bottom when all the values are listed in order of magnitude
<b>Median</b>	The value recorded which is half (50%) away from the bottom/top when all the values are listed in order of magnitude
<b>Upper Quartile</b>	The value recorded which is one quarter (25%) away from the top when all the values are listed in order of magnitude
<b>Average</b>	Sum of the values recorded divided by the sample size
<b>Sample size</b>	The number of posts recorded with salary information for the specified analysis

The quartile range is only provided when there are 10 or more HEIs.

Occasionally a column or row may sum to just over or under 100%, which will be due to rounding errors unless stated otherwise.