



Pay and Labour Market Report Winter 2007 Issue 2

CAPITA

ECC® Educational Competences
Consortium Ltd

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Executive Summary

The chart below shows the upper quartile level of salaries paid to individuals in the most senior posts included in each job grouping in the survey are all around or slightly above £45,000.

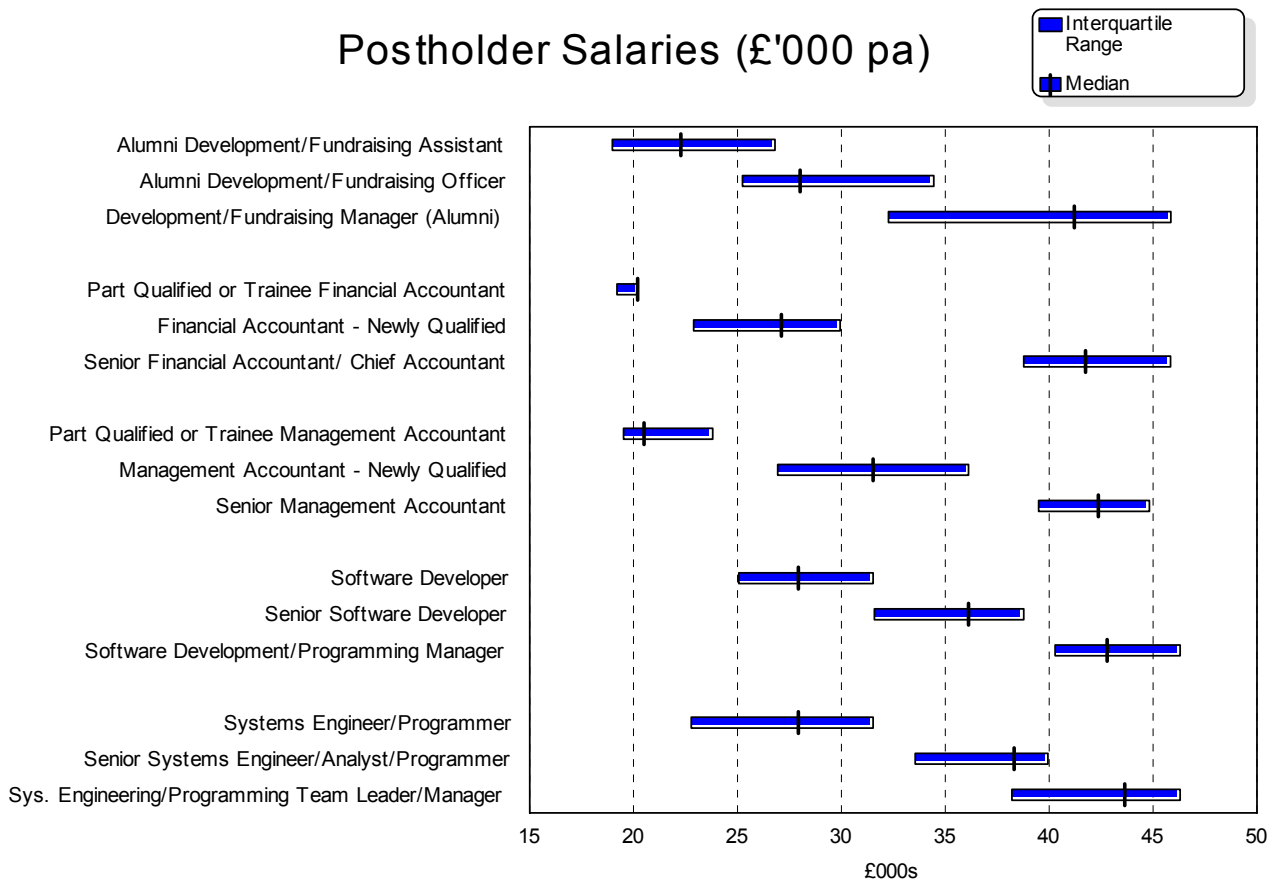
The survey data also suggests consistent salary levels for the different levels within most of the job groupings but there are gaps in the salary levels for the different levels of accountancy posts.

There is a very narrow inter-quartile range of salaries paid to part-qualified Financial Accountants and then a salary gap between the upper quartile salary for part-qualified Financial Accountants and the lower quartile salary for newly qualified Financial Accountants.

There is a significant gap between the upper quartile salary level for a newly qualified Financial Accountant and the lower quartile salary level for a Senior Financial Accountant. We believe that this gap represents the missing level post of experienced Financial Accountant.

There is a similar relationship between the different levels for Management Accountants. The inter quartile range of salaries for part qualified posts is broader but there is a gap between the upper quartile salary for part qualified and the lower quartile salary for newly qualified postholders. There is a similar gap between the upper quartile for newly qualified and lower quartile salary for Senior Management Accountants.

Postholder Salaries (£'000 pa)



The table below includes the detailed figures used to compile the chart. Some 33 HEIs participated in the survey and some of them employed more than one individual in the posts (particularly the IT and management accountancy posts) covered by the survey thereby increasing the sample size of individual postholders. However, for some posts HEIs were unable to provide data thereby reducing the sample size

Whole Sample Analysis

	Postholder Salaries £				Count (Posts)
	LQ	Median	Average	UQ	
Alumni Development/Fundraising Assistant	18,976	22,277	22,796	26,804	24
Alumni Development/Fundraising Officer	25,247	28,010	29,664	34,448	43
Alumni Development/Fundraising Manager	32,266	41,205	39,264	45,855	20
Part Qualified or Trainee Financial Accountant	19,199	20,202	20,050	20,202	18
Financial Accountant - Newly Qualified	22,889	27,115	27,867	29,939	24
Senior Financial Accountant/ Chief Accountant	38,772	41,750	41,846	45,837	22
Part Qualified or Trainee Management Accountant	19,519	20,505	22,052	23,809	44
Management Accountant – Newly Qualified	26,938	31,525	31,415	36,117	44
Senior Management Accountant	39,493	42,367	42,730	44,818	41
Software Developer	25,067	27,931	27,787	31,525	53
Senior Software Developer	31,585	36,117	35,138	38,772	70
Software Development/Programming Manager	40,287	42,786	43,792	46,295	29
Systems Engineer/Programmer	22,774	27,931	27,443	31,525	111
Senior Systems Engineer/Analyst/Programmer	33,555	38,316	36,809	39,935	111
Systems Engineering/Programming Team Leader or Manager	38,204	43,639	41,477	46,295	48

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

Analysis of postholder salary data by type of HEI suggests that salaries are generally higher in pre-1992 HEIs than in post-1992 HEIs. However, our analysis also suggests that the average size of the pre 1992 HEIs in the survey is also larger than the average size of the post 1992 HEIs, which may account for the difference.

There is often a correlation between the size of organisations and their salary levels, particularly for more senior management positions.

It should be noted that the sample sizes for some posts when analysed by HEI type are small.

HEI Type Analysis

Pre 1992 HEIs	Postholder Salaries £				
	LQ	Median	Average	UQ	Count
Alumni Development/Fundraising Assistant	19,944	22,277	23,319	28,220	20
Alumni Development/Fundraising Officer	28,010	32,471	32,478	38,772	30
Alumni Development/Fundraising Manager	38,772	44,947	43,561	48,562	13
Part Qualified or Trainee Financial Accountant	...	21,103	4
Financial Accountant - Newly Qualified	...	29,283	32,202	...	8
Senior Financial Accountant/ Chief Accountant	43,320	45,379	44,810	47,675	12
Part Qualified or Trainee Management Accountant	17,978	22,540	23,623	28,021	11
Management Accountant - Newly Qualified	32,720	36,562	36,285	38,772	14
Senior Management Accountant	41,496	43,638	44,458	45,557	23
Software Developer	29,199	31,525	30,601	31,525	22
Senior Software Developer	35,481	38,772	38,516	39,525	25
Software Development/Programming Manager	39,530	42,367	43,726	44,967	15
Systems Engineer/Programmer	24,308	30,005	29,444	32,854	52
Senior Systems Engineer/Analyst/Programmer	37,659	38,772	39,365	42,367	55
Systems Engineering/Programming Team Leader/ Manager	43,638	46,295	46,241	47,338	18

Post 1992 HEIs	Postholder Salaries £				
	LQ	Median	Average	UQ	Count
Alumni Development/Fundraising Assistant	...	20,730	4
Alumni Development/Fundraising Officer	18,983	22,502	23,645	27,337	12
Alumni Development/Fundraising Manager	...	33,335	34,247	...	5
Part Qualified or Trainee Financial Accountant	19,199	20,202	19,736	20,202	14
Financial Accountant - Newly Qualified	22,889	23,494	25,699	27,412	16
Senior Financial Accountant/ Chief Accountant	38,678	38,772	38,290	40,966	10
Part Qualified or Trainee Management Accountant	19,666	20,202	21,705	22,198	31
Management Accountant - Newly Qualified	24,280	28,153	29,143	32,235	30
Senior Management Accountant	36,527	39,979	41,137	44,953	16
Software Developer	22,733	27,112	25,790	27,931	31
Senior Software Developer	30,902	34,335	33,581	36,312	43
Software Development/Programming Manager	40,465	45,008	43,862	46,295	14
Systems Engineer/Programmer	21,497	24,821	25,679	30,902	59
Senior Systems Engineer/Analyst/Programmer	31,525	34,858	34,413	38,316	55
Systems Engineering/Programming Team Leader/Manager	28,212	40,465	38,619	44,947	30

The survey also collected details of the actual or proposed post-implementation Framework Agreement pay ranges used by HEIs for the posts 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 summarises the median pay ranges based on the information provided.

Summary Analysis of Median Pay Ranges

	Median Normal Range Minimum Salary £	Median Normal Range Maximum Salary £	Median Contribution Pay Maximum £
Alumni Development/Fundraising Assistant	17,461	20,234	21,467
Alumni Development/Fundraising Officer	23,457	27,112	33,465
Alumni Development/Fundraising Manager	32,471	38,772	44,331
Part Qualified or Trainee Financial Accountant	19,106	21,897	22,814
Financial Accountant - Newly Qualified	26,402	31,525	33,465
Senior Financial Accountant/ Chief Accountant	37,799	43,803	49,116
Part Qualified or Trainee Management Accountant	20,842	24,886	25,633
Management Accountant - Newly Qualified	30,606	34,139	35,481
Senior Management Accountant	39,935	46,295	49,116
Software Developer	25,633	30,606	33,465
Senior Software Developer	31,525	38,772	41,133
Software Development/Programming Manager	39,935	46,295	49,116
Systems Engineer/Programmer	26,402	31,066	31,998
Senior Systems Engineer/Analyst/Programmer	31,525	38,772	41,133
Systems Engineering/Programming Team Leader/ Manager	39,935	46,295	49,116

Market Premia and Recruitment and Retention Problems

The table showed the number of survey participants paying market premia and reporting recruitment and retention problems for each of the jobs in the survey.

Job Title	Number paying market premia	Numbers reporting recruitment problems	Numbers reporting retention problems
Alumni Development/Fundraising Assistant	0	0	0
Alumni Development/Fundraising Officer	1	1	0
Alumni Development/Fundraising Manager	1	3	1
Part Qualified or Trainee Financial Accountant	0	1	1
Financial Accountant – Newly Qualified	3	3	1
Senior Financial Accountant/ Chief Accountant	4	3	0
Part Qualified or Trainee Management Accountant	2	3	2
Management Accountant - Newly Qualified	3	2	1
Senior Management Accountant	3	4	0
Software Developer	4	2	2
Senior Software Developer	7	3	1
Software Development/Programming Manager	5	0	0
Systems Engineer/Programmer	4	1	2
Senior Systems Engineer/Analyst/Programmer	3	3	1
Systems Engineering/Programming Team Leader/ Manager	5	0	0

The table suggests HEIs are most likely to pay market premia for IT posts, and that HEIs are more likely to experience recruitment problems than retention problems.

Introduction

The second Quarterly Pay and Labour Market Report contains information on the following groups of jobs:

- Alumni Development/Fundraisers
- Financial Accountants
- Management Accountants
- IT Software Developers
- IT Systems Engineers/Programmers.

This set of jobs were chosen by conducting a short survey of ECC members to determine the jobs for which there was the most urgent need for pay and labour market information.

The content of this second report is different to the previous report because it contains data collected from higher education institutions (HEIs); thereby allowing comparisons to be made between pay levels within HEIs as well as looking at how salaries compare with other sectors.

The limited number of HEIs responding to the survey has constrained the amount of analysis that can be undertaken of the data on pay levels within higher education.

The sample size of 33 HEI participants is, for example, not sufficient to allow a meaningful analysis of the survey data by geographical location and we have only been able to provide limited data analysis of the pay data by the size of HEI.

It is hoped that improved response rates to future surveys will allow more comprehensive analysis of the data.

This report uses a slightly different format than the previous report.

The Executive Summary highlights the main findings of the survey of HEIs and there are then separate sections for each set of jobs.

For each job or group of jobs there is:

- Background labour market information on trends in the factors affecting recruitment and retention.
- Detailed analysis of the HEI survey data.
- Details of pay data from other relevant published salary surveys, the pay levels for selected other major employers such as local authorities and the NHS, and information from our monitoring of advertised salaries.
- An overview of the competitiveness of salaries within HEIs.

In compiling the report we have sought to strike a balance between using data from a variety of sources to overcome problems with unrepresentative or biased samples, to get an accurate and detailed a picture as possible; and at the same time to avoid providing too much data and detail. In most cases more detailed information is available. If therefore you would like more detailed information on a particular job, or a particular location or situation, please contact the ECC Helpdesk at ecc@nhspartners.org.uk or on 01423 720200.

Background

ECC Ltd and NHS Partners distributed survey questionnaires to ECC member HEIs at the end of November 2006 to collect up to date, accurate and reliable pay and benefits information for selected posts.

A total of 126 HEIs were invited to participate and, following a series of reminders, responses were received from 33 HEIs – a response rate of 26%. The survey provides information based on over 700 posts.

We are extremely grateful to the individuals who spent the time to complete our survey during a particularly busy time of the year.

Presentation of Information

The report is organised into the following sections:

- Executive summary
- Introduction
- Background
- Organisational data
- Salary data by job title
 - Summary Charts
 - ECC Survey Data
 - ECC Survey Job Description
 - Benchmark Pay Data
 - Summary¹

The tables containing the salary information are presented by job title, to make it easy to compare salaries in different sizes and types of organisations.

In producing this report, some information is not reported because of small sample sizes.

If you are looking for salary information for posts not included or with small sample sizes, or have any other particular information requirements, please contact us because we have other sources of information, such as our advertised jobs database, which we can use to provide further information.

¹ Note: A general summary is provided for accountancy posts rather than each job.

Organisational Data

Profile of Respondents

A total of 33 HEIs responded to the survey, a response rate of 26%, and a profile of the respondents is provided below.

Type of HEI	Number	% of Sample Respondents
Pre-1992 university	14	42
Post-1992 university	16	48
College of Higher Education	3	9
Total number of organisations	33	100%

Four of the 33 participating organisations belong to the 'Russell' Group of universities, with a further five being part of the '1994' Group.

A geographical breakdown of the survey participants is shown in the tables below:

Country	Number	% of Sample Respondents
England	27	82
Scotland	3	9
Wales	3	9
Total number of organisations	33	100%

Region	Number	% of Sample Respondents
East Midlands	1	3
Eastern	2	6
London	4	12
North East	3	9
North West	4	12
South East	4	12
South West	4	12
Yorkshire and the Humber	5	15
Scotland	3	9
Wales	3	9

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.

HEI Size

Using data on the income/revenue of HEIs for 2005/2006 (£m) we have allocated respondents to one of the following size categories based on the income bandings used by the ECC to determine its subscription levels.

The table below also shows the distribution of ECC member HEIs by revenue for comparative purposes. This suggests that the response rate from larger HEIs was higher at over 40% than from smaller HEIs:

Response Rate					
HEI Revenue/Income	Number of Survey Respondents	%	ECC Members Number	%	Response Rate
Up to £75 million	8	24%	66	52%	12%
£76 million up to £125 million	12	36%	29	23%	41%
£126 million up to £175 million	9	27%	22	17%	41%
Over £175 million	4	12%	9	7%	44%
Total number of organisations	33	100%	126	100%	26%

Introduction to the Salary Data Pages

All the analyses for a particular job title are shown together to make it easy to compare salaries for different sizes and types of HEIs.

Alumni Development/Fundraising Posts

- Alumni Development/Fundraising Assistants
- Alumni Development/Fundraising Officers
- Alumni Development/Fundraising Managers

Accountants

- Financial Accountants
 - Part Qualified Financial Accountants
 - Newly Qualified Financial Accountants
 - Senior Financial Accountants
- Management Accountants
 - Part Qualified Management Accountants
 - Newly Qualified Management Accountants
 - Senior Management Accountants

IT Posts

- IT Software Developers
 - Software Developer
 - Senior Software Developer
 - Software Development/Programming Manager
- IT Systems Engineers/Programmers
 - Systems Engineer/Programmer
 - Senior Systems Engineer/Analyst Programmer
 - Systems Engineering/Programming Team Leader/Manager

The salary analysis tables appear in the following order:

Job title

- HEI annual income analysis of postholder salaries
- Type of HEI analysis of postholder salaries
- Summary analysis of pay ranges

There are also summary charts showing the quartile, median and average postholder salaries and quartile and median pay ranges used by HEIs for each post.

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.

Alumni Development/Fundraising Posts

The Labour Market

A recent report by the Sutton Trust² argued that 'in a climate of limited state funding and increased global competition for universities, the issue of fundraising has never been more critical. Income from private gifts can provide the much needed revenue for major building projects and other academic activities, as well as boosting endowment levels so that institutions are less reliant on funding from the government in the longer term'.

The report suggests that fundraising in the UK has grown, with universities estimating they raised £450 million in 2004-05. There is also evidence of increased investment in fundraising development activities but the report says the UK continues to lag seriously behind US universities in terms of funds raised, rates of alumni giving and endowment levels.

There is a suggestion that recruitment issues may be constraining universities - 'one concern expressed by some of the leading fundraisers in the sector is that the rapid expansion of development offices has outstripped the supply of suitably qualified development professionals. It is currently an employee's market, with salaries rising significantly and universities having to recruit from the US and Canada. In some universities this has had the unfortunate effect of fuelling further scepticism of the value of fundraising among academics – many of whom are paid much less than senior development professionals'.

The Croner Charity Rewards Survey 2006-2007³ says that in charities 'the greatest anxiety remains in the recruitment and retention of fundraisers in the various specialisms (e.g. Major Donor Fundraising) and at the more general levels of Fundraising Manager and Fundraising/Development Director'.

The ECC survey data suggests that the salaries paid by HEIs are competitive when compared to other sectors.

The data shows consistent salary levels for the different levels of Alumni Development/Fundraising posts:

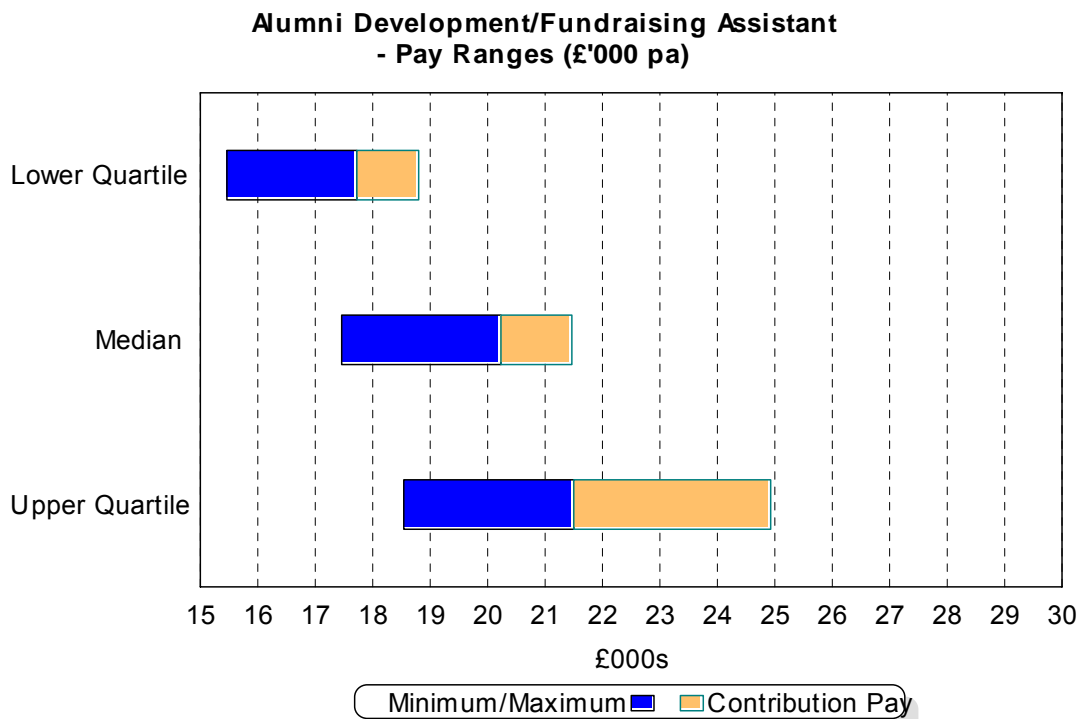
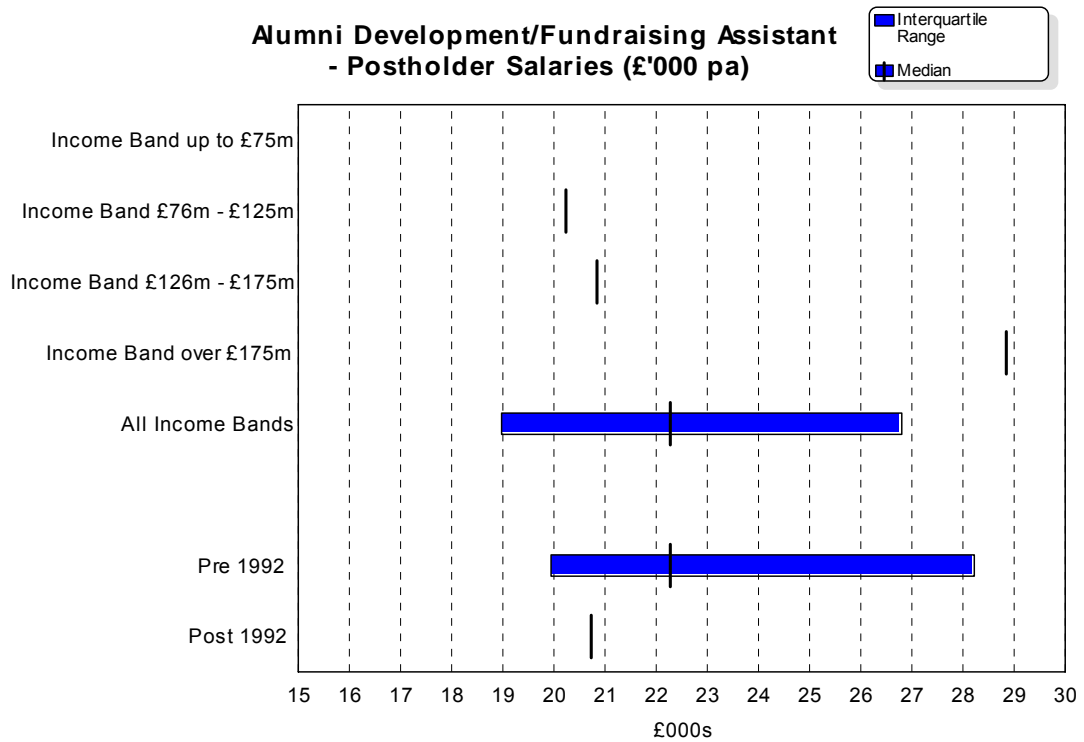
- For example, the inter-quartile⁴ range of salaries for an Alumni Development/Fundraising Assistant is from nearly £19,000 up to nearly £27,000.
- The inter-quartile range for an Alumni Development/Fundraising Officer overlaps with the upper quartile for the lower level post, starting at just over £25,000 and rising up to nearly £34,500.
- The lower quartile salary for an Alumni Development/Fundraising Manager again overlaps with the lower level post, starting at just over £32,000 and rising up to nearly £46,000.

² University Fundraising – An Update, December 2006, The Sutton Trust.

³ Charity Rewards 2006-2007 produced by Croner Reward in association with Charity & Fundraising Appointments, September 2006, ISSN 0357-7921. The survey contains data from 237 charities and is available from www.croner-reward.co.uk

⁴ The inter-quartile is the range between the lower quartile (the value which is one quarter (25%) away from the bottom when all values are listed in order of magnitude) and the upper quartile (the value one quarter away from the top). It represents the middle 50% of values.

Alumni Development/Fundraising Assistant



ECC Survey Data

HEI Annual Income Analysis £

Alumni Development/Fundraising Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	1
Income Band £76m - £125m	...	20,234	20,244	...	5
Income Band £126m - £175m	...	20,842	20,736	...	9
Income Band over £175m	...	28,849	26,974	...	9
All Income Bands	18,976	22,277	22,796	26,804	24

HEI Type Analysis £

Alumni Development/Fundraising Assistant	LQ	Median	Average	UQ	Count
Pre 1992	19,944	22,277	23,319	28,220	20
Post 1992	...	20,730	4

Summary Analysis of Pay Ranges £

Alumni Development/Fundraising Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	15,462	17,461	17,732	18,542	16
Normal Range Maximum Salary	17,725	20,234	20,551	21,501	16
Contribution Pay Maximum	18,799	21,467	22,262	24,927	12

The survey shows the inter-quartile range of salaries paid to individual post holders is £18,976 to £26,804, while the median salary is £22,277.

The data also suggests that the salaries paid to postholders are higher in larger HEIs and in pre-1992 HEIs, although some of the sample sizes are small.

The data on the pay ranges suggests the median normal pay range is from £17,461 to £20,234 with a median contribution pay maximum of £21,467.

The most common number of contracted hours for a full-time post is 37 hours (7 HEIs) and then 36.5 hours a week (4 HEIs). Two HEIs have contracted hours of 35 a week.

None of the HEIs participating in the survey reported paying market premia for this post or reported any problems recruiting or retaining staff in this post.

ECC Survey Job Description

Level	Reports to Alumni Development/Fundraising Manager and may be supervised by Alumni Development/Fundraising Officer.
Experience	Entry level post.
Qualifications	Good standard of education. IT skills preferably database management.
Role	<ul style="list-style-type: none"> • Assists with organisation of events e.g. issuing of invitations to events and liaison on arrangements. • Answers routine campaign, fundraising and alumni enquiries and refers more complex enquiries to others. • Maintains diary of fundraising, campaign and alumni events. • May assist with organising committee meetings including preparation of agendas, minute taking. • Assists with production of alumni and fundraising newsletters. • Assists with updating and maintaining alumni website. • To provide general administrative support to Alumni/Fundraising Team.

Benchmark Pay Data

The Croner Charity Rewards 2006-2007 Survey contains information on basic salary levels for the lowest level posts employed on appeals and fundraising duties by charities.

The very lowest levels of posts are Appeals/Fundraising Clerks, covering routine or slightly more specialised clerical tasks and working under supervision. The median salary for these posts is £14,852 or £15,918 depending on the responsibility level.

The job title of Appeals/Fundraising Assistant (with a rank or responsibility level of 6 indicating that it includes more senior clerical duties that require some experience and a limited degree of initiative) is considered a closer match to the job description used in the ECC Survey.

Job Title (Rank)	Lower Quartile £	Median £	Upper Quartile £	Sample Size £
Appeals/Fundraising Assistant (rank 6)	16,353	18,102	20,687	97

There are also some similarities with the job title of Appeals/Fundraising Officer (rank 5) in the Croner Survey although these job holders are described as having a minimum of two to three years' experience (see page 17).

The Croner Survey results show there is little correlation between the size of the charity (whether measured by income or number of employees) and the salary levels for these junior level posts – indeed salaries are sometimes higher in smaller charities than larger charities. There are also differences in salary levels according to the type of charity and the sector in which it is based.

Salaries are generally higher in Greater London than elsewhere. The median salary for an Appeals/Fundraising Assistant is £18,813 in Greater London, compared to £17,660 outside London.

The Kage Partnership Fundraising Salary Survey 2006 shows an average salary of £19,000 and a salary range of £16,500 to £21,000 for the post of Fundraising Assistant in London⁵.

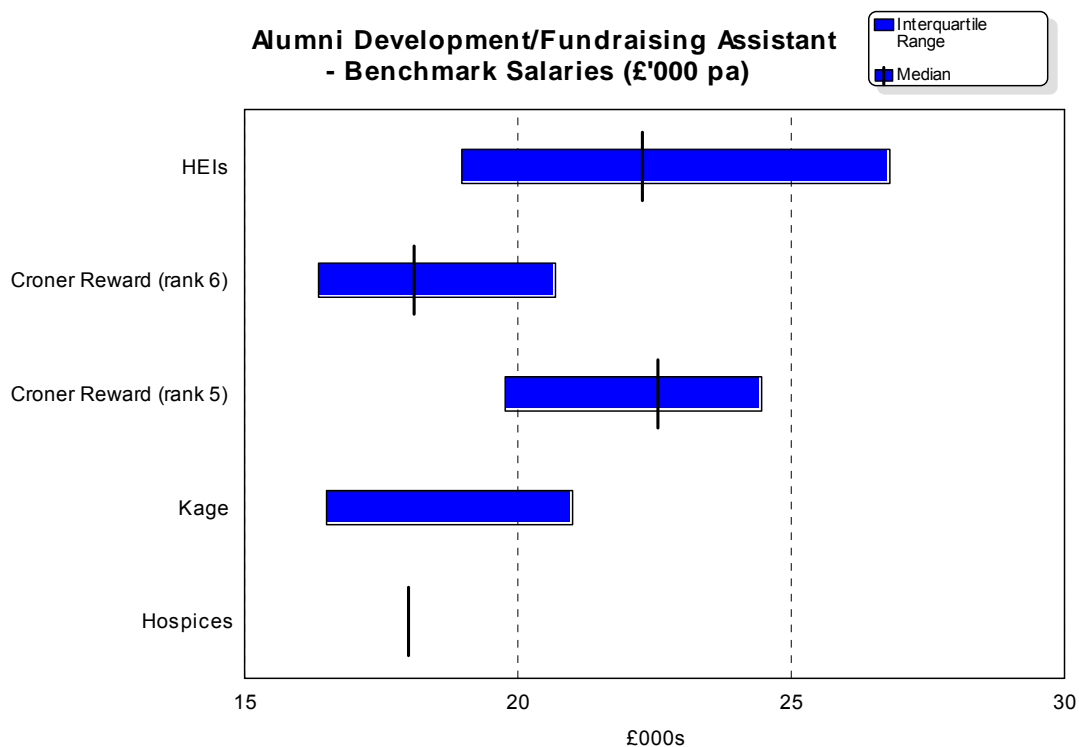
⁵ The survey is compiled from data on over 480 fundraising vacancies with 161 charities registered with the Kage Partnership from January to December 2005. The figures represent advertised salaries for jobs based in the London area and include any London weighting.

The www.prospects.ac.uk graduate career website suggests that the range of typical starting salaries in charity fundraising can be anywhere between £10,000 and £21,000, and a typical graduate salary in London is around £18,000 to £21,000. These figures are based on salary data collected in March 2006.

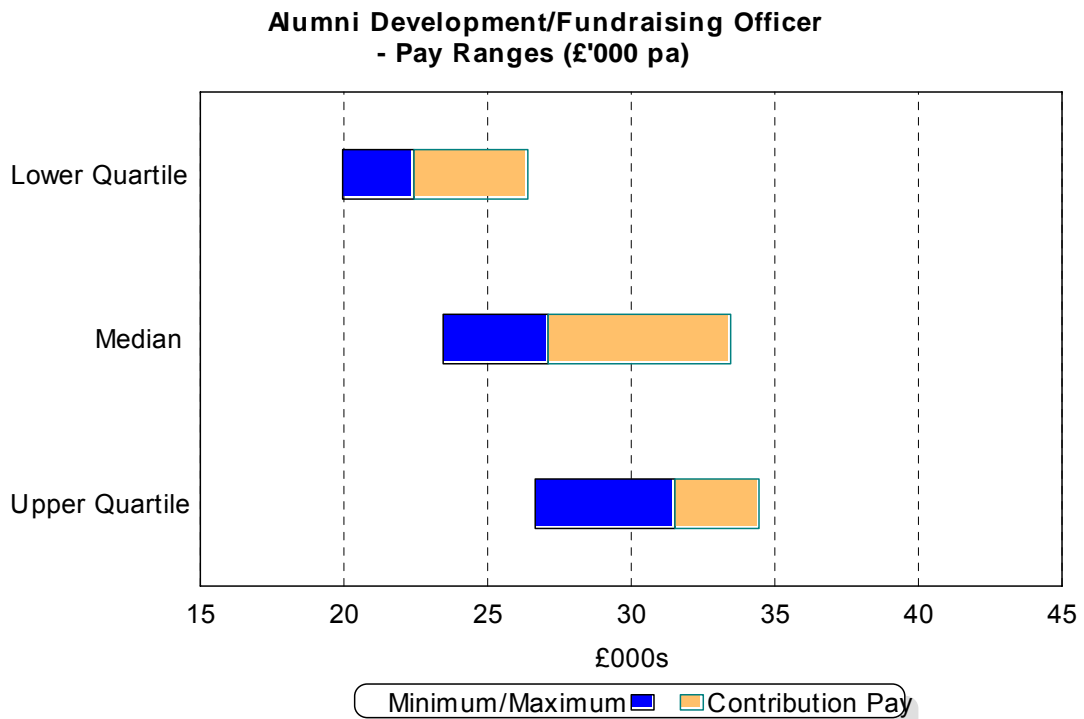
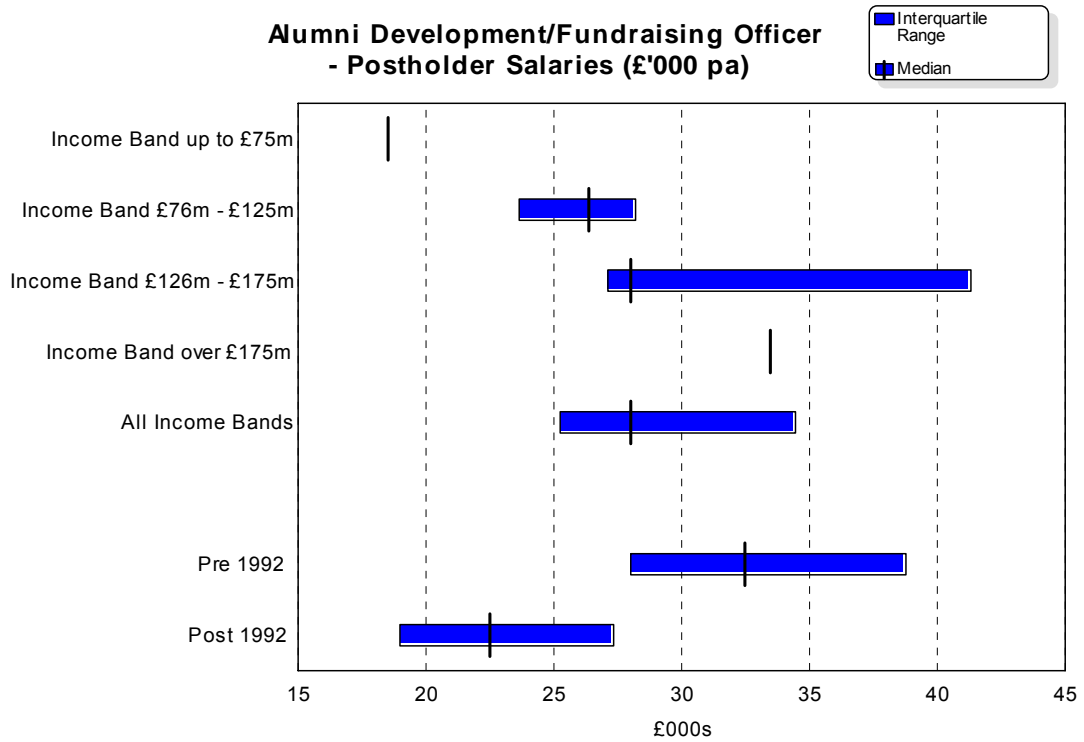
The NHS Partners' Advertised Jobs Database includes details of broadly comparable jobs in hospices, and this shows a median salary of £18,000.

Summary

The chart below suggests that the salaries paid by HEIs for Alumni Development/Fundraising Assistants are generally competitive with those paid by charities, hospices and other organisations employing fundraising staff



Alumni Development/Fundraising Officer



ECC Survey Data

HEI Annual Income Analysis £

Alumni Development/Fundraising Officer	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	18,517	21,746	...	5
Income Band £76m - £125m	23,649	26,367	25,620	28,199	12
Income Band £126m - £175m	27,112	28,010	32,395	41,310	17
Income Band over £175m	...	33,465	34,297	...	9
All Income Bands	25,247	28,010	29,664	34,448	43

HEI Type Analysis £

Alumni Development/Fundraising Officer	LQ	Median	Average	UQ	Count
Pre 1992	28,010	32,471	32,478	38,772	30
Post 1992	18,983	22,502	23,645	27,337	12

Summary Analysis of Pay Ranges £

Alumni Development/Fundraising Officer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	19,950	23,457	23,786	26,659	27
Normal Range Maximum Salary	22,443	27,112	27,781	31,525	27
Contribution Pay Maximum	26,402	33,465	31,837	34,448	17

The survey shows the inter-quartile range of salaries paid to individual post holders is £25,247 to £34,448, while the median salary is £28,010.

The data also suggests that there is a correlation between the size of HEI and salary levels with larger HEIs paying higher salaries. Salary levels are also higher in pre-1992 HEIs than post-1992 HEIs.

The data on the pay ranges suggests the median normal pay range is from £23,457 to £27,112 with a median contribution pay maximum of £33,465.

The most common number of contracted hours for a full-time post is 37 hours (12 HEIs) and then 35 hours a week (7 HEIs).

Only one of the HEIs participating in the survey reported paying a market premium for this post and another HEI reported having a small field of applicants and having competition from HEIs advertising at the same time when recruiting to this post. No one reported problems retaining staff in this post.

ECC Survey Job Description

Level	Reports to Alumni Development/Fundraising Manager.
Experience	Experience of working in customer service environment or events management (essential). Experience of fundraising/volunteer management/direct marketing (desirable).
Qualifications	Degree or equivalent. IT skills especially database management (e.g. Raiser's Edge).
Role	<ul style="list-style-type: none"> Builds and maintains databases of alumni, volunteers, prospects and donors and co-ordinate mailings and recruitment of new members. Works with Development and Alumni Manager to research prospects by monitoring print and electronic media and prepared prospect briefs. Assists with organisation of events e.g. responsible for invitations to events and liaison on arrangements. First point of contact for non-routine campaign, fundraising and alumni enquiries. Maintains diary of fundraising, campaign and alumni events. Services committee meetings including preparation of agendas, minute taking. Contributes content and assists with production of alumni and fundraising newsletters. Supervises updating and maintenance of alumni website.

Benchmark Pay Data

The Croner Charity Rewards 2006-2007 Survey shows the following information on basic salary levels for Appeals/Fundraising Officers in charities.

Job Title (Rank)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Appeals/Fundraising Officer (rank 5)	19,767	22,562	24,458	111
Senior Area Fundraising/ Appeals Organiser (rank 4)	23,398	25,012	26,967	145
Appeals/Fundraising Officer (rank 3)	26,572	29,351	31,057	113

The job description for the post of Appeals/Fundraising Officer (rank 5) is a reasonable match for the job description used in our survey. The job holders are expected to have a minimum of two to three years' experience. The job description for the Senior Area Fundraising/Appeals Organiser (rank 4) is also a reasonable match. Job holders are typically educated to 'A' level and would have a minimum of 5 years' work experience. The job description for the Appeals/Fundraising Officer (rank 3) also covers some of the areas included in our survey job description but goes beyond this. Job holders are educated to degree level and would need 5 to 10 years' experience, of which three years would have been spent in a sales/marketing discipline.

The Appeals/Fundraising Officer (rank 3) post may be equivalent to jobs that were described by survey participants as being slightly larger than the ECC survey outline job description.

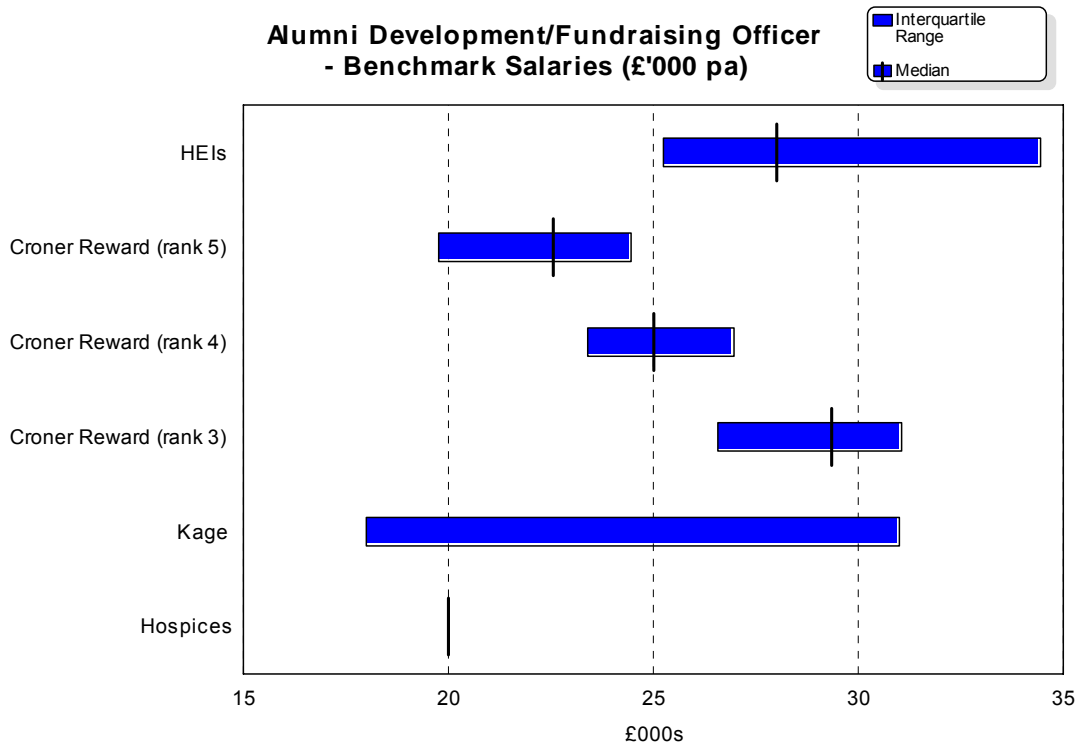
Salaries are generally higher in Greater London than elsewhere. The median salary for a rank 5 Appeals/Fundraising Assistant is £23,000 in Greater London (compared to £20,255 outside London) and for a rank 4 Senior Area Fundraising/ Appeals Organiser it is £26,219 in Greater London (compared to £24,471 elsewhere).

The Kage Partnership Fundraising Salary Survey 2006 shows an average salary of around £23,000 to £25,000 for Fundraisers. Salaries offered range from around £18,000 to £31,000.⁶

The NHS Partners' Advertised Jobs Database includes details of broadly comparable jobs in hospices and this shows a median salary of £20,000.

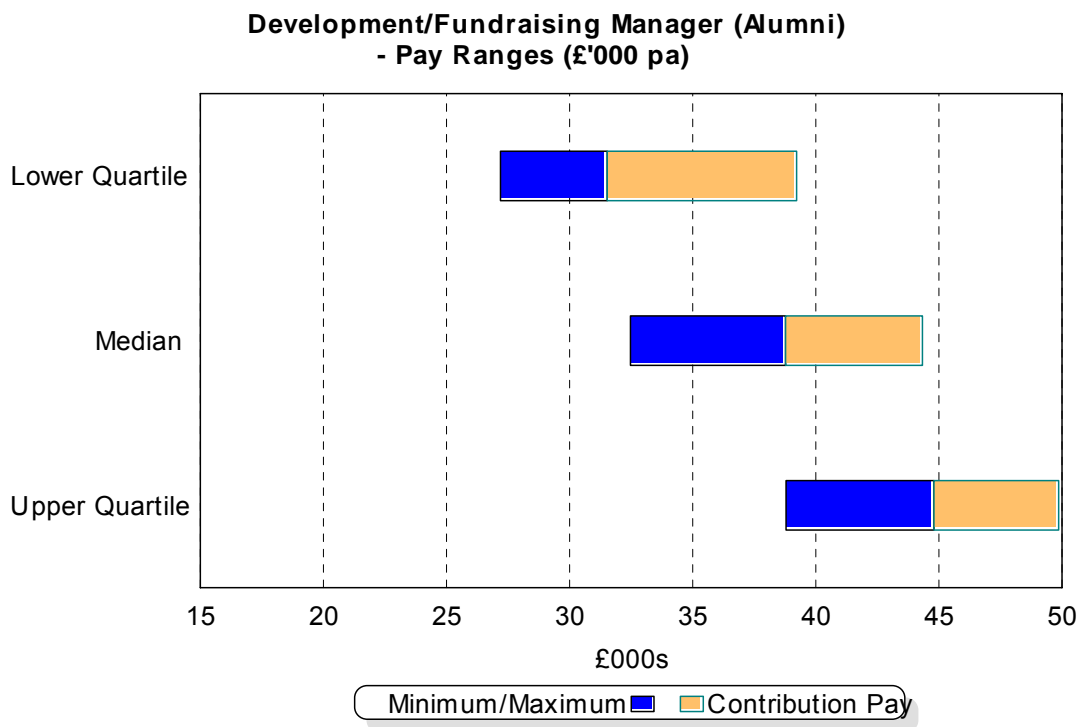
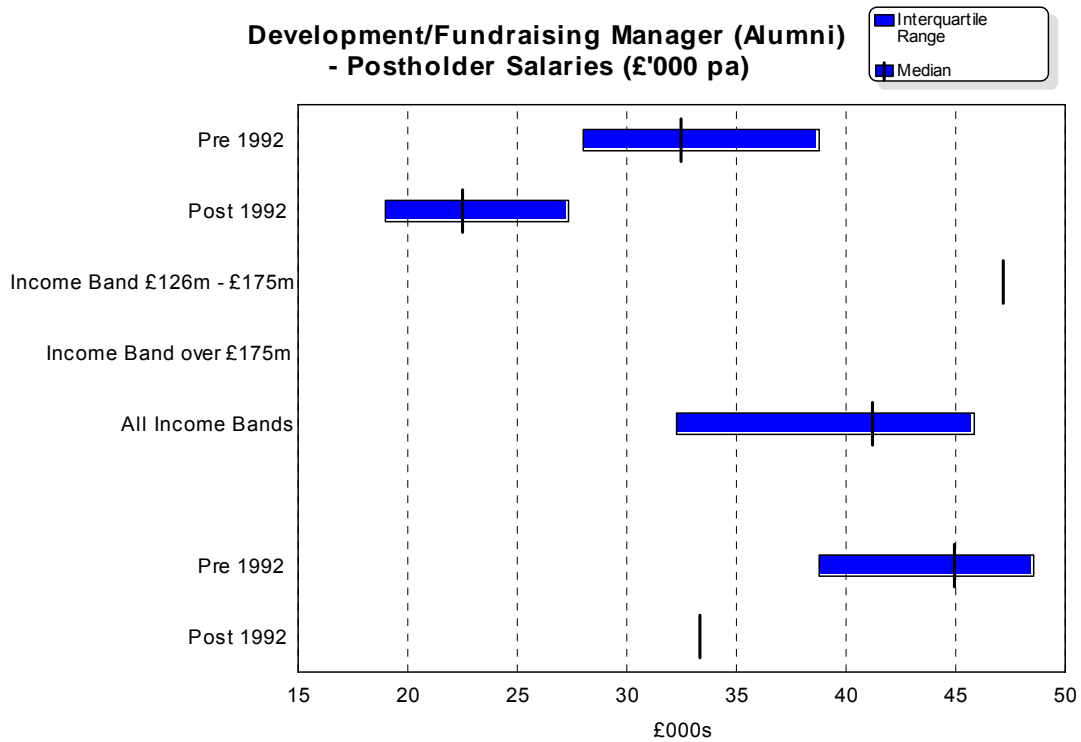
Summary

The chart below suggests that the salaries paid by HEIs for Alumni Development/Fundraising Officers are generally competitive with those paid for broadly comparable posts in charities, hospices and other organisations employing fundraising staff.



⁶ The survey is compiled from data on over 480 fundraising vacancies with 161 charities registered with the Kage Partnership from January to December 2005. The figures represent advertised salaries for jobs based in the London area and include any London weighting. Posts are classified as officer/executive/senior executives and include Corporate, Trust, Major Donor, Events, Community/Regional Fundraisers and Direct Marketing Executives.

Alumni Development/Fundraising Manager



ECC Survey Data

HEI Annual Income Analysis £

Alumni Development/Fundraising Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	2
Income Band £76m - £125m	...	34,858	36,042	...	7
Income Band £126m - £175m	...	47,176	45,309	...	8
Income Band over £175m	3
All Income Bands	32,266	41,205	39,264	45,855	20

HEI Type Analysis £

Alumni Development/Fundraising Manager	LQ	Median	Average	UQ	Count
Pre 1992	38,772	44,947	43,561	48,562	13
Post 1992	...	33,335	34,247	...	5

Summary Analysis of Pay Ranges £

Alumni Development/Fundraising Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	27,193	32,471	32,676	38,789	19
Normal Range Maximum Salary	31,525	38,772	38,117	44,795	19
Contribution Pay Maximum	39,216	44,331	43,249	49,864	12

The survey shows the inter-quartile range of salaries paid to individual post holders is £32,266 to £45,855, while the median salary is £41,205.

The data also suggests that there may be a correlation between the size of HEI and salary levels with larger HEIs paying higher salaries, but some of the sample sizes are small. Salary levels also appear to be higher in pre-1992 HEIs than post-1992 HEIs.

The data on the pay ranges suggests the median normal pay range is from £32,471 to £38,772, with a median contribution pay maximum of £44,331.

The most common number of contracted hours for a full-time post is 37 hours (6 HEIs) and 35 hours a week (6 HEIs).

Only one of the HEIs participating in the survey reported paying a market premium for this post and three reported having recruitment problems for this post. One HEI said it had few applicants for its posts and both of its shortlisted candidates accepted other job offers prior to interviews. Another HEI found it difficult to recruit staff with relevant fundraising experience. No one reported retention problems for this post.

ECC Survey Job Description

Level	Reports to Director of Development/Communications/External Relations etc.
Experience	Experience of working in alumni relations or working in a fundraising and/or direct marketing role within customer focused environment; supervising and motivating team of staff; database management (e.g. Raiser's Edge database); and writing for publication and/or fundraising promotions.
Qualifications	Educated to degree level or equivalent.
Role	<ul style="list-style-type: none"> Responsible for day to day planning, management, monitoring and evaluation of alumni relations, fundraising and income generation programmes. Plans and runs a wide range of alumni and fundraising events – to be held at the University and elsewhere (including overseas). Develops databases of alumni, donors, volunteers and prospects. Edits and provides content for alumni newsletter and website. Develops and manages alumni benefits programme and alumni merchandising. Develops and manages team of alumni relations staff and alumni volunteers. Responsible for the recruitment, selection, supervising and appraising these staff and ensuring that their training needs are properly met. Day to day management of financial budgets. Attends and convenes meetings within University on alumni and fundraising issues.

Benchmark Pay Data

The Croner Charity Rewards 2006-2007 Survey shows the following information on basic salary levels for Appeals/Fundraising Managers in charities.

Job Title (Rank)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Appeals/Fund Raising Manager (rank 1)	35,991	40,759	46,550	68
Appeals/Fund Raising Manager (rank 2)	30,816	34,127	39,081	103

The job description used in the survey is considered a reasonable match in that the Appeals/Fundraising Manager reports to the Appeals Director, and is responsible for the organisation and administration of fundraising activities. Typical duties include developing strategies, creating and managing sponsorship deals and commercial partnerships. Post holders would be educated to degree level and would typically have 10 years' experience, at least 3 years of which would have been spent in sales and marketing.

The Croner Survey shows there is generally a correlation between the size of the charity and the salary levels for Managers – median salaries for charities with over £75 million income are £52,650 (rank 1) and £37,135 (rank 2) respectively.

The Kage Partnership Fundraising Salary Survey 2006 shows an average salary of around £29,000 to £33,000 (salary range of £24,000 to £45,000) for Fundraising Managers and an average salary of £41,000 (salary range of £30,000 to £60,000) for a Director or Head of Fundraising in a small/medium size organisation.⁷

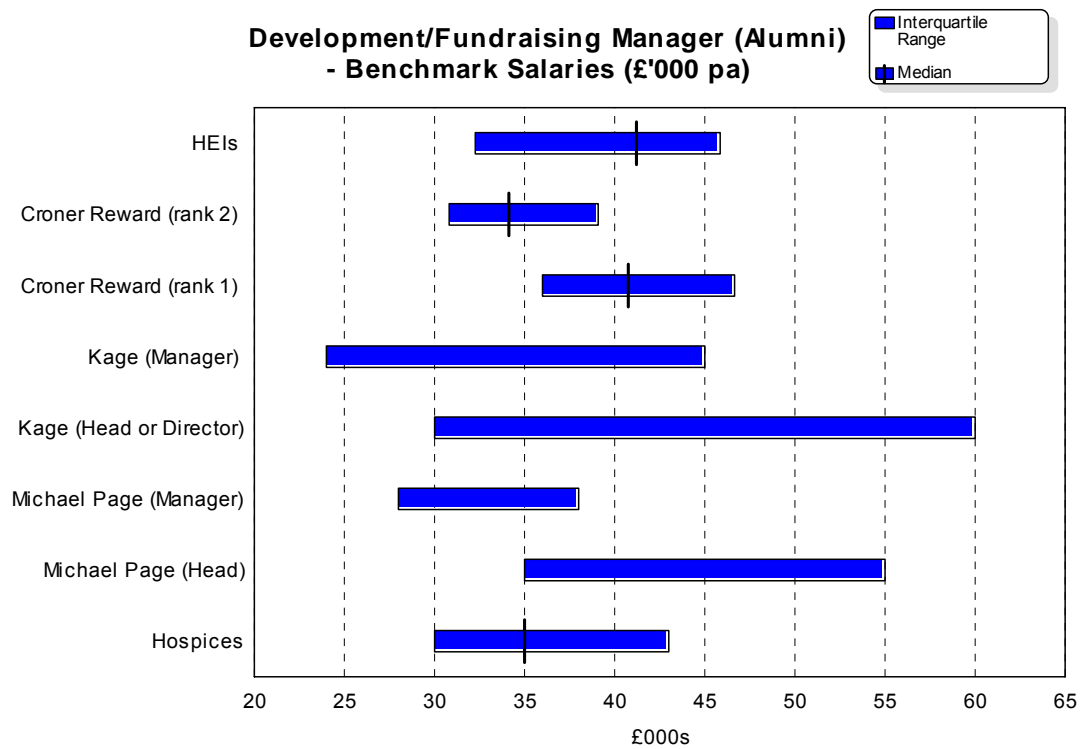
⁷ The survey is compiled from data on over 480 fundraising vacancies with 161 charities registered with the Kage Partnership from January to December 2005. The figures represent advertised salaries for jobs based in the London area and include any London weighting. Posts are classified as Manager include those with middle management responsibilities, managers of departments and posts that involve staff responsibility. Post include Corporate, Trust, Major Donor, Evens, Community/Regional Fundraising Managers and Direct Marketing Managers.

The Michael Page Marketing Salary Survey for 2005/6 shows a salary range of £28,000 to £38,000 and an average salary of £33,000 for Fundraising Managers, and a range of £35,000 to £55,000 and average salary of £45,000 for Heads of Fundraising in not for profit or public sector organisations.

The NHS Partners' Advertised Jobs Database includes details of broadly comparable jobs in hospices, and this data shows salaries generally range from around £30,000 to nearly £43,000, with a median salary of £35,000.

Summary

The chart below suggests that the salaries paid by HEIs for Alumni Development/Fundraising Managers appear to be generally competitive with those paid for broadly comparable posts in charities, hospices and other organisations employing fundraisers. There are some higher salary levels for the more senior posts of Heads and Directors of Fundraising in other organisations.



Accountancy Posts

The Labour Market

Demand for accountants has been growing in recent years, thanks to new legislation and changes to auditing and accounting rules. Despite this the recent Accountancy Age/Robert Half Survey of around 1,200 individual professional accountants generally reports fairly modest pay increases, in line with inflation, over the past year. There also appears to be less movement in the jobs market, and promotion and career development seem to be more important factors in encouraging accountants to move jobs than simply being paid more.

The Accountancy Age/Robert Half Finance & Accounting Salary Survey published in Spring 2006 shows an average salary of £38,861 for accountants. The survey covers a range of accountancy professionals, and the survey found 49% were satisfied with their current salary. The most popular benefits included in remuneration packages were life assurance, health benefits, bonuses and pensions. The survey found long working hours were common, with an average working week of 45 hours, and most participants had been in the current jobs for one to three years.

The Martin Anderson 2006 Salary Survey's market overview for 2006 suggests newly qualified accountants are in particularly short supply.

Overall, the Annual Survey of Hours & Earnings (ASHE) shows median average annual gross earnings for full-time chartered and certified accountants and management accountants of £36,526 and £36,032 respectively at April 2006.

Average Earnings For Full-Time Chartered & Certified Accountants And Management Accountants £				
Occupation (Code)	Lower Quartile	Median	Upper Quartile	Mean
Chartered/certified accountants (2421) (sample of 82,000)	29,053	36,526	47,256	40,631
Management accountants (2422) (sample of 15,000)	30,377	36,032	46,942	41,925

Source: ASHE

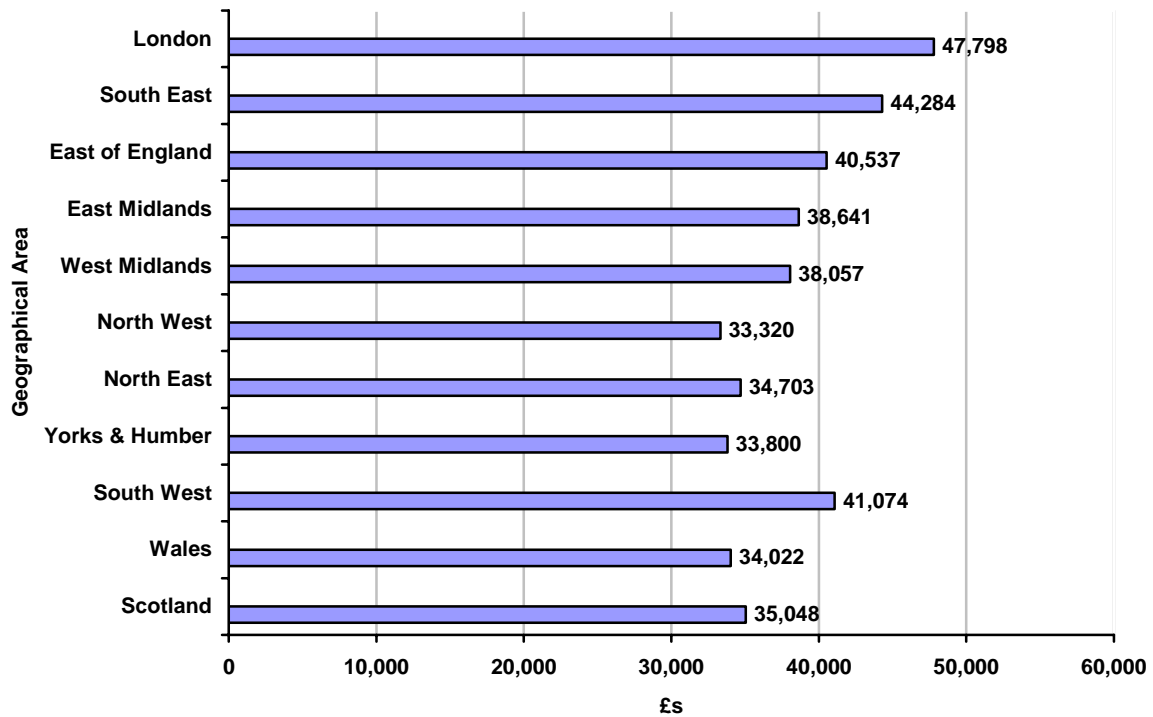
There is a significant difference between the lower and upper quartile average earnings of accountants. This is because the jobs included in this category range from newly qualified accountants to highly experienced accountants. Other data sources suggest pay levels are generally linked to experience.

Newly qualified accountants probably have earnings broadly in line with the lower quartile level. More experienced accountants are probably in line with the median, and senior accountants are more likely to be in line with the upper quartile.

The following charts summarise the average full-time earnings for chartered and certified accountants, and management accountants by geographical area from ASHE.

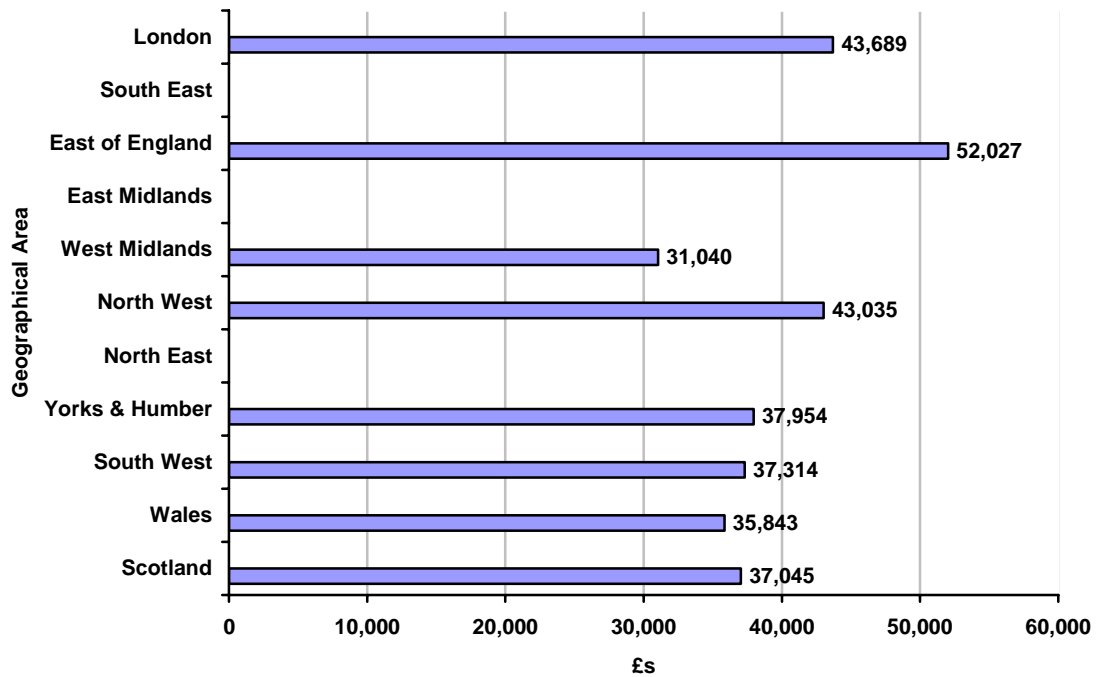
The sample size for management accountants is smaller and data is not available for some areas. The chart suggests that earnings levels vary more significantly by area for management accountants but this may also reflect the reliability of the data

Average Full-Time Earnings for Chartered/Certified Accountants by geographical area



Source: ASHE

Average Full-Time Earnings for Management Accountants by geographical area



Source: ASHE

Local Government

The Local Government Employers' database of advertised salaries shows a median minimum salary of £29,700 and a median maximum salary of £34,000 for accountants in all councils, based on a sample size of 204 posts. Advertised salaries are higher in London (£33,000 to £38,600) and the South-East of England (£30,600 to £36,500).

Nearly one-third of councils in the June 2005 Local Government Employers' Recruitment & Retention Survey had problems recruiting accountancy staff and 18% had retention problems.

The 2005 IDS Local Government Pay Benchmarking Survey found a median starting salary of £27,411 and median maximum salary of £31,577 for accountants in a sample of 46 councils in England, Wales and Northern Ireland. It includes examples of local authorities paying market supplements to accountants including Milton Keynes Council paying £8,000, the Royal Borough of Windsor and Maidenhead paying £3,900 and Wiltshire County Council paying up to 15% of salary.

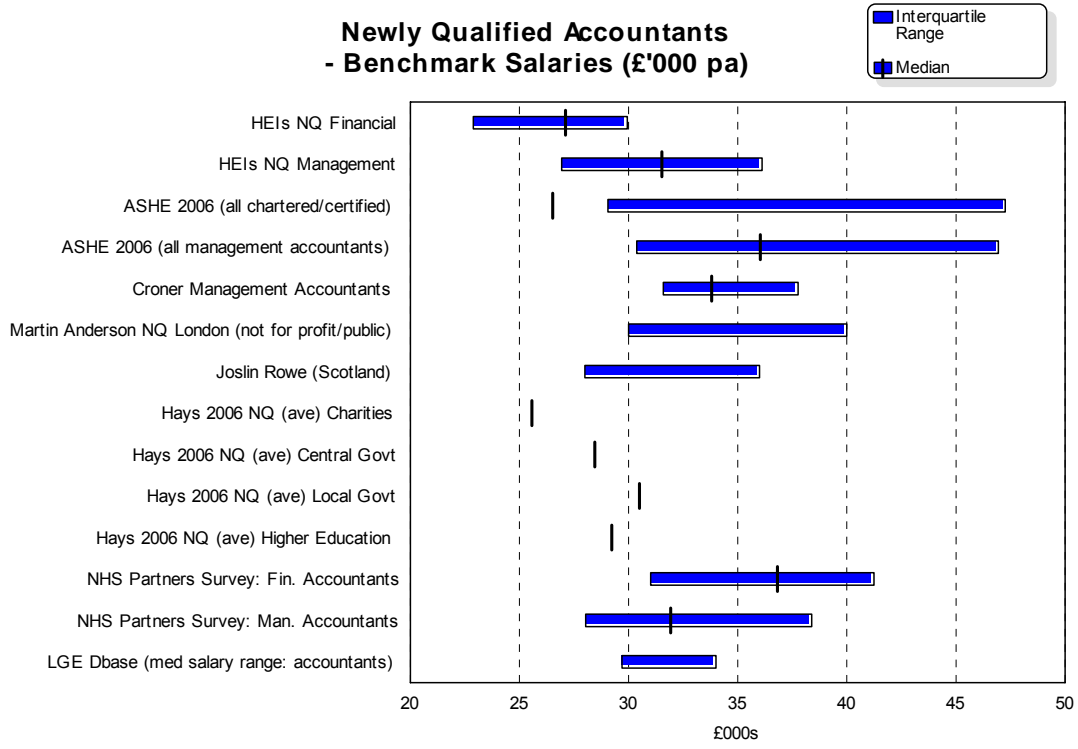
Summary

Our analysis of the survey data and the other sources of pay data suggests that the narrow range of salaries paid to part-qualified Financial Accountants and to a lesser extent Management Accountants within HEIs is broadly in line with part-qualified Accountants during the early stages of qualification in other sectors but these other sectors tend to pay a wider range of salaries, which reflect Accountants' progress in becoming qualified.

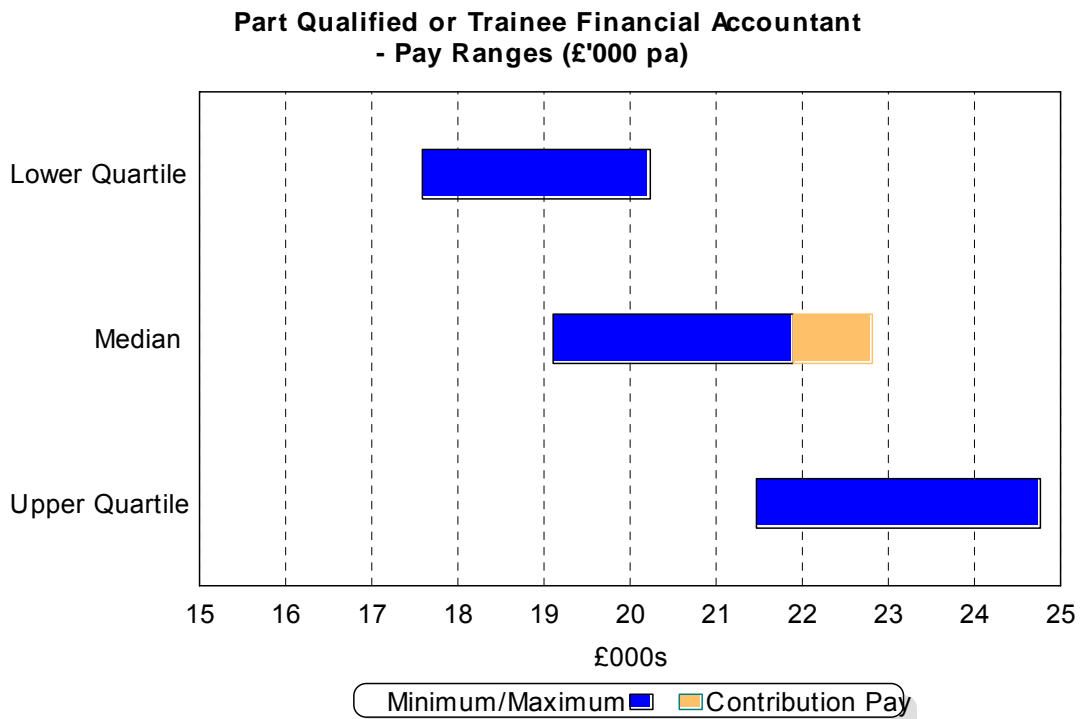
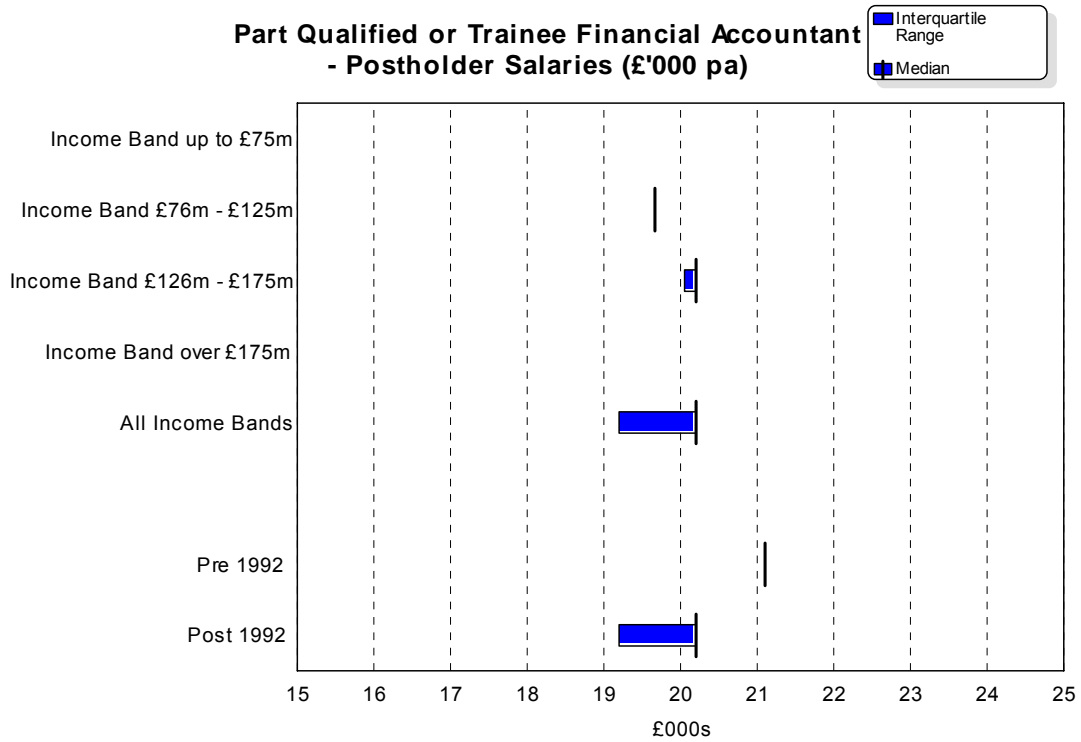
Our analysis for newly qualified Accountants suggests salaries are generally in line with the salary levels being paid by other public sector organisations but probably lag behind those paid by private sector organisations, as indicated by various salary surveys and other sources. Some of these surveys and sources include more experienced Accountants and the data also shows salary levels vary significantly according to the type of qualification, location and sector. This makes a general overview on competitiveness difficult. The chart below shows how HEI salaries compare with some of the sources of data discussed in this section of the report.

There are similar problems in judging the competitiveness of salaries for Senior or Chief Accountants. Some of the salary surveys and sources of data do not use the term Senior Accountant or Chief Accountant but show data for Accountants with significant post qualification experience.

Newly Qualified Accountants - Benchmark Salaries (£'000 pa)



Part Qualified Financial Accountants



ECC Survey Data

HEI Annual Income Analysis £

Part Qualified or Trainee Financial Accountant	LQ	Median	Average	UQ	Count
Income Band up to £75m	1
Income Band £76m - £125m	...	19,666	20,653	...	5
Income Band £126m - £175m	20,052	20,202	20,135	20,202	12
Income Band over £175m	0
All Income Bands	19,199	20,202	20,050	20,202	18

HEI Type Analysis £

Part Qualified or Trainee Financial Accountant	LQ	Median	Average	UQ	Count
Pre 1992	...	21,103	4
Post 1992	19,199	20,202	19,736	20,202	14

Summary Analysis of Pay Ranges £

Part Qualified or Trainee Financial Accountant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	17,588	19,106	19,194	21,467	10
Normal Range Maximum Salary	20,234	21,897	21,999	24,765	10
Contribution Pay Maximum	...	22,814	23,106	...	8

The survey shows the inter-quartile range of salaries paid to individual post holders is very narrow at £19,199 to £20,202, while the median salary is also £22,202. Benchmark survey data (discussed below) suggests some differences in the pay levels for accountancy posts according to the level of progress made towards qualification.

The data may suggest salary levels are slightly higher in pre-1992 HEIs than post-1992 HEIs but the sample size of posts in the pre-1992 HEIs is very small.

The data on the pay ranges suggests the median normal pay range is also very narrow, from £19,106 to £21,897 with a median contribution pay maximum of £22,814.

The most common number of contracted hours for a full-time post is 37 hours (5 HEIs) and then 35 hours a week (3 HEIs).

None of the HEIs participating in the survey reported paying a market premium for this post and only one reported occasional difficulty in retaining quality staff and finding suitable replacements.

ECC Survey Job Description

Level	Reporting to Senior Financial Accountant and may be supervised by Qualified Financial Accountant
Experience	Entry level position
Qualifications	<ul style="list-style-type: none">• Degree in accounting/finance, business/management, economics or mathematics• Part qualified – or AAT qualified• Undertaking Professional Development Scheme• Affiliate Membership of CIPFA• Working towards Associate/Full Membership of CIPFA or another accountancy body• IT proficiency <p>Role holders will be in the process of achieving full qualification and will be at different stages of completion.</p>
Role	<ul style="list-style-type: none">• Assisting with preparing and monitoring budgets and accounts• Examining financial records and statements and checking them for accuracy• Drafting reports on accounts and budgets

Benchmark Pay Data

Some of the sources of benchmark pay data do not distinguish between financial and management accountants.

Public Sector

The Hays Guide to Salaries in Accountancy and Finance suggests a national average salary of £22,563 for an AAT qualified or part-qualified/trainee CCAB accountants working in higher education. This is slightly higher than the average salary of £20,050 paid to postholders in our survey.

The national average salary within further education is £20,858, according to Hays.

Hays shows national average salaries of around £20,000 to £22,000 for part-qualified accountants in the NHS with salaries varying by type and size of NHS organisation.

National average salaries are around £21,750 in local government and £21,250 in Central Government and Government Agencies.

Salaries are generally higher in London and the South East.

The Martin Anderson 2006 Salary Survey suggests salaries for part-qualified accountants range from £20,000 to £32,000 in the public sector, and £18,000 to £28,000 in the not for profit sector in London.

Private Sector

The Hays Guide shows the following national average salaries for part-qualified accountants in commerce and industry according to the qualification being undertaken and the stage reached.

ACCA, Part Qualified	National Average Salary £	CIMA, Part Qualified	National Average Salary £
ACCA Trainee (starting salary)	16,318	CIMA Trainee (starting salary)	16,452
ACCA Part 1	18,818	CIMA Foundation	18,988
ACCA Part 2	22,773	CIMA Intermediate	23,286
ACCA Part 3	27,091	CIMA Final	28,500

AAT/CAT qualified accounting technicians with 3 years' experience have a national salary of £19,568, according to Hays.

Salary levels vary by geographical area with higher typical salaries in London and the South East

The Martin Anderson 2006 Salary Survey shows salaries for part-qualified CIMA/ACCA accountants in large companies in the commerce and industry sector (excluding banking) vary significantly according to the level of qualification and location.

Salaries in Large Companies in Commerce & Industry by Location

	CIMA/ACCA Certificate/Level 1	CIMA/ACCA Managerial/ Level 2	CIMA/ACCA Strategic/ Level 3	TOPCIMA
London	22-26,000	26-30,000	30-35,000	36-40,000
Middlesex	20-25,000	26-30,000	29-35,000	35-38,000
Thames Valley	22-24,000	26-28,000	30-32,000	35-38,000
Southern Home Counties	20-22,000	24-26,000	28-33,000	32-36,000
South Coast	17-21,000	21-26,000	24-28,000	28-30,000
Northern Home Counties	20-24,000	22-26,000	26-30,000	30-36,000
North Bucks, Beds & Northants	20-22,000	24-26,000	28-32,000	30-35,000
Midlands	16-20,000	20-25,000	24-29,000	28-32,000
North of England	17-20,000	20-25,000	24-29,000	28-32,000
Scotland	16-19,000	18-22,000	22-24,000	24-30,000

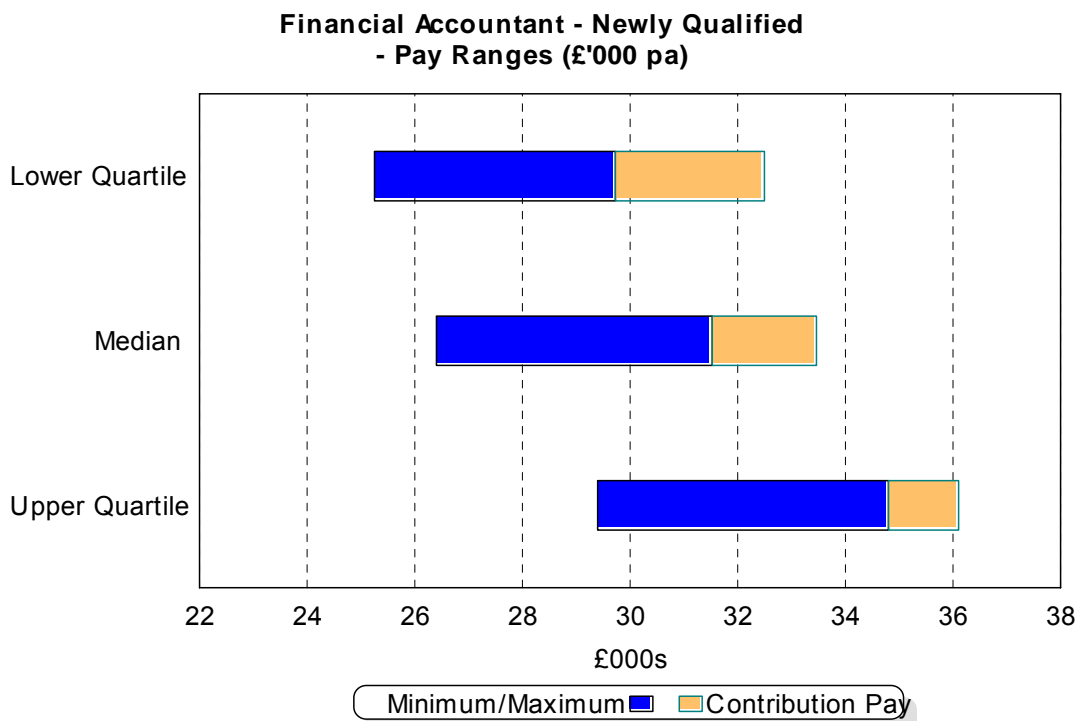
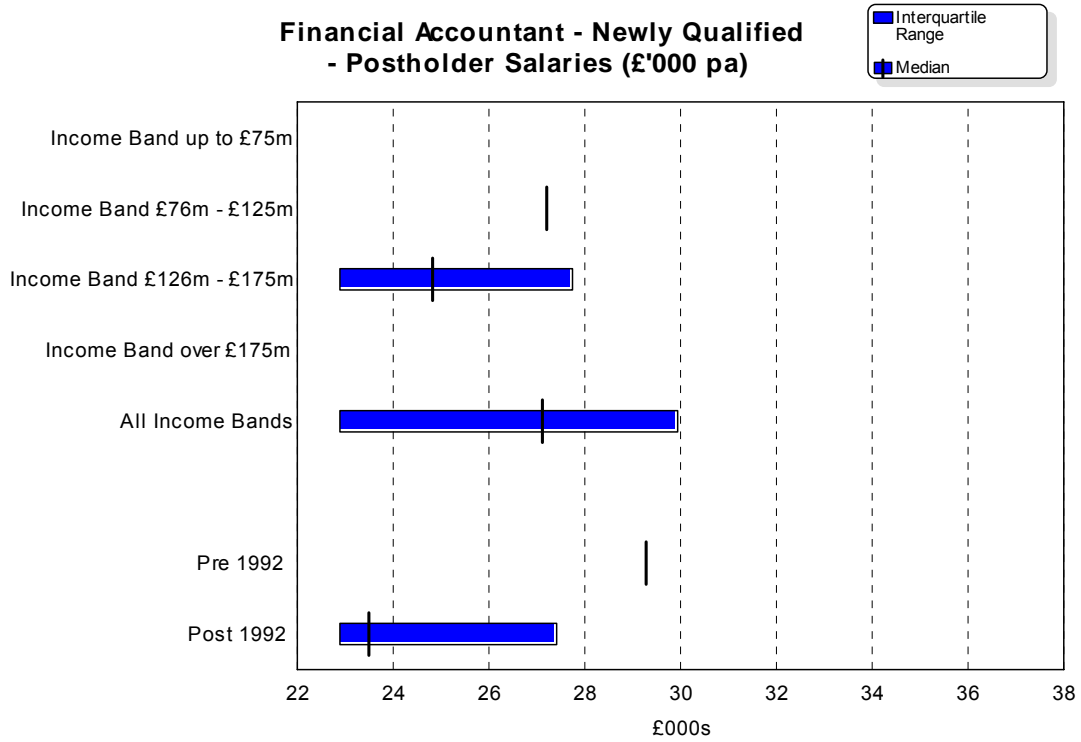
Source: Martin Anderson

The Robert Half Part-Qualified Salary & Benefits Survey 2006/2007 says that the most popular choice of accountancy qualification for part-qualifieds is CIMA.

	CIMA Foundation	CIMA Intermediate	CIMA Final
London	23-26,000	27-32,000	33-40,000
Thames Valley	20-24,000	23-30,000	30-35,000
Home Counties	20,000	25-30,000	27-35,000
South Coast	19,000	22,000	25,000
Midlands	18,000	22-25,000	30,000
North	15-18,000	18-24,000	20-30,000
Scotland	15,000	19,000	22,000+

Source: Robert Half

Newly Qualified Financial Accountants



ECC Survey Data

HEI Annual Income Analysis £

Financial Accountant - Newly Qualified	LQ	Median	Average	UQ	Count
Income Band up to £75m	1
Income Band £76m - £125m	...	27,206	27,929	...	6
Income Band £126m - £175m	22,889	24,821	25,888	27,744	15
Income Band over £175m	2
All Income Bands	22,889	27,115	27,867	29,939	24

HEI Type Analysis £

Financial Accountant - Newly Qualified	LQ	Median	Average	UQ	Count
Pre 1992	...	29,283	32,202	...	8
Post 1992	22,889	23,494	25,699	27,412	16

Summary Analysis of Pay Ranges £

Financial Accountant - Newly Qualified	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	25,250	26,402	27,268	29,396	15
Normal Range Maximum Salary	29,728	31,525	32,180	34,802	15
Contribution Pay Maximum	32,495	33,465	34,075	36,104	11

The survey shows the inter-quartile range of salaries paid to individual post holders is £22,889 to £29,939, while the median salary is £27,115.

The data suggest salary levels are higher in pre-1992 HEIs than post-1992 HEIs but the sample sizes are small.

The data on the pay ranges suggests the median normal pay range is from £26,402 to £31,525 with a median contribution pay maximum of £33,465.

The most common number of contracted hours for a full-time post is 37 hours (8 HEIs) and then 35 hours a week (3 HEIs).

Three of the HEIs participating in the survey report paying a market premium for this post and three also reported recruitment problems. One HEI said it receives low levels of applications when advertising posts and another commented that its pay scales do not compare with market pay rates. One HEI reports retention problems because there are more attractive offers from elsewhere and a lack of promotion opportunities within finance in the HEI.

Our monitoring of salary levels elsewhere in the public sector found examples of local authorities and Government departments paying market supplements for accountants.

ECC Survey Job Description

Level	Reports to Senior or Chief Accountant
Experience	Some post qualification experience and management experience
Qualifications	Newly qualified (CIPFA, ACCA etc) accountant
Role	<ul style="list-style-type: none"> • Prepares monthly account reconciliations • Assists with preparation of statutory accounts • Maintains accruals and prepayments in liaison with management accountants • Prepares cash flows • Assists in preparation for audits • Responsible for effective financial management in defined areas • Develops financial management systems • Examines financial records and statements, and checks them for accuracy • Prepares reports on accounts and budgets

Benchmark Pay Data

The Hays Accountancy & Finance Public Services Guide 2006 provides details of salary ranges and typical salaries for newly qualified accountants by different types of public sector organisation. Hays defines newly qualified accountants as fully qualified CCAB accountants with up to 2 years' post qualification experience.

Typical Salaries for Newly Qualified Accountants (£pa)

Location	Charities	Central Government/ Government Agencies	District/ Borough Councils	Metropolitan/ County/ Unitary Councils	Higher Education
Greater London	34,500	36,000		36,000	36,500
South East	30,000	30,000	32,000	33,000	32,500
East of England	25,500	27,000	29,000	30,000	30,000
East Midlands	26,000	30,000	27,500	28,500	29,500
West Midlands	28,000	28,500	31,500	32,000	31,000
South West	27,000	27,000	27,000	28,000	28,500
North West	25,500	30,500	28,000	29,000	28,000
North East	25,500	30,000	27,750	29,000	26,500
Yorkshire & the Humber	25,250	28,000	27,500	28,000	28,500
Wales	25,000	25,000	26,000	27,000	27,000
Scotland	23,500	27,500	27,000		27,500
Northern Ireland	20,000	22,000	23,000		25,250
National Average	25,568	28,458	27,841	30,500	29,229

The Hays Guide suggests a national average salary of £29,229 for newly qualified accountants in higher education, which is slightly higher than the average salary of £27,867 paid to postholders in our survey. The national average salary is £28,292 for newly qualified accountants in further education.

Our monitoring of the salaries for Government departments suggests that salaries can vary quite significantly. Accountants are generally employed as Higher Executive Officers or Senior Executive Officers. The Home Office currently pays its Accountants minimum salaries

of £26,890 (HEO) and £32,279 (SEO) and target salaries of £32,279 (HEO) and £38,748 (SEO). The Department for Trade & Industry pays lower salaries but also pays a pay enhancement of around £4,500 for Accountants in these grades. The Department for Food & Rural Affairs also pays an allowance of over £3,000 to qualified accountants (around £4,500 in London).

NHS

The Hays Guide suggests national average salaries range from around £27,500 to £29,500 for newly qualified accountants in the NHS with national average salaries of around £33,000 to £35,500 for qualified accountants with more than 2 years' experience.

The NHS Partners NHS Salary Survey for 2005/6 found the following basic salaries for financial accountants in NHS organisations.

	Lower Quartile £pa	Median £pa	Upper Quartile £pa	Average £pa	Sample Size
Financial Accountant	31,013	36,822	41,246	36,075	41

The national NHS job profiles for financial staff include specialist and advanced finance analysts for which professional accountancy qualifications are required. Specialist Finance Analysts are in pay band 6 with a salary range of £22,886 to £31,004, and Advanced Finance Analysts are in pay band 7, with a salary range of £27,622 to £36,416.

The Martin Anderson 2006 Salary Survey shows newly qualified accountants in the not-for-profit and public sectors in London generally earn £30,000 to £40,000, rising to £35,000 to £45,000 for qualified accountants with up to two years' post qualification experience.

The Hays Guide suggests national average salaries for newly qualified accountants in the commerce and industry sector of £33,295 (ACCA) and £33,740 (CIMA).

The Martin Anderson 2006 Salary Survey shows newly qualified CIMA/ACCA accountants earning £37,000 to £40,000 in a small/medium company and £38,000 to £46,000 in a large company in the commerce and industry sector (excluding banking) in London.

Salaries in Large Companies in Commerce & Industry by Location £pa

Location	CIMA/ACCA		ACA	
	Newly Qualified	Two Years PQE	Newly Qualified	Two Years PQE
London	38-46,000	45-52,000	42-46,000	48-55,000
Middlesex	38-42,000	43-52,000	38-45,000	45-55,000
Thames Valley	40-42,000	45-50,000	38-42,000	50-55,000
Southern Home Counties	48-40,000	45-50,000	40-45,000	50-55,000
South Coast	33-38,000	38-45,000	35-40,000	40-46,000
Northern Home Counties	36-42,000	42-48,000	40-46,000	45-50,000
North Bucks, Beds & Northants	34-40,000	42-50,000	38-44,000	44-50,000
Midlands	28-34,000	34-45,000	30-36,000	35-45,000
North of England	30-35,000	35-45,000	30-36,000	36-45,000
Scotland	30-34,000	32-38,000	29-35,000	40-45,000

Source: Martin Anderson

The salaries shown in the table above range from £40,000 to £47,000 and £45,000 to £52,000 respectively for accountants with two years' post qualification experience. Salary levels are slightly higher for ACA qualified accountants because the ACA qualification is generally more sought after by employers.

The table above also shows that salaries vary considerably between locations and, in particular, that salaries in the Midlands and North of England are around £10,000 less than in London and the South East.

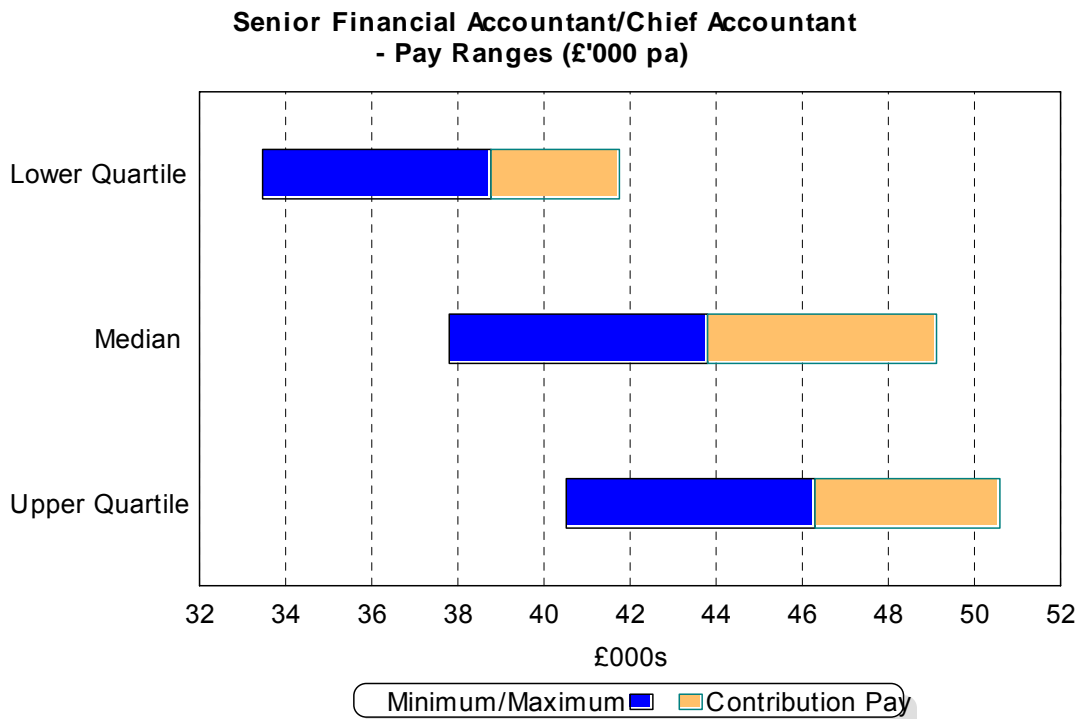
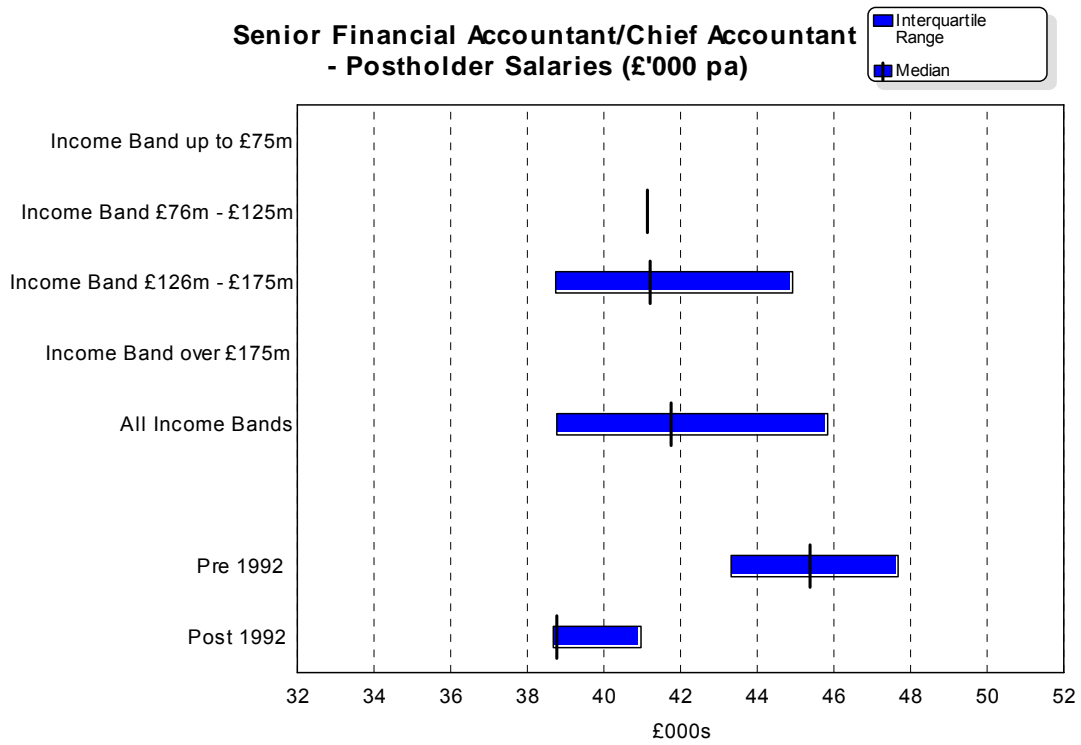
The Joslin Rowe Salary Survey 2005/6 for Scotland shows a salary range of £28,000 to £36,000 and typical salary of £32,000 for ACA, CIMA and ACCA qualified financial accountants.

The Robert Half Newly Qualified Salary & Benefits Survey 2006/7 shows similar salary levels.

	Less than 1 year's experience	1 to 3 years' experience	More than 3 years' experience
London	40,000	40-55,000	50-55,000
Thames Valley	43,000	45-48,000	50,000+
Home Counties	34-38,000	38-46,000	44-55,000
South Coast	28-36,000	35-40,000	40-45,000
Midlands	33,000	32-37,000	32-45,000
North	28-35,000	30-38,000	35-45,000
Scotland	31,000	32-40,000	35,000+

Source: Robert Half

Senior Financial Accountants



ECC Survey Data

HEI Annual Income Analysis £

Senior Financial Accountant/ Chief Accountant	LQ	Median	Average	UQ	Count
Income Band up to £75m	0
Income Band £76m - £125m	...	41,133	40,076	...	7
Income Band £126m - £175m	38,741	41,205	41,501	44,920	12
Income Band over £175m	3
All Income Bands	38,772	41,750	41,846	45,837	22

HEI Type Analysis £

Senior Financial Accountant/ Chief Accountant	LQ	Median	Average	UQ	Count
Pre 1992	43,320	45,379	44,810	47,675	12
Post 1992	38,678	38,772	38,290	40,966	10

Summary Analysis of Pay Ranges £

Senior Financial Accountant/ Chief Accountant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	33,465	37,799	36,784	40,517	22
Normal Range Maximum Salary	38,772	43,803	42,435	46,295	22
Contribution Pay Maximum	41,750	49,116	46,717	50,589	15

The survey shows the inter-quartile range of salaries paid to individual post holders is £38,772 to £45,837, while the median salary is £41,750. This is significantly higher than the range of salaries paid to newly qualified postholders, and probably reflects a “missing level post” – that of experienced qualified Financial Accountant. Accountancy tends to have a fairly structured career pathway and it is common to see salary surveys for accountants reporting salaries varying according to the numbers of years of post-qualification experience.

The data suggests salary levels are significantly higher in pre-1992 HEIs than post-1992 HEIs.

The data on the pay ranges suggests the median normal pay range is from £37,799 to £43,803 with a median contribution pay maximum of £49,116.

The most common number of contracted hours for a full-time post is 37 hours (10 HEIs) and then 35 hours a week (5 HEIs).

Four of the HEIs participating in the survey report paying a market premium for this post and three also report recruitment problems. One HEI said it receives low levels of applications when advertising posts and another commented that its pay scales do not compare with market pay rates. One HEI said that its market supplement was equivalent to placing the post in the next grade. One HEI reports retention problems because there are more attractive offers from elsewhere and a lack of promotion opportunities within finance in the HEI.

ECC Survey Job Description

Level	Reports to Deputy/Assistant Director or Head of Finance or Financial Controller
Experience	<ul style="list-style-type: none">• More than two years' post qualification experience• Staff and management experience• Project management experience
Qualifications	Fully qualified (CIPFA, ACCA etc) accountant
Role	<ul style="list-style-type: none">• Manages the financial accounts team• Responsible for the provision of a corporate financial management service to the University.• Controlling capital and revenue budgets for one or more faculties or departments and ensuring these meet statutory requirements• Preparing monthly and annual accounts; maintaining University's cashbooks and production of annual accounts for funds held in Trust.

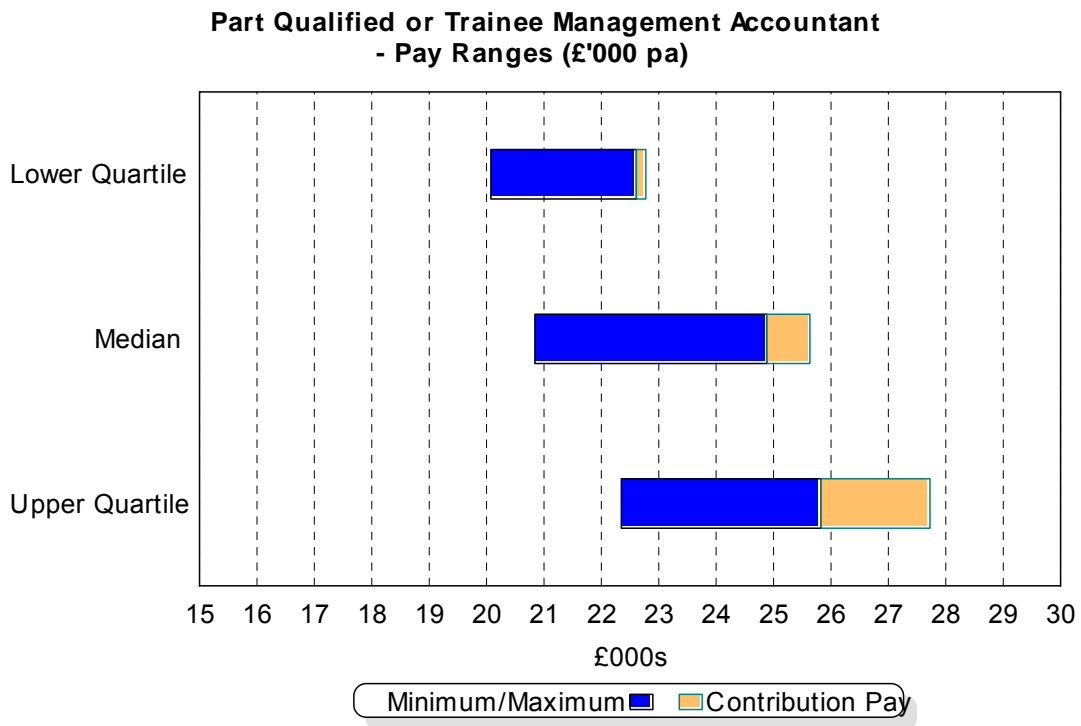
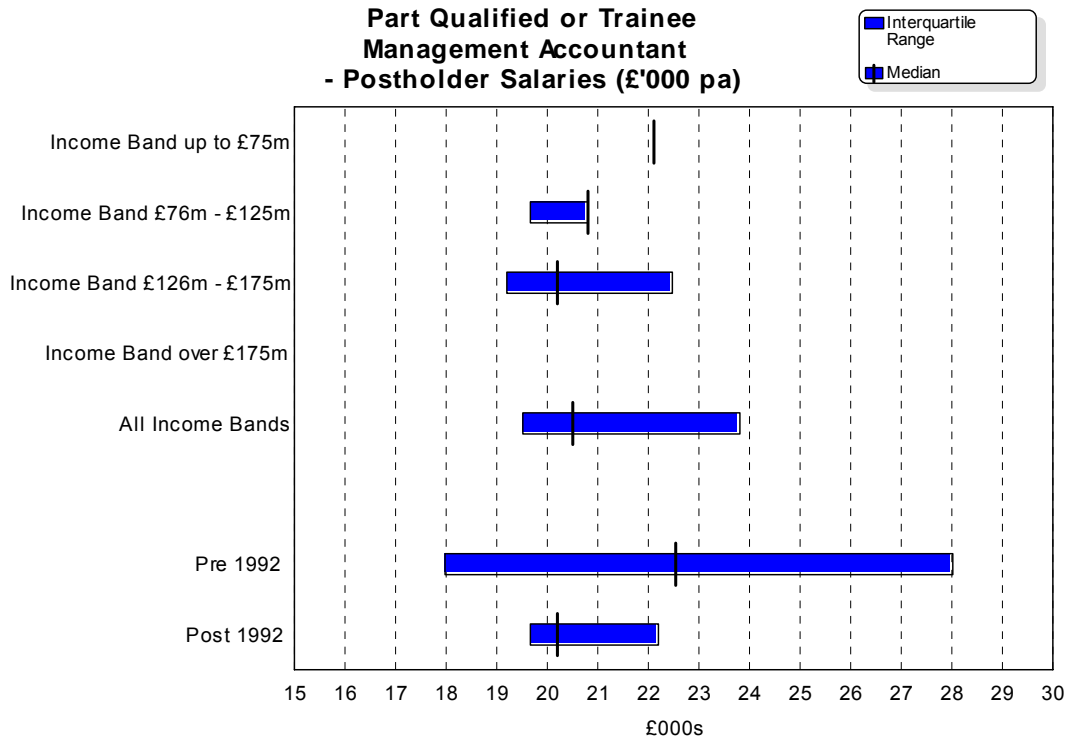
Benchmark Pay Data

The benchmark data included for the post of newly qualified Financial Accountants includes data on Accountants with more than two years and three years' post qualification experience, and this also provides a comparator for the post of Senior Accountant.

The Finance Rewards 2006 Survey produced by Croner Reward shows a median basic salary of £40,747 for a Departmental Chief Accountant (inter-quartile range of £36,037 to £48,618) and £54,995 for a Chief Accountant (inter-quartile range of £43,090 to £66,500).

The Martin Anderson 2006 Salary Survey shows salaries for Chief Accountants range from £38,000 to £48,000 in the not-for-profit sector and from £40,000 to £50,000 in the public sector in London.

Part Qualified Management Accountants



ECC Survey Data

HEI Annual Income Analysis £

Part Qualified or Trainee Management Accountant	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	22,111	22,669	...	5
Income Band £76m - £125m	19,666	20,808	21,693	20,808	15
Income Band £126m - £175m	19,199	20,202	21,613	22,476	22
Income Band over £175m	2
All Income Bands	19,519	20,505	22,052	23,809	44

HEI Type Analysis £

Part Qualified or Trainee Management Accountant	LQ	Median	Average	UQ	Count
Pre 1992	17,978	22,540	23,623	28,021	11
Post 1992	19,666	20,202	21,705	22,198	31

Summary Analysis of Pay Ranges £

Part Qualified or Trainee Management Accountant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	20,075	20,842	21,488	22,349	20
Normal Range Maximum Salary	22,608	24,886	25,073	25,825	20
Contribution Pay Maximum	22,774	25,633	26,075	27,721	13

The survey shows the inter-quartile range of salaries paid to individual part qualified Management Accountant post holders is quite narrow at £19,519 to £23,809, while the median salary is £20,505. These salary levels are slightly higher than those paid to their part qualified Financial Accountant counterparts. The benchmark pay data for part-qualified Accountants (previously discussed) suggests some significant differences in the pay levels for accountancy posts according to the level of progress made towards qualification.

The data suggests salary levels are higher in pre-1992 HEIs than post-1992 HEIs.

The data on the pay ranges suggests the median normal pay range is from £20,842 to £24,886 with a median contribution pay maximum of £25,663, which is also higher than the median pay range for the equivalent level of Financial Accountant.

The most common number of contracted hours for a full-time post is 37 hours (11 HEIs) and then 35 hours a week (5 HEIs).

Two HEIs participating in the survey report paying a market premium for this post and three reported recruitment problems. One HEI said that when it recruited to the post recently it received a very limited field of applications and it was able to appoint the one candidate suitable for shortlisting. Another commented that its pay scales do not compare with market pay rates. Two HEIs report retention problems because there are more attractive offers from elsewhere and a lack of internal promotion opportunities.

ECC Survey Job Description

Level	Reports to Senior Management Accountant but may be supervised by Qualified Management Accountant
Experience	Entry level experience
Qualifications	<ul style="list-style-type: none">• CIMA Certificate in Business Accounting, or;• Degree specialising in business accounting or business, or;• AAT Technical Level/Diploma, or OU Certificate in Accounting <p>Role holders will be in the process of achieving full qualification and will be at different stages of completion.</p>
Role	<ul style="list-style-type: none">• Provides support to specific areas and assists in decision making• Prepares monthly management accounts and forecasts• Produces standard reports in line with the accounting timetable.• Analyses expenditure identifying and explaining variances.• Assists with provision of comprehensive management information to enable management to evaluate the performance of departments and the University overall.• Maintains financial records for all external and internal grants and projects.

Benchmark Pay Data

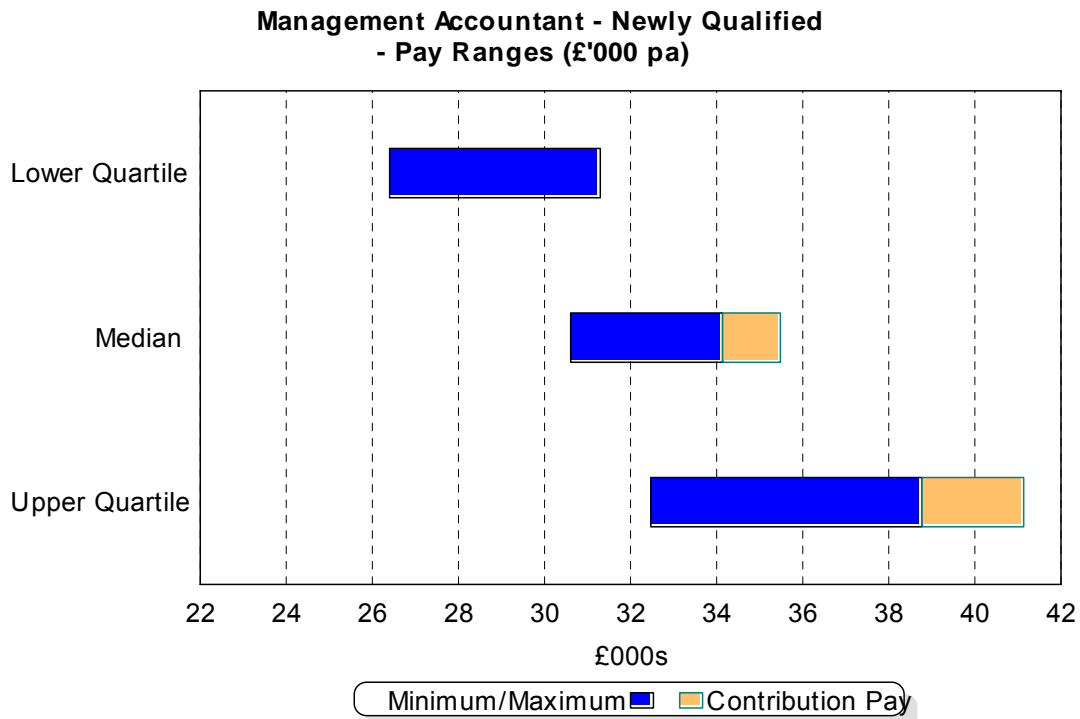
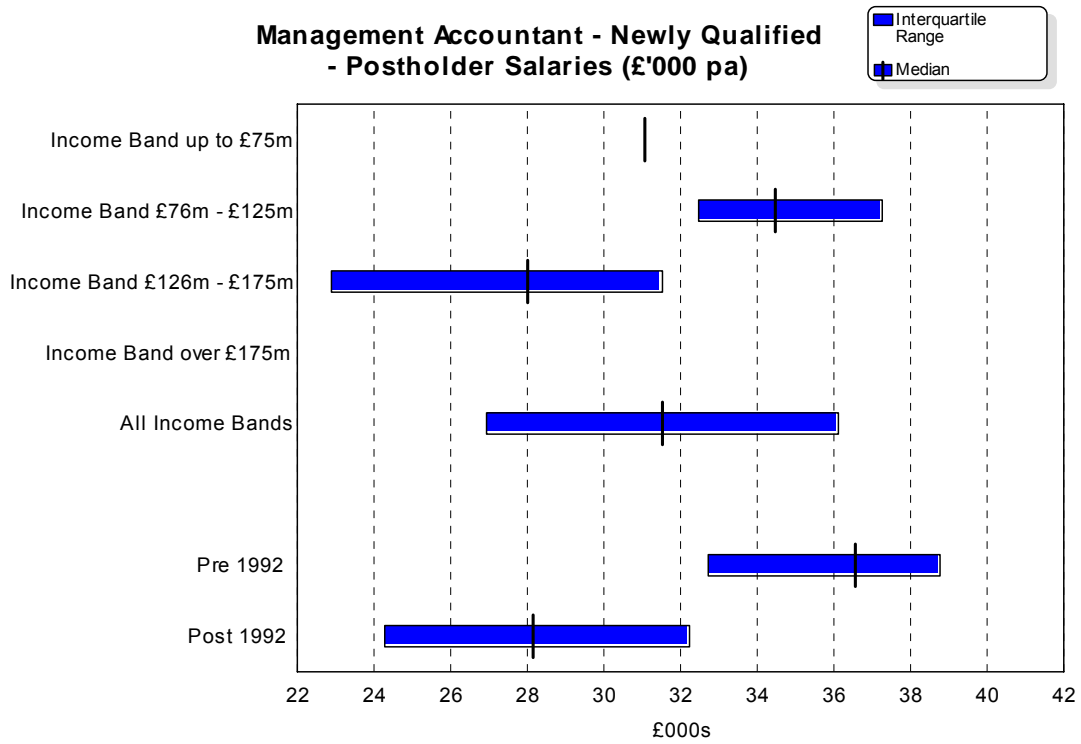
Some of the sources of benchmark pay data do not distinguish between financial and management accountants, and the comparative pay data included in the section for part-qualified Financial Accountants is also relevant for this post.

NHS

Our Monitoring of recent job advertisements for Management Accountants in the NHS indicates the following:

- Assistant Management Accountants (AAT qualified) are paid at band 4 (£16,405 - £19,730).
- Part qualified Management Accountants are generally paid at band 5 (£19,166 - £24,803) or band 6 (£22,886 - £31,004).

Newly Qualified Management Accountants



ECC Survey Data

HEI Annual Income Analysis £

Management Accountant – Newly Qualified	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	31,066	32,375	...	6
Income Band £76m - £125m	32,471	34,473	33,670	37,261	14
Income Band £126m - £175m	22,889	28,010	29,044	31,525	21
Income Band over £175m	3
All Income Bands	26,938	31,525	31,415	36,117	44

HEI Type Analysis £

Management Accountant – Newly Qualified	LQ	Median	Average	UQ	Count
Pre 1992	32,720	36,562	36,285	38,772	14
Post 1992	24,280	28,153	29,143	32,235	30

Summary Analysis of Salary Ranges £

Management Accountant – Newly Qualified	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	26,402	30,606	29,577	32,471	21
Normal Range Maximum Salary	31,295	34,139	33,764	38,772	20
Contribution Pay Maximum	29,716	35,481	35,006	41,133	13

The survey shows the inter-quartile range of salaries paid to individual post holders is £26,938 to £36,117 and the median salary is £31,525. These salary levels are much higher than the equivalent salary levels for newly qualified Financial Accountants (inter-quartile range of £22,889 to £29,939 and median salary is £27,115). They are also much higher than the salary levels for part-qualified Management Accountants.

The data suggest salary levels are higher in pre-1992 HEIs than post-1992 HEIs.

The data on the pay ranges suggests the median normal pay range is from £30,606 to £34,139, and the median contribution pay maximum is £35,481.

The median contribution pay maximum of £35,481 is higher than the median salary of £33,465 for newly qualified Financial Accountants.

The most common number of contracted hours for a full-time post is 37 hours (13 HEIs) and then 35 hours a week (2 HEIs).

Four HEIs participating in the survey report paying a market premium for this post. Two report recruitment problems and one has retention problems for this post.

ECC Survey Job Description

Level	Reports to Senior Management Accountant
Experience	<ul style="list-style-type: none"> Newly Qualified At least 18 months' experience in management accounting⁸
Qualifications	<ul style="list-style-type: none"> Full CIMA professional qualification or equivalent qualification. IT Proficiency
Role	<ul style="list-style-type: none"> Prepares and maintains budgets for allocated areas of responsibility, ensuring that budgets are set within control totals, identifying developments and cost pressures. Reviews and analyses management reports, through detailed analytical review and communication with budget holders and managers. Prepares accurate and timely year end forecasts on a monthly basis. Produces monthly written report to include variance analysis and forecasts Responds to queries from budget holders and managers and assists them in interpreting financial information Provides financial training for non-financial managers. Provides detailed costing information on request to managers who wish to assess the financial impact of developments and service changes to include financial modelling of scenarios to ensure best use is made of resources.

Benchmark Pay Data

Some of the sources of benchmark pay data do not distinguish between financial and management accountants, and the comparative pay data included in the section for newly-qualified Financial Accountants is also relevant for this post.

NHS

The NHS Partners NHS Salary Club Survey for 2005/6 found the following basic salaries for management accountants in NHS organisations.

	Lower Quartile £pa	Median £pa	Upper Quartile £pa	Average £pa	Sample Size
Management Accountant	28,038	31,926	38,387	33,551	62

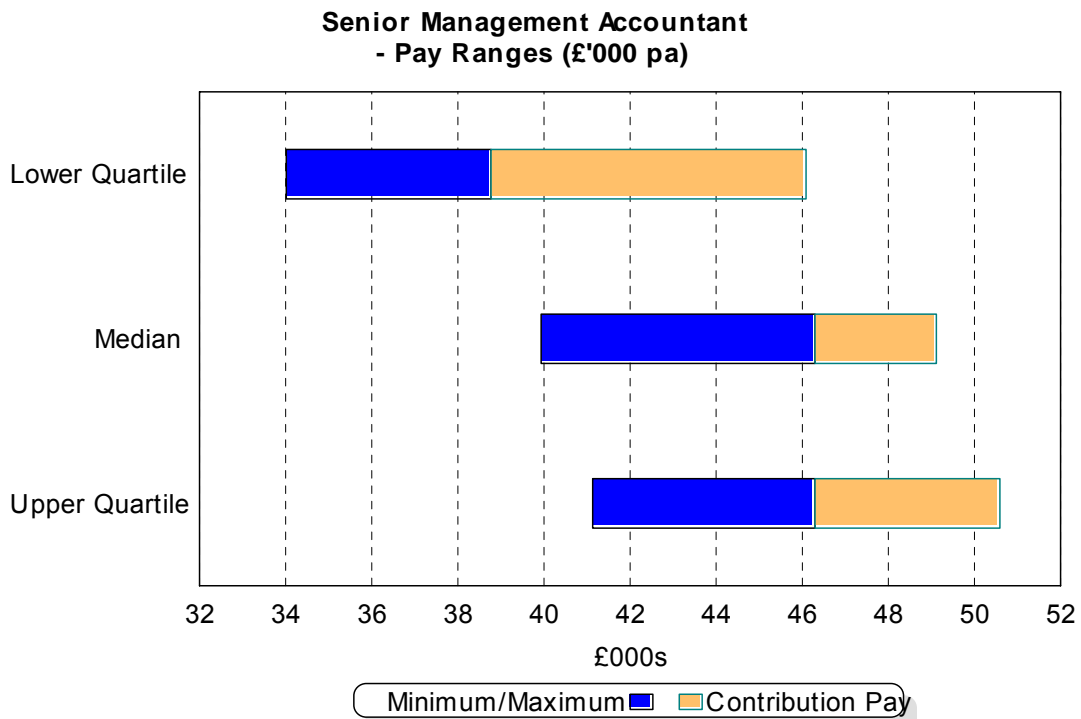
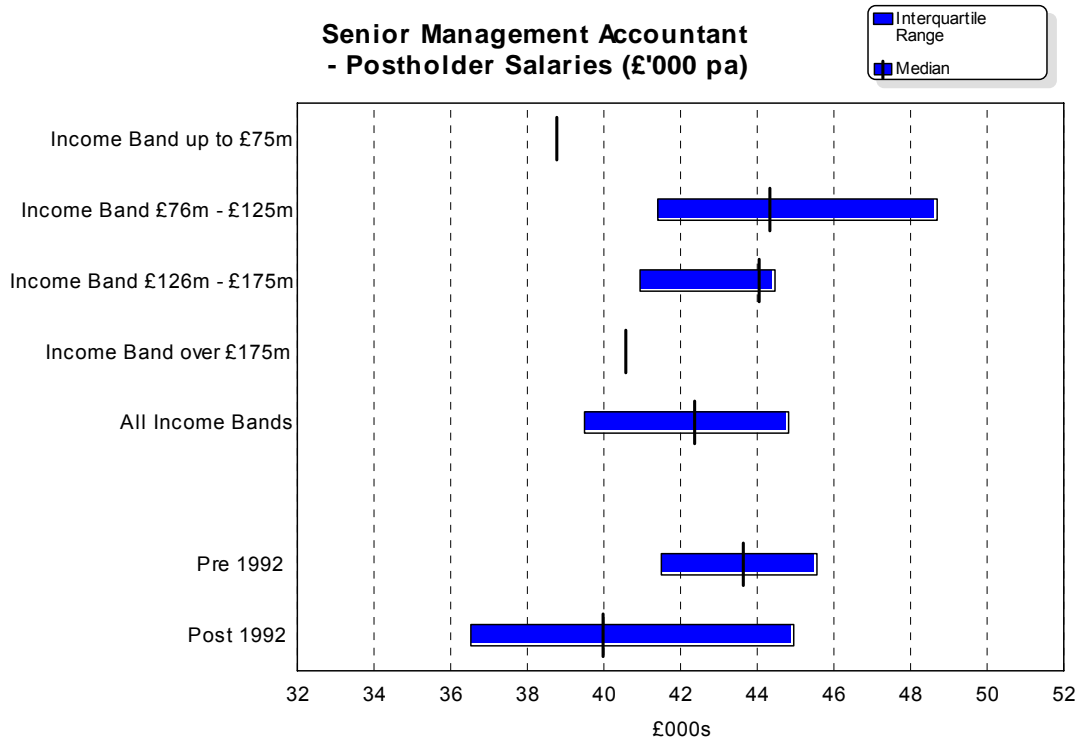
Monitoring of recent job advertisements for Management Accountants in the NHS indicates that salaries for fully qualified Management Accountants start at band 7 (£27,622 - £36,416); and more experienced posts are paid within range 8a (£35,232 - £42,278).

Croner Reward Survey

The Finance Rewards 2006 Survey produced by Croner Reward shows a median basic salary of £33,808 for a Management Accountant, with an inter-quartile range of £31,592 to £37,766.

⁸ CIMA requirement

Senior Management Accountants



ECC Survey Data

HEI Annual Income Analysis £

Senior Management Accountant	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	38,772	37,901	...	7
Income Band £76m - £125m	41,405	44,331	45,708	48,693	16
Income Band £126m - £175m	40,941	44,050	42,037	44,462	14
Income Band over £175m	...	40,570	4
All Income Bands	39,493	42,367	42,730	44,818	41

HEI Type Analysis £

Senior Management Accountant	LQ	Median	Average	UQ	Count
Pre 1992	41,496	43,638	44,458	45,557	23
Post 1992	36,527	39,979	41,137	44,953	16

Summary Analysis of Salary Ranges £

Senior Management Accountant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	34,014	39,935	38,751	41,133	26
Normal Range Maximum Salary	38,772	46,295	43,468	46,295	24
Contribution Pay Maximum	29,716	35,481	35,006	41,133	13

The survey shows the inter-quartile range of salaries paid to individual post holders is £39,493 to £44,818, while the median salary is £42,367. These salary levels are broadly in line with those paid to Senior Financial Accountants (their inter-quartile range is £38,772 to £45,837, and median salary is £41,750).

The salaries are reasonably consistent with the salaries paid to the lower level post of newly qualified Management Accountants.

The data suggests salary levels are significantly higher in pre-1992 HEIs than post-1992 HEIs.

The data on the pay ranges used by participating HEIs suggests the median normal pay range is from £39,935 to £46,295.

The median contribution pay maximum is £35,481, and this is significantly lower than the normal pay maximum excluding contribution pay. This is because contribution pay maximum salaries are only given by around half the HEIs providing details of their pay ranges for this post, and these tend to pay lower pay levels.

The median contribution pay maximum of £35,481 is also significantly lower than the median contribution pay maximum of £49,116 for Senior Financial Accountants.

The most common number of contracted hours for a full-time post is 37 hours (11 HEIs) and then 35 hours a week (8 HEIs).

Three HEIs participating in the survey report paying a market premium for this post. Four report recruitment problems and but none report retention problems for this post.

Three HEIs indicated that they have experienced problems in attracting a significant number of good quality candidates when recruiting to this post. One HEI was unsure about whether there was a shortage of suitably qualified candidates or that pay levels were too low while another reported that it had to use an agency to help it to source candidates. One HEI commented that its current staff have been in post for a number of years but there was concern about being able to recruit at current salary levels, and that a market supplement may be required.

ECC Survey Job Description

Level	Reports to Director of Finance or Deputy Director or Financial Controller with management accounting responsibilities.
Experience	Experience as a management accountant operating in a senior strategic role, may also include project management and staff management experience.
Qualifications	<ul style="list-style-type: none">• Fully qualified Chartered Management Accountant (completion of Test of Professional Competence (TOPCIMA) or equivalent)• Minimum of three years practical experience⁹• IT proficiency
Role	<ul style="list-style-type: none">• Leads team of management accountants• Provides comprehensive management information to enable managers to evaluate the performance of departments and the University overall and to plan, make strategic decisions and develop business strategies.• Undertakes financial evaluation of external grant applications for research and other sources of funding• Establishes and maintains financial policies and management information systems to ensure the efficient use of resources and compliance with regulations• Analyses the financial performance of faculties and advise on how they can improve performance• Contributes to the planning and strategic development of the Institution based round financial forecasts

Benchmark Pay Data

Some of the sources of benchmark pay data do not distinguish between financial and management accountants, and the comparative pay data included in the section for newly-qualified Financial Accountants and Senior Financial Accountants is relevant for this post.

⁹ CIMA requirement

IT Jobs

The Labour Market

The latest National Computing Centre Salary Survey reports a slight upturn in IT labour markets, although by comparison with longer term trends, they are relatively quiet. Staff turnover has fallen very slightly this year, as has the level of perceived shortages but there has been a slight increase in predictions for growth in IT employment over the next two years.

The rate of staff turnover over the past 12 months was 10.6% for systems and support staff, compared with 12% last year.

Perceived staff shortages fell from a level of 5.2% last year to 4.2%, which represents a very low level of shortage (shortages rates of 7 to 8% of staff in-post were the norm in IT labour markets in the second half of the 1990s). However the proportion of respondents who described specific skills for which they were experiencing recruitment or retention difficulties increased slightly, from 26% to 29% this year.

Nearly half the survey respondents expect the total number of IT staff they employ to increase over the next two years, compared with 41% last year, and the predicted level of growth in systems and support staff is 7.5% over the next two years and 9.4% for systems developers.

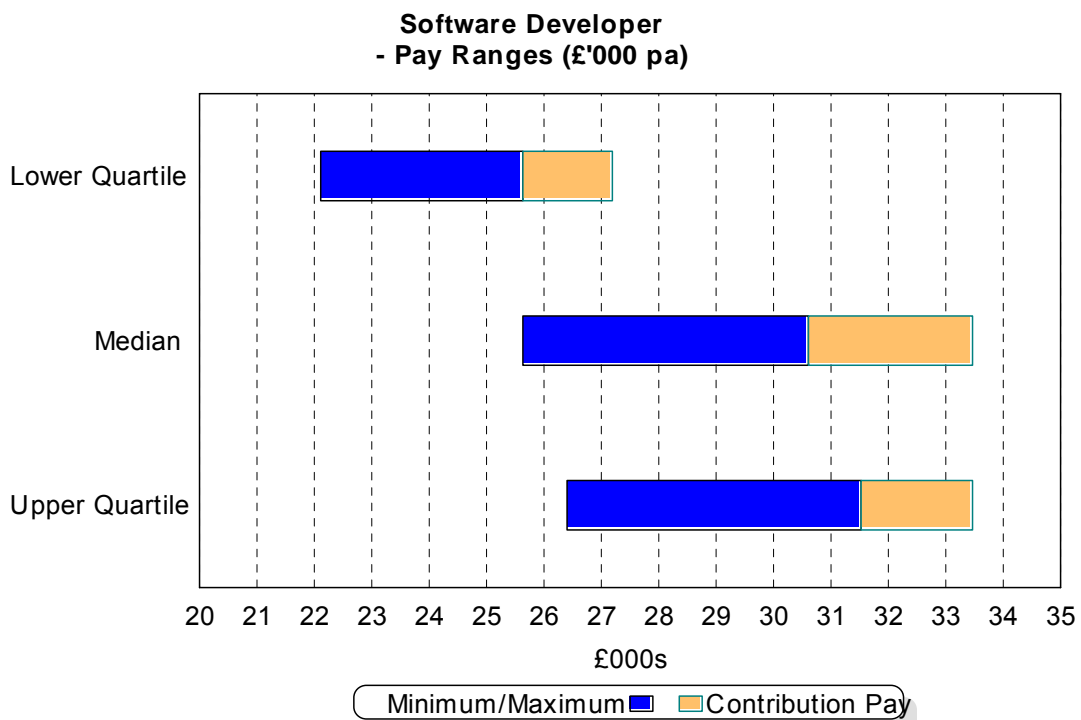
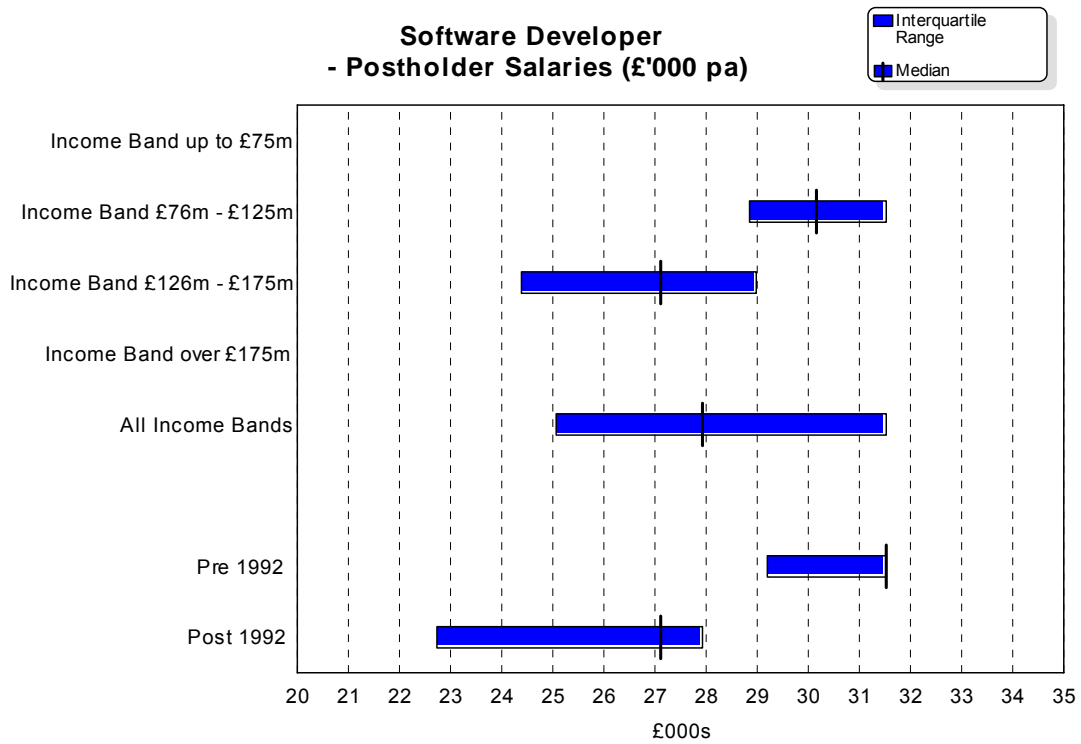
The proportion of organisations reporting some form of bonus payment has increased from 51% to 58% this year, and there has been a significant increase in the number of Government sector respondents reporting some form of bonus scheme. This year the average bonus for managers was worth 9.7% of salary, while non-managers averaged between 6% and 7% of salary.

The latest Computer Weekly/Salary Services Quarterly Survey reports a similar labour market with recruitment at reasonably consistent levels. It suggests that the two main employers of IT staff, software houses and the finance sector, are increasingly looking overseas to provide the levels of technical support and development required. This is in part because of the limited availability within the UK of people with the skills demanded, caused by for example the significant decline in the numbers of graduates entering IT.

The survey says there is also concern about the ability of UK companies and IT developers to react to changing environments and this is reinforced by evidence of skills shortages every time new software products are introduced.

The survey says: 'The present demand for skills such as .NET and C# is clearly not being met, whilst older skills remain in good supply. Project managers with good business and communication skills who can react to change seem to be in short supply... Prospects for 2007 and beyond do not look good.. The impact of overseas operations may also be a factor in the subdued level of salary increases being seen across most regions and sectors. Employers are really looking hard at getting greater value for money from IT services, If they can't get it from the UK then they will move quickly to use the highly skilled resources available elsewhere'.

Software Developer



ECC Survey Results

HEI Annual Income Analysis £

Software Developer	LQ	Median	Average	UQ	Count
Income Band up to £75m	3
Income Band £76m - £125m	28,849	30,161	29,559	31,525	18
Income Band £126m - £175m	24,388	27,112	27,292	28,983	30
Income Band over £175m	2
All Income Bands	25,067	27,931	27,787	31,525	53

HEI Type Analysis £

Software Developer	LQ	Median	Average	UQ	Count
Pre 1992	29,199	31,525	30,601	31,525	22
Post 1992	22,733	27,112	25,790	27,931	31

Summary Analysis of Salary Ranges £

Software Developer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	22,111	25,633	24,147	26,402	21
Normal Range Maximum Salary	25,633	30,606	28,446	31,525	21
Contribution Pay Maximum	27,193	33,465	30,420	33,465	13

The survey shows the inter-quartile range of salaries paid to individual post holders is between £25,067 and £31,525, while the median salary is also £27,931.

The data suggest salary levels are higher in pre-1992 HEIs than post-1992 HEIs and the sample size of posts is large enough for this data to be considered reliable.

The data on the pay ranges used by HEIs suggests the median normal pay range is from £25,633 to £30,606, with a median contribution pay maximum of £33,465.

The most common number of contracted hours for a full-time post is 37 hours (11 HEIs) and then 35 hours a week (5 HEIs).

Four HEIs participating in the survey report paying a market premium for this post. Two report recruitment problems with both HEIs saying that they had to use an agency to help them find suitable candidates. Two also report retention problems caused by the availability of better salaries and development opportunities elsewhere.

ECC Survey Job Description

Level	Reports to Senior Software Developer or Software Development/Programming Manager
Experience	<ul style="list-style-type: none"> • Entry level post but post holders will develop experience of real time or embedded software and associated hardware. • Would typically have expertise in software development tools such as C/C++, Java, .NET, Perl etc. and knowledge of relational databases such as Oracle, SQL Server etc.
Qualifications	Relevant computing science or IT degree or degree with post-graduate qualification in computing or IT.
Role	<ul style="list-style-type: none"> • Writes programs (software) to defined standards. • Contributes to program architecture and technical design discussions • Reviews code and technical specifications • May develop custom code • Designs and programmes application and operating software. • Reports to Senior Software Developers within a project team.

Benchmark Pay Data

Our monitoring of the www.jobs.ac.uk website indicates that advertised salaries for Software Developers in the higher and further education sectors range from £17,000 to £38,000, with the majority of posts in the £23,000 to £29,000 range. This is generally in line with our survey results

Data from www.itjobswatch.co.uk for jobs advertised in the three months to 1 February 2007 show the average salary for Software Developers is £34,140, with Junior Software Developers being paid £24,384.

	Average Minimum Salary £	Average Salary £	Average Maximum Salary £	Sample
Junior Software Developer	22,116	24,384	26,652	87
Software Developer	30,785	34,150	37,515	2566

Data from the Computer Weekly Salary Survey for the 4th Quarter 2006 shows a similar average advertised salary for Software Engineer. Salary levels are slightly lower in the public sector, although the sample size is much smaller

Software Engineer	Advertised Salary £	Paid Salary £	Sample
Total Sample	34,510	33,479	5008
Public Sector	33,870	32,409	57

The post of Software Engineer is considered a reasonable match for the post of Software Developer, although the posts in the survey may require more experience than the job covered by the ECC survey. The job description used in the Computer Weekly Survey is as follows:

'With experience of real time or embedded software and associated hardware this position would be responsible for the design & programming of related operating software. Would liaise with Electronic Design Engineers to ensure that the functionality met specifications. Employed mainly in the electronics, computer, aviation & defence industries. Would typically have expertise in software such as Ada, C/C++, Pascal etc., with around two years' experience in these areas'.

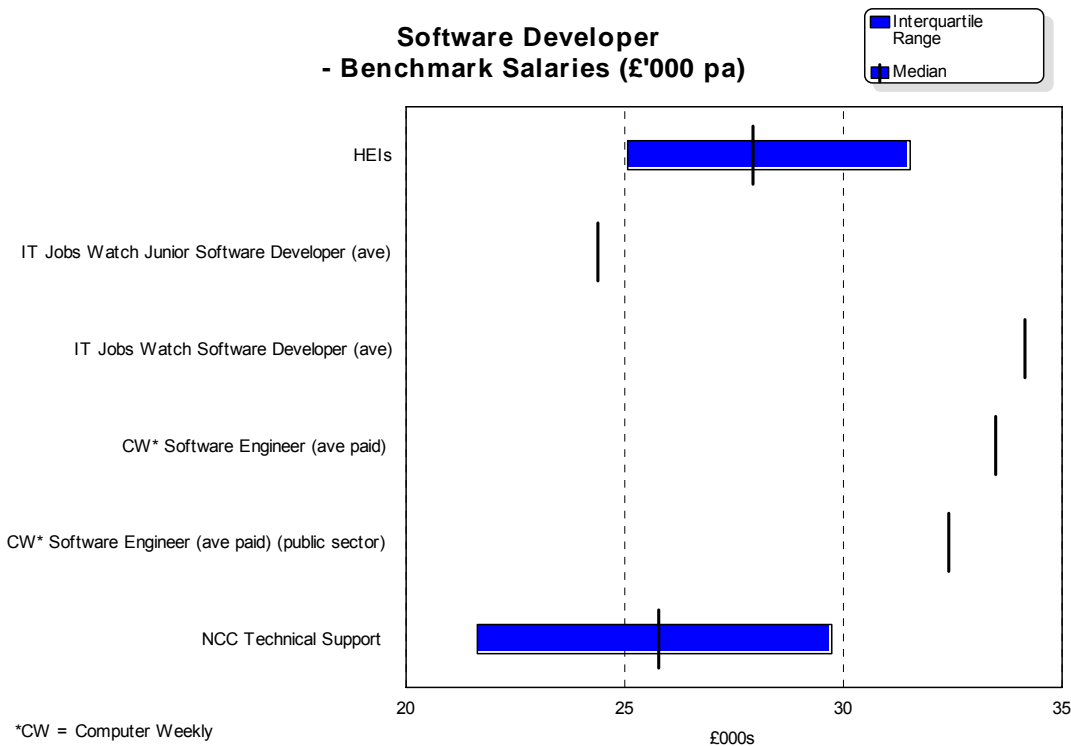
The latest National Computing Centre Salary Survey contains data for Technical Support Staff, and this post seems to offer a possible comparator to the job contained within the ECC survey.

The NCC survey defines the role as a specialist with responsibility for a particular technical issue, for example systems software, database design, security, quality assurance and standards. The data suggests pay levels are significantly lower in Health and Education than those found within the Government Sector and elsewhere.

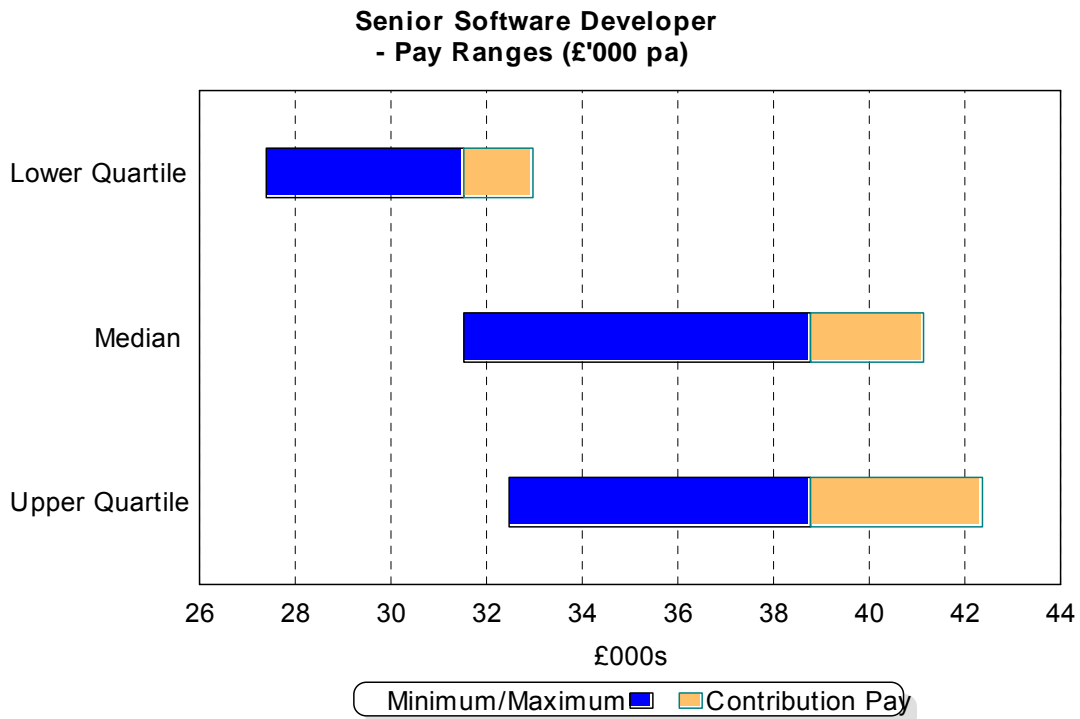
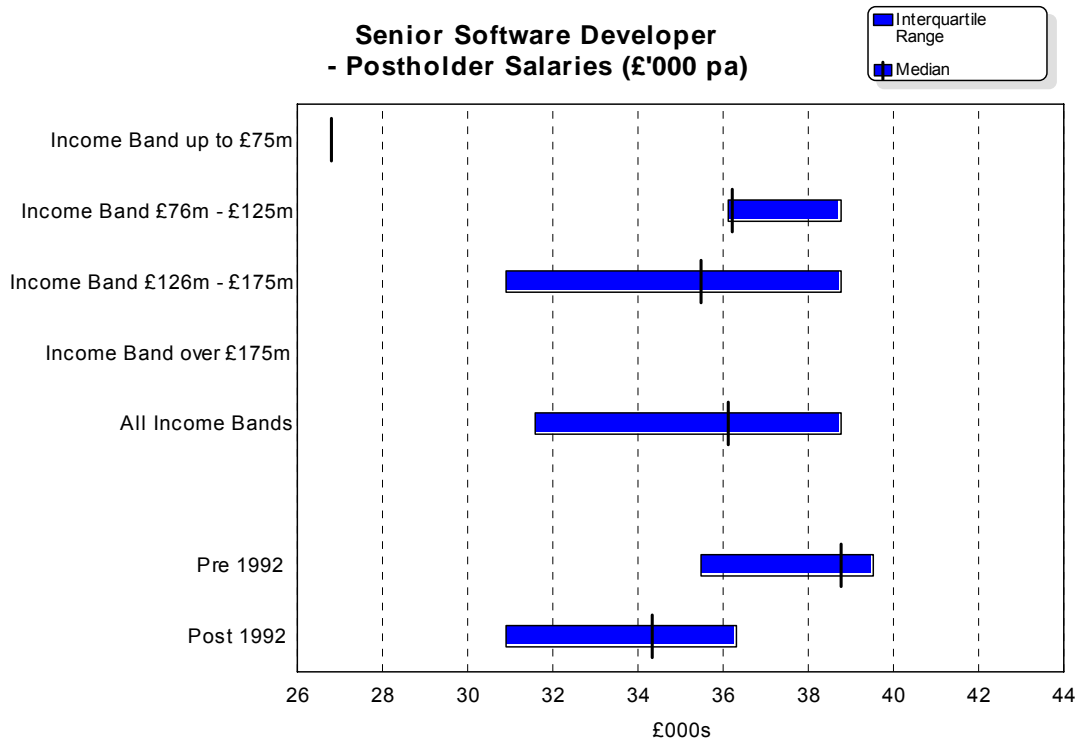
	Lower Quartile £	Median £	Average £	Upper Quartile £	Sample
Total Sample	21,628	25,777	25,909	29,732	677
Health & Education	19,469	21,696	22,942	24,950	129
Government	24,330	27,295	27,349	30,640	305

Summary

The data suggests the salaries paid by HEIs are not generally competitive with those paid by other organisations, assuming the jobs identified as possible comparators are reasonable matches for the post in our survey. While the data suggests salaries are generally lower in the public sector, Software Engineers are still paid more elsewhere in the public sector than the Software Developers in HEIs. Technical Support staff are paid slightly less than HEIs pay their Software Developers. However, the NCC data also suggests pay levels are lower within the Health & Education sectors than elsewhere for these Technical Support roles



Senior Software Developer



ECC Survey Results

HEI Annual Income Analysis £

Senior Software Developer	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	26,798	4
Income Band £76m - £125m	36,117	36,215	37,011	38,772	22
Income Band £126m - £175m	30,902	35,481	34,642	38,772	43
Income Band over £175m	1
All Income Bands	31,585	36,117	35,138	38,772	70

HEI Type Analysis £

Senior Software Developer	Lq	Median	Average	Uq	Count
Pre 1992	35,481	38,772	38,516	39,525	25
Post 1992	30,902	34,335	33,581	36,312	43

Summary Analysis of Salary Ranges £

Senior Software Developer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	27,397	31,525	30,437	32,471	22
Normal Range Maximum Salary	31,525	38,772	35,941	38,772	22
Contribution Pay Maximum	32,968	41,133	38,384	42,367	15

The survey shows the inter-quartile range of salaries paid to individual post holders is from £31,585 to £38,772, with a median salary of £36,117. The inter-quartile range of salaries follows on neatly from the inter-quartile range of £25,067 to £31,525 for the lower level post of Software Developer.

The data suggest salary levels are higher in pre-1992 HEIs than post-1992 HEIs and the sample size of posts is large enough for this data to be considered reliable.

The data on the pay ranges suggests the median normal pay range is from £31,525 to £38,772, with a median contribution pay maximum of £41,133. The normal pay range follows on from the normal pay range of £25,663 to £30,606 for the lower level post of Software Developer.

The most common number of contracted hours for a full-time post is 37 hours (10 HEIs) and then 35 hours a week (6 HEIs).

Seven HEIs participating in the survey report paying a market premium for this post. Three report recruitment problems with one HEI saying it had to use an agency to help find suitable candidates and another having to re-advertise a recent vacancy with a small response to the second advert. One HEI commented that the market for this post is currently competitive and there is a shortage of staff with expertise and better salaries on offer elsewhere. Only one HEI reports retention problems with some staff turnover in the past year.

Survey Job Description

Level	Reports to Software Development/Programming Manager.
Experience	<ul style="list-style-type: none"> • Experience as a Software Developer. • In depth knowledge of real time or embedded software and associated hardware. • Would typically have expertise in software development tools such as, C/C++, Java, .NET, Perl etc and knowledge of relational databases such as Oracle, SQL Server etc.
Qualifications	Relevant computing science or IT degree or degree with post-graduate qualification in computing or IT.
Role	<ul style="list-style-type: none"> • Writes programs (software) to defined standards. • Contributes to program architecture and technical design discussions • Reviews code and technical specifications • Develops custom code • Reviews and analyses clients requirements • Responsible for the design and programming of related application and operating software. • Liaise with System Engineers/Administrators to ensure that the functionality met specifications. • May be responsible for other Software Developers within a project team.

Benchmark Pay Data

Our monitoring of the www.jobs.ac.uk website indicates that advertised salaries for Senior Software Developers in the higher and further education sectors range from £27,000 to £39,000. This is generally in line with the our survey results

Data from www.itjobswatch.co.uk for jobs advertised in the three months to 1 February 2007 show the average salary for Senior Software Developers is £41,888, which is significantly higher than the ECC survey average salary of £35,138.

	Average Minimum Salary £	Average Salary £	Average Maximum Salary £	Sample
Senior Software Developer	38,139	41,888	45,636	275

Data from the Computer Weekly Salary Survey for the 4th Quarter 2006 shows a similar average advertised salary for Senior Software Engineer. Salary levels are slightly lower in the public sector, although the sample size is very small.

Senior Software Engineer	Advertised Salary £	Paid Salary £	Sample
Total Sample	43,765	42,449	1342
Public Sector	42,375	38,000	15

The post of Senior Software Engineer is considered a reasonable match for the post of Senior Software Developer. The job description used by Computer Weekly is as per the previous example of Software Engineer except that the post requires a minimum of three years' experience as a Software Engineer, in-depth experience of real time or embedded software and associated hardware and may involve responsibility for other Software Engineers within a project team.

The latest National Computing Centre Salary Survey contains data for Senior Technical Support Staff, and this post seems to offer a possible comparator to the job contained within the ECC survey.

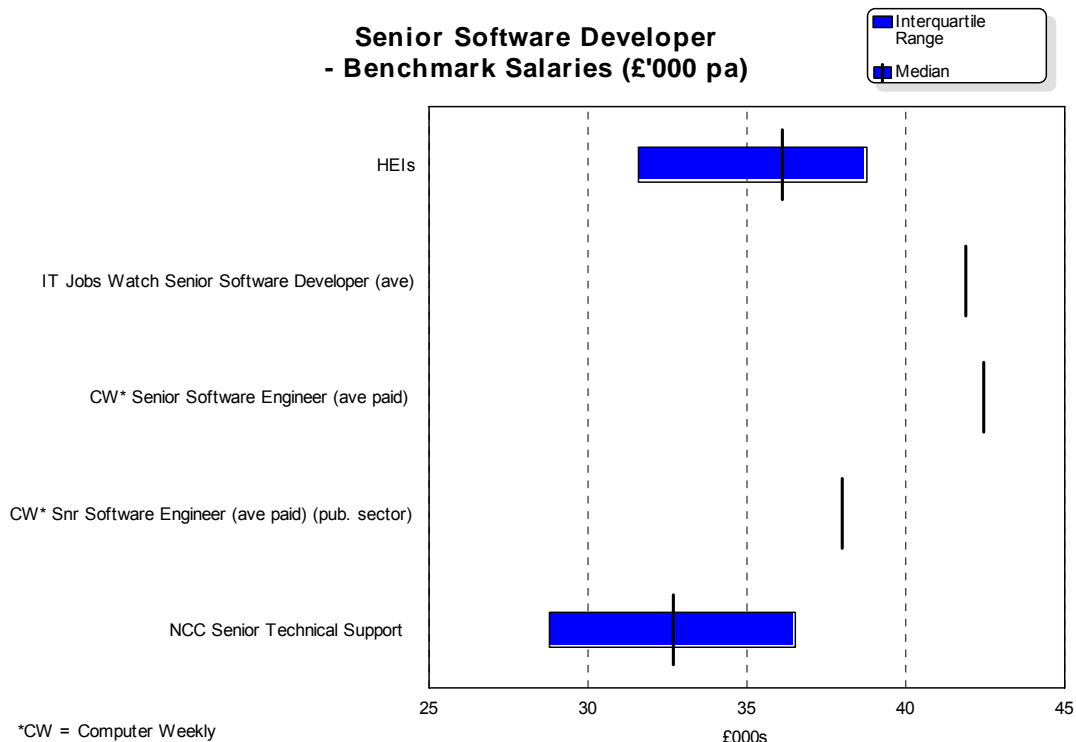
The NCC survey defines the role as a senior technical specialist with responsibility for a particular technical issue, for example systems software, database design, security, quality

assurance and standards. Technical support staff would also report to this post. The data suggests pay levels are slightly lower in Health and Education than those found within the Government Sector and elsewhere.

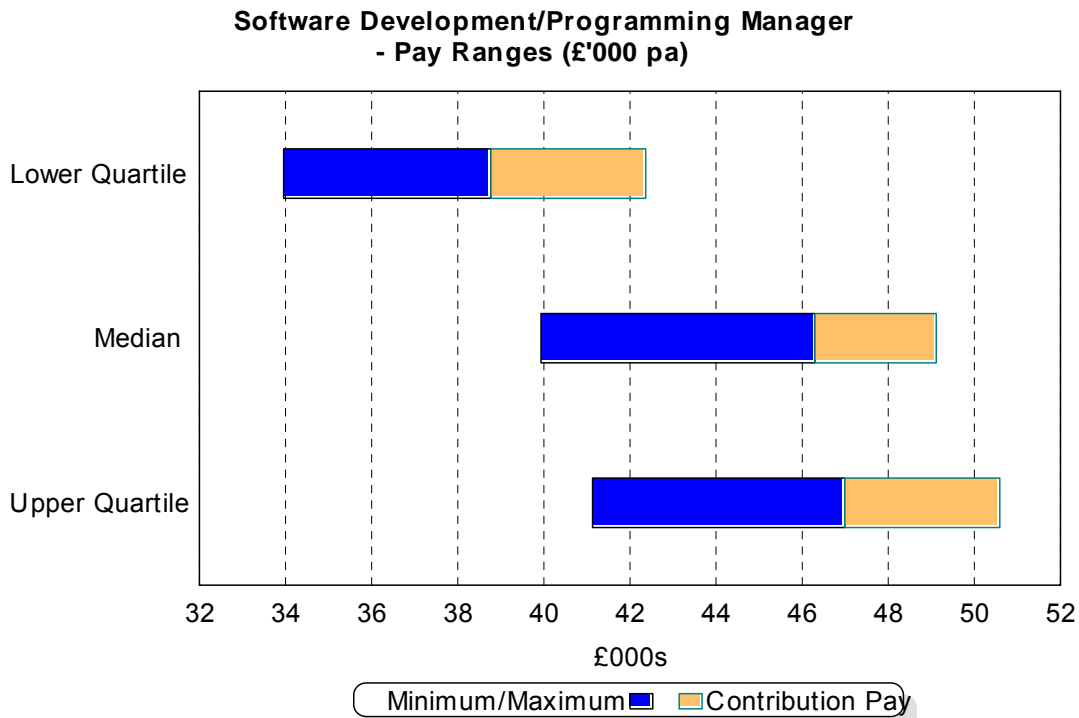
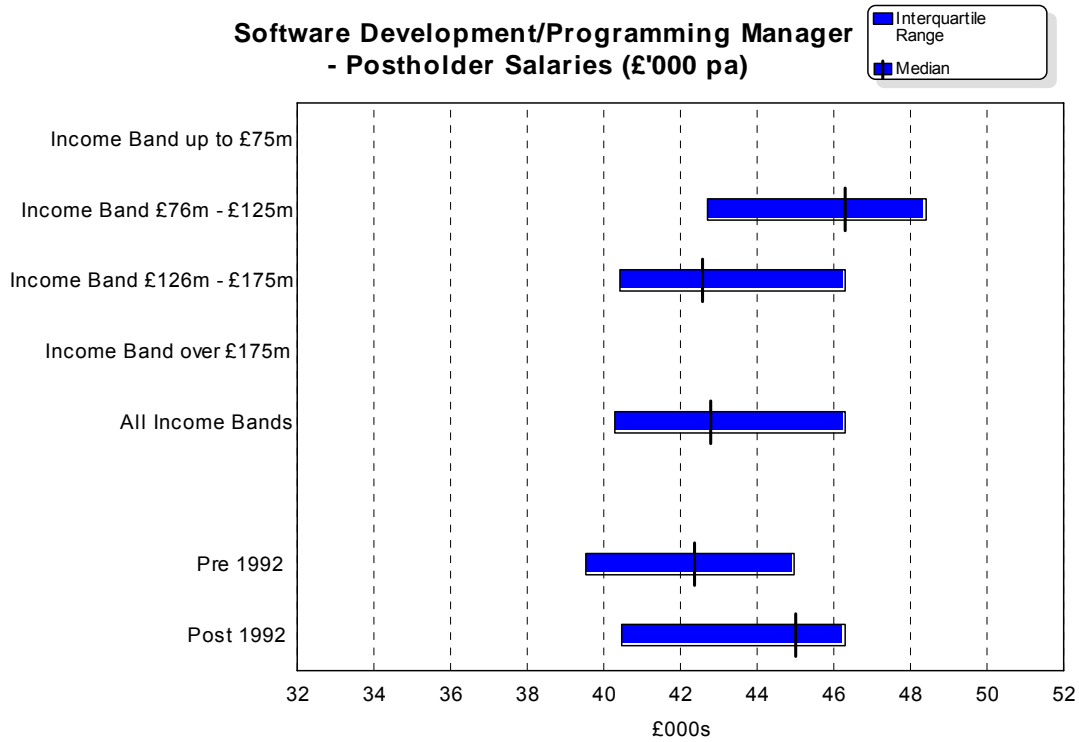
Senior Technical Support	Lower Quartile £	Median £	Average £	Upper Quartile £	Sample
Total Sample	28,789	32,686	33,181	36,525	331
Health & Education	26,438	30,643	30,619	34,722	67
Government	29,140	33,421	34,409	38,500	121

Summary

The data suggests the salaries paid by HEIs for Senior Software Developers are also not generally competitive with those paid by other organisations, assuming the jobs identified as possible comparators are broadly comparable with the post in our survey. The data suggests the salaries paid in the public sector for Senior Software Engineers are lower and these are more in line with the salaries paid to Senior Software Developers in HEIs. Senior Technical Support staff are paid slightly less than HEIs pay their Senior Software Developers. However, the NCC data also suggests pay levels are lower within the Health & Education sectors than elsewhere for these Senior Technical Support roles



Software Development/Programming Manager



ECC Survey Data

HEI Annual Income Analysis £

Software Development/Programming Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	2
Income Band £76m - £125m	42,706	46,295	45,681	48,411	10
Income Band £126m - £175m	40,421	42,577	43,860	46,295	16
Income Band over £175m	1
All Income Bands	40,287	42,786	43,792	46,295	29

HEI Type Analysis £

Software Development/Programming Manager	LQ	Median	Average	UQ	Count
Pre 1992	39,530	42,367	43,726	44,967	15
Post 1992	40,465	45,008	43,862	46,295	14

Summary Analysis of Salary Ranges £

Software Development/Programming Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	33,957	39,935	38,514	41,133	23
Normal Range Maximum Salary	38,772	46,295	45,044	46,990	23
Contribution Pay Maximum	42,367	49,116	47,734	50,589	13

The survey shows the inter-quartile range of salaries paid to individual post holders is from £40,287 to £46,295, with a median salary of £42,786. The inter-quartile range of salaries is above the inter-quartile salary range of £31,585 to £38,772 for the lower level post of Senior Software Developer.

The data on the pay ranges suggests the median normal pay range is from £39,935 to £46,295, with a median contribution pay maximum of £49,116. The normal pay range follows on from the normal pay range of £31,525 to £38,772 for the lower level post of Senior Software Developer.

The most common number of contracted hours for a full-time post is 37 hours (11 HEIs) and then 35 hours a week (5 HEIs).

Five HEIs participating in the survey report paying a market premium for this post but no HEIs currently report recruitment or retention problems for this post.

ECC Survey Job Description

Level	Reporting to Director or Head of IT.
Experience	Extensive experience as a Senior Software Developer and managing staff and projects.
Qualifications	Relevant computing science or IT degree or degree with post-graduate qualification in computing or IT.
Role	<ul style="list-style-type: none"> Plans, organises and controls the writing of programs (software) to defined standards. Leads program architecture and technical design discussions Leads code reviews and technical specifications Reviews and analyses requirements Provides programming resources to both operations (maintenance) and systems (development).

Benchmark Pay Data

Data from www.itjobswatch.co.uk for jobs advertised in the three months to 1 February 2007 shows the average salary for Software Development Managers is £52,683, which is significantly higher than the ECC survey average salary of £43,792.

	Average Minimum Salary £	Average Salary £	Average Maximum Salary £	Sample
Software Development Manager	49,961	52,683	55,405	192

Data from the Computer Weekly Salary Survey for the 4th Quarter 2006 shows similar salary levels for Software/Programming Manager. Salary levels appear slightly higher in the public sector, although the sample size is relatively small. Paid salaries are generally lower than advertised salaries. [In the previous report (October 2006), advertised salaries for all jobs were on average 7.6% higher than salaries being paid, and this was the lowest difference for over 10 years].

Software/Programming Manager	Advertised Salary £	Paid Salary £	Sample
Total Sample	57,744	47,540	1026
Public Sector	62,248	49,000	35

The post of Software/Programming Manager is considered a good match for the post in the ECC survey because it includes responsibility for planning, organising and controlling the writing of programs (software) to defined standards, and providing programming resources to both operations (maintenance) and systems (development).

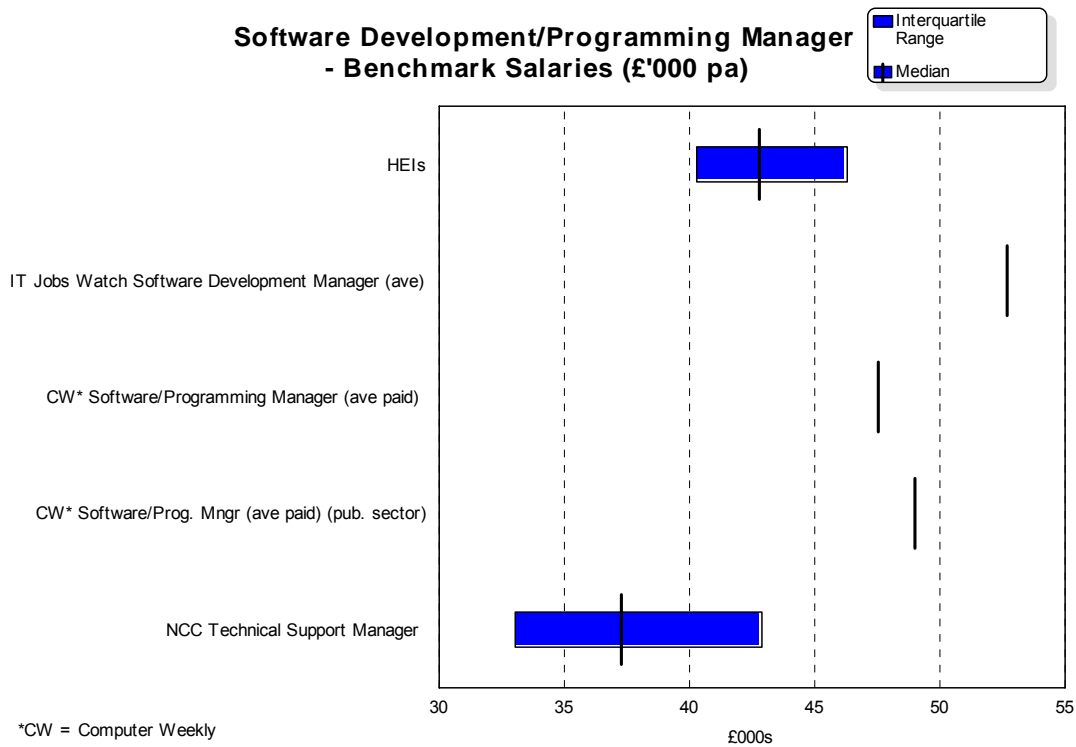
The latest National Computing Centre Salary Survey contains data for a Technical Support Manager, and this post seems to offer a comparator for the job contained within the ECC survey.

The NCC survey defines the role as being responsible for one or more technical support functions such as databases, security, quality and standards. The data again suggests that pay levels are lower in Health and Education than those found within the Government Sector and elsewhere.

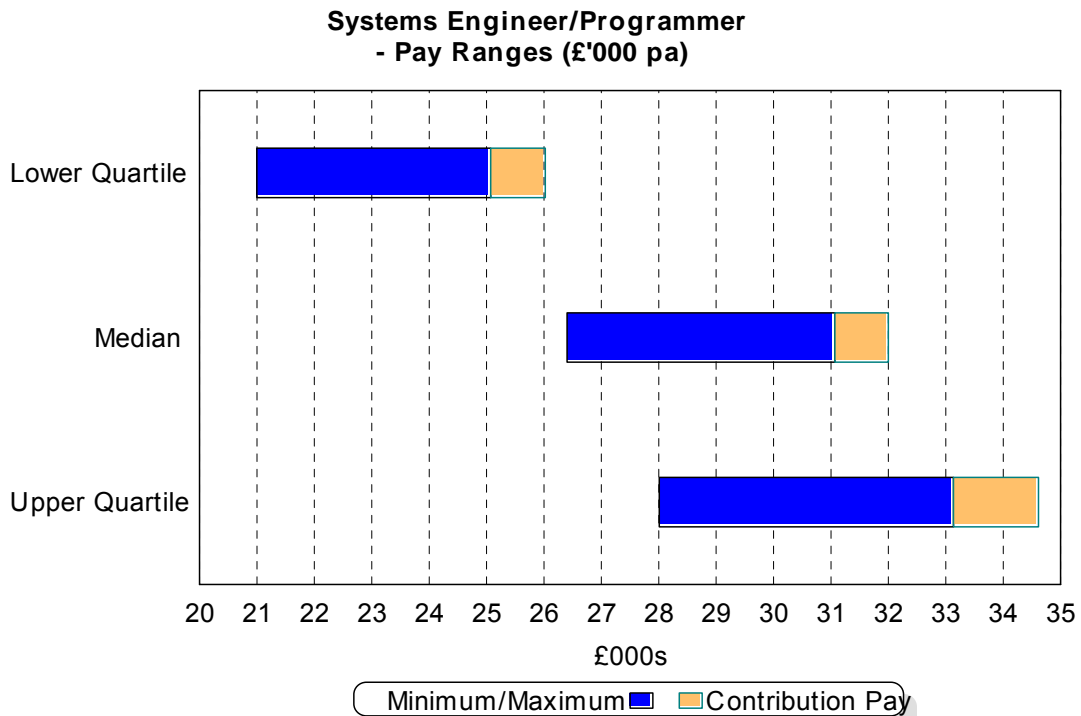
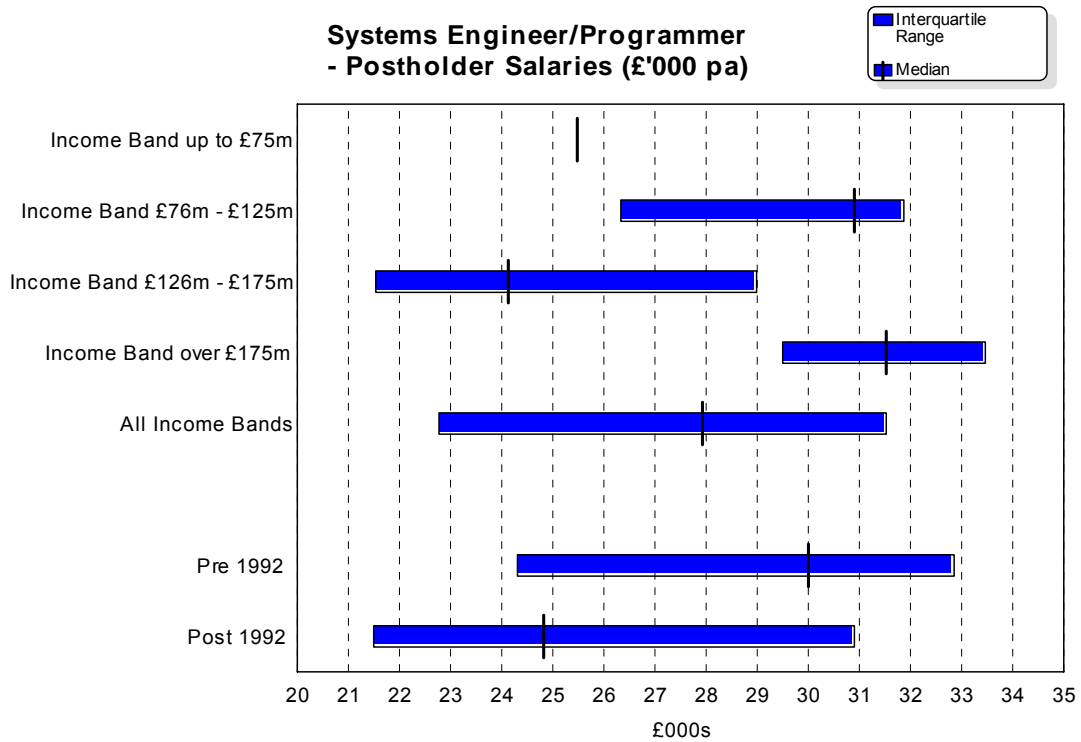
Technical Support Manager	Lower Quartile £	Median £	Average £	Upper Quartile £	Sample
Total Sample	33,038	37,278	38,644	42,891	111
Health & Education	28,750	33,333	34,472	40,625	18
Government	34,786	37,167	38,726	41,042	31

Summary

The data on the competitiveness of the salaries paid by HEIs for Software Development/ Programming Managers suggests other organisations are generally paying more, assuming the jobs identified as possible comparators are a reasonable match with that in the survey. The average salaries paid for Software/Programming Managers in the Computer Weekly Survey are in line with the upper quartile salary level for Software Development/ Programming Managers in HEIs. Technical Support Managers are paid slightly less than HEIs pay their Managers. However, the NCC data also suggests pay levels are lower within the Health & Education sectors than elsewhere for these Technical Support Manager roles.



Systems Engineer/Programmer



ECC Survey Results

HEI Annual Income Analysis £

Systems Engineer/Programmer	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	25,480	4
Income Band £76m - £125m	26,332	30,902	29,372	31,869	35
Income Band £126m - £175m	21,536	24,130	24,674	28,989	52
Income Band over £175m	29,499	31,525	31,702	33,465	20
All Income Bands	22,774	27,931	27,443	31,525	111

HEI Type Analysis £

Systems Engineer/Programmer	LQ	Median	Average	UQ	Count
Pre 1992	24,308	30,005	29,444	32,854	52
Post 1992	21,497	24,821	25,679	30,902	59

Summary Analysis of Salary Ranges £

Systems Engineer/Programmer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	20,998	26,402	24,865	28,010	26
Normal Range Maximum Salary	25,073	31,066	29,312	33,133	26
Contribution Pay Maximum	26,023	31,998	30,438	34,615	16

The survey shows the inter-quartile range of salaries paid to individual post holders is £22,774 to £31,525, while the median salary is also £27,931. These salary levels are very close to the levels recorded for the post of Software Developer.

The data suggest salary levels are higher in pre-1992 HEIs than post-1992 HEIs and the sample size of posts is large enough for this data to be considered reliable.

The data on the pay ranges suggests the median normal pay range is from £26,402 to £31,066, with a median contribution pay maximum of £31,998, and these are broadly in line with the median pay range for Software Developers.

The most common number of contracted hours for a full-time post is 37 hours (13 HEIs) and then 35 hours a week (8 HEIs).

Four HEIs participating in the survey report paying a market premium for this post. One HEI reports using contract workers as a result of recruitment problems and two HEIs report retention problems.

ECC Survey Job Description

Level	Reports to Senior Systems Engineer/Administrator or Systems Engineering/Programming Team Leader or Manager.
Experience	Entry level position but post holders are likely to have up to 2 or 3 years' experience in a combination of database administration, underlying system architecture including network maintenance and development, together with associated hardware, to maintain and develop systems, using software skills and knowledge of operating systems (eg. UNIX, Windows), relational databases (eg. Oracle, SQL Server), etc.
Qualifications	Relevant computing science or IT degree or degree with post-graduate qualification in computing or IT.
Role	<ul style="list-style-type: none"> Assist in reviewing and developing systems, low level applications and communications software. Tests, diagnoses and fixes faults in systems software Writes and tests code to control the scheduling of jobs on a mainframe, or to control access by users on remote systems Writing documentation for users Assisting in project work

Benchmark Pay Data

Our monitoring of the www.jobs.ac.uk website indicates that advertised salaries for Systems Engineers in the higher and further education sectors range between £15,000 and £37,000 per annum, with the majority of posts in the £25,000 to £30,000 range.

Data from www.itjobswatch.co.uk for jobs advertised in the three months to 1 February 2007 shows the average salary for a Systems Engineer is £37,397, which is significantly higher than the ECC survey average salary of £27,931. There is also a limited amount of data showing an average salary of £22,210 for Junior Systems Engineer but the sample size is very small.

	Average Minimum Salary £	Average Salary £	Average Maximum Salary £	Sample
System Engineer	34,375	37,397	40,419	1270

Data from the Computer Weekly Salary Survey for the 4th Quarter 2006 shows lower salary levels for Systems Developers in the public sector, but these are still higher than those found within the ECC survey. This may be explained by the fact this post normally requires a minimum of two years' development experience. Paid salaries are generally lower than advertised salaries. [In the previous report (October 2006), advertised salaries for all jobs were on average 7.6% higher than salaries being paid, and this was the lowest difference for over 10 years].

Systems Developer	Advertised Salary £	Paid Salary £	Sample
Total Sample	39,354	33,610	27,749
Public Sector	33,736	33,079	338

This position also requires expertise in a combination of database design, program structure & underlying system architecture in order to develop systems using software skills such as C/C++, Visual Basic, Oracle, Ingres, Sybase etc. Web developers require a similar background but with software skills such as Java, Perl etc.

There are a number of jobs within the latest National Computing Centre Salary Survey that appear to offer possible comparators to the job contained within the ECC survey.

The NCC survey shows an average salary of £27,818 for Systems Testing Engineer, which is very close to the survey data average.

The NCC survey defines the role as a specialist with responsibility for designing and conducting tests on new systems and amendments to existing systems.

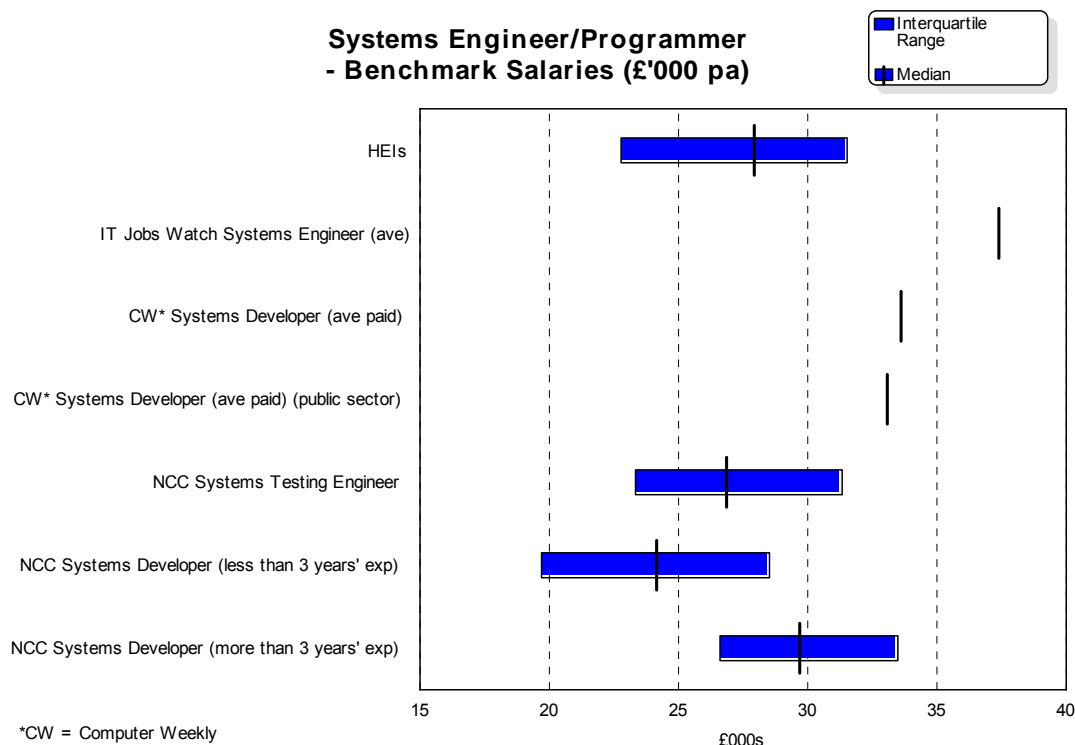
Systems Testing Engineer	Lower Quartile £	Median £	Average £	Upper Quartile £	Sample
Total Sample	23,333	26,857	27,818	31,333	44

The NCC survey also shows an average salary of £24,619 for a Systems Developer with less than three years' experience and £30,465 for the same role with at least three years' experience. This role includes the analysis, programming, implementation, maintenance or support of IT or web-based applications.

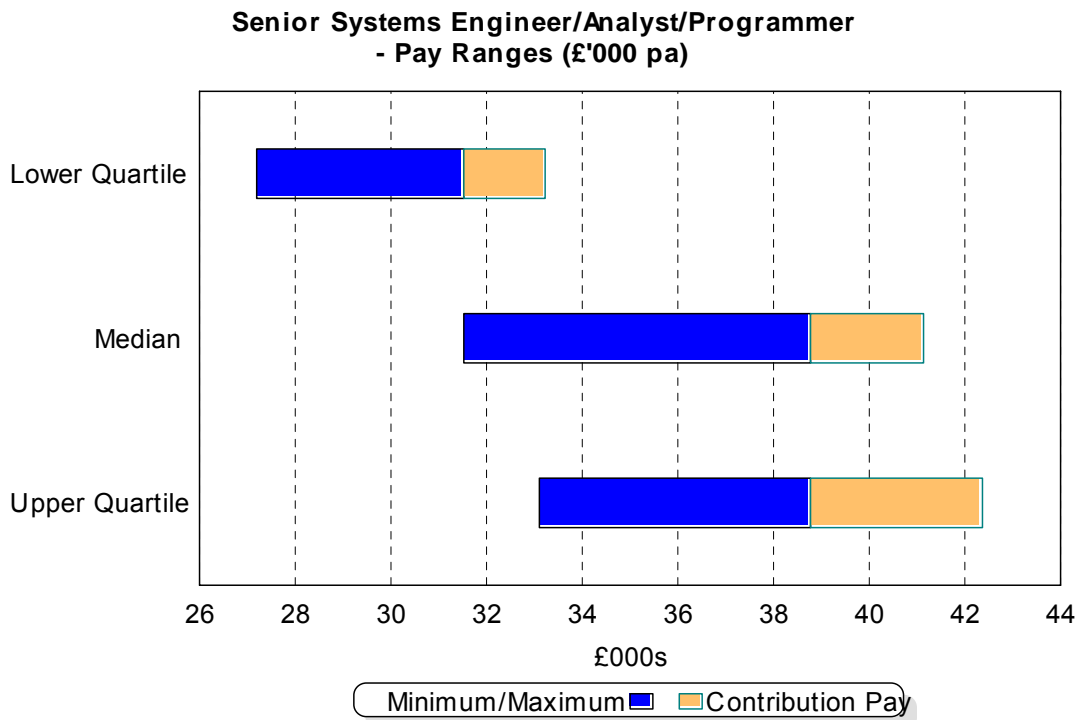
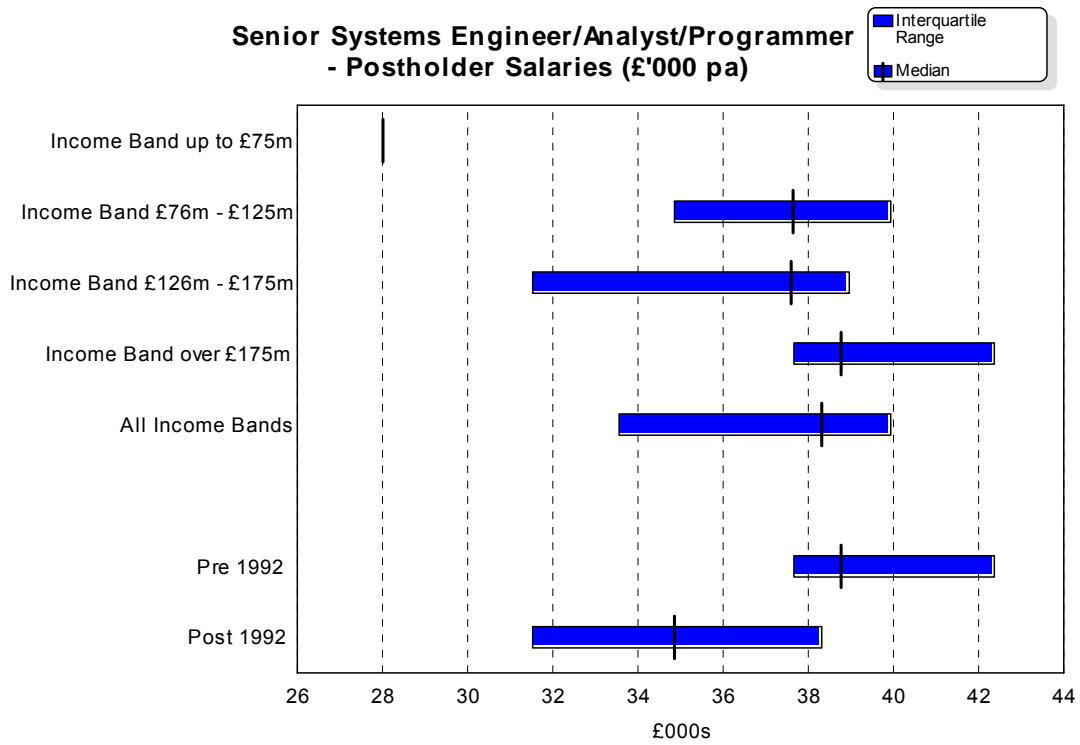
Systems Developer	Lower Quartile £	Median £	Average £	Upper Quartile £	Sample
Less than 3 years					
Total Sample	19,695	24,150	24,619	28,517	177
Health & Education	19,223	19,661	22,265	23,167	49
More than 3 years					
Total Sample	26,608	29,689	30,465	33,487	545
Health & Education	24,367	29,667	28,173	32,033	75

Summary

The salaries paid by HEIs for Systems Engineers appear to be generally competitive with the salary levels for Systems Testing Engineers and Systems Developer, according to data from the NCC Survey. However, they appear to be lower than those given in other sources of pay data for Systems Engineers (based on IT Jobs Watch data) and Systems Developers (based on Computer Weekly data).



Senior Systems Engineer/Analyst/Programmer



ECC Survey Results

HEI Annual Income Analysis £

Senior Systems Engineer/Analyst/Programmer	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	28,010	28,565	...	5
Income Band £76m - £125m	34,858	37,642	37,227	39,935	35
Income Band £126m - £175m	31,525	37,596	36,660	38,960	52
Income Band over £175m	37,659	38,772	38,616	42,367	19
All Income Bands	33,555	38,316	36,809	39,935	111

HEI Type Analysis £

Senior Systems Engineer/Analyst/Programmer	LQ	Median	Average	UQ	Count
Pre 1992	37,659	38,772	39,365	42,367	55
Post 1992	31,525	34,858	34,413	38,316	55

Summary Analysis of Salary Ranges £

Senior Systems Engineer/Analyst/Programmer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	27,193	31,525	30,538	33,101	29
Normal Range Maximum Salary	31,525	38,772	36,476	38,772	29
Contribution Pay Maximum	33,224	41,133	39,266	42,367	18

The survey shows the inter-quartile range of salaries paid to individual post holders is £33,555 to £39,935, while the median salary is £38,316. These salary levels follow on from the inter-quartile range of salaries paid to lower level Systems Engineer postholders, and are also close to the levels recorded for the post of Senior Software Developer.

The data suggests salary levels may be higher in larger HEIs and are higher in pre-1992 HEIs than post-1992 HEIs. The sample sizes of posts are generally large enough for the data to be considered reliable.

The data on the pay ranges suggests the median normal pay range is from £31,525 to £38,772, with a median contribution pay maximum of £41,133, and these follow on from the median normal pay range of £26,402 to £31,066 for Systems Engineers. The median normal pay range and contribution pay maximum for this post are the same as those for the post of Senior Software Developer.

The most common number of contracted hours for a full-time post is 37 hours (13 HEIs) and then 35 hours a week (8 HEIs).

Three HEIs participating in the survey report paying a market premium for this post, and three report recruitment problems. One HEI used an agency to help it recruit and another reported a low response level to a recent advert and having particular issues in recruiting staff with UNIX expertise. Two HEIs report retention problems.

ECC Survey Job Description

Level	Reports to Systems Engineering/Programming Team Leader or Manager, or to an IT Manager or Project Leader.
Experience	Position requires in depth expertise & experience in a combination of database administration, program structure, and underlying system architecture, including network maintenance & development, as well as associated hardware in order to maintain & develop systems, using software skills & knowledge of operating systems (eg. UNIX, Windows), relational databases (eg. Oracle, SQL Server).
Qualifications	Relevant computing science or IT degree or degree with post-graduate qualification in computing or IT.
Role	<ul style="list-style-type: none"> • Reviewing & developing systems, low level applications & communications software. • Tests, diagnoses and fixes faults in systems software • Writing and testing code to control the scheduling of jobs on a mainframe, or to control access by users on remote systems • Providing documentation to users • Undertaking project work • Post holder may organise and supervise the development of all or part of an IT or web-based system. • May be responsible for supervising systems engineers/programmers on a day-to-day basis.

Benchmark Pay Data

Our monitoring of the www.jobs.ac.uk website indicates that advertised salaries for Senior Systems Engineers in the higher and further education sectors range between £23,000 and £37,000, with the majority of posts in the £28,000 to £37,000 range.

Data from www.itjobswatch.co.uk for jobs advertised in the three months to 1 February 2007 shows the average salary for a Senior Systems Engineer is £40,901, which is higher than the ECC survey average salary of £36,809.

	Ave Minimum Salary £	Ave Salary £	Ave Maximum Salary £	Sample
Senior System Engineer	37,925	40,901	43,878	199

The Computer Weekly Salary Survey for the 4th Quarter 2006 shows the following salary levels for Senior Systems Developers (described as for the previous Systems Developer post above except that it requires in-depth expertise and experience, and normally requires a minimum of three years' development experience).

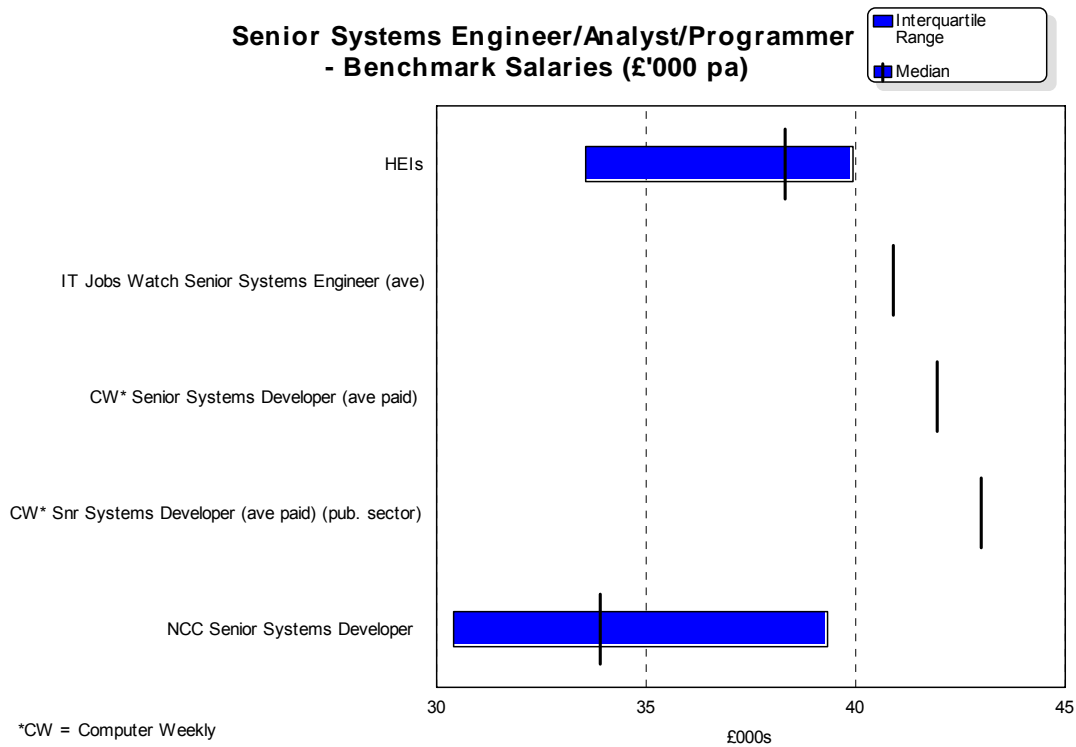
Senior Systems Developer	Advertised Salary	Paid Salary	Sample
Total Sample	50,917	41,945	5,481
Public Sector	40,693	42,995	70

The latest National Computing Centre Salary Survey shows an average salary of £35,428 for the post of Senior Systems Developer. This is significantly lower than shown above and close to the ECC survey average salary. The NCC survey defines the role as being responsible for the organisation and supervision of the development of all or part of an IT or web-based application. Other systems developers would report to the postholder, who in turn reports to a Project Manager or Systems Development Manager or IT Manager.

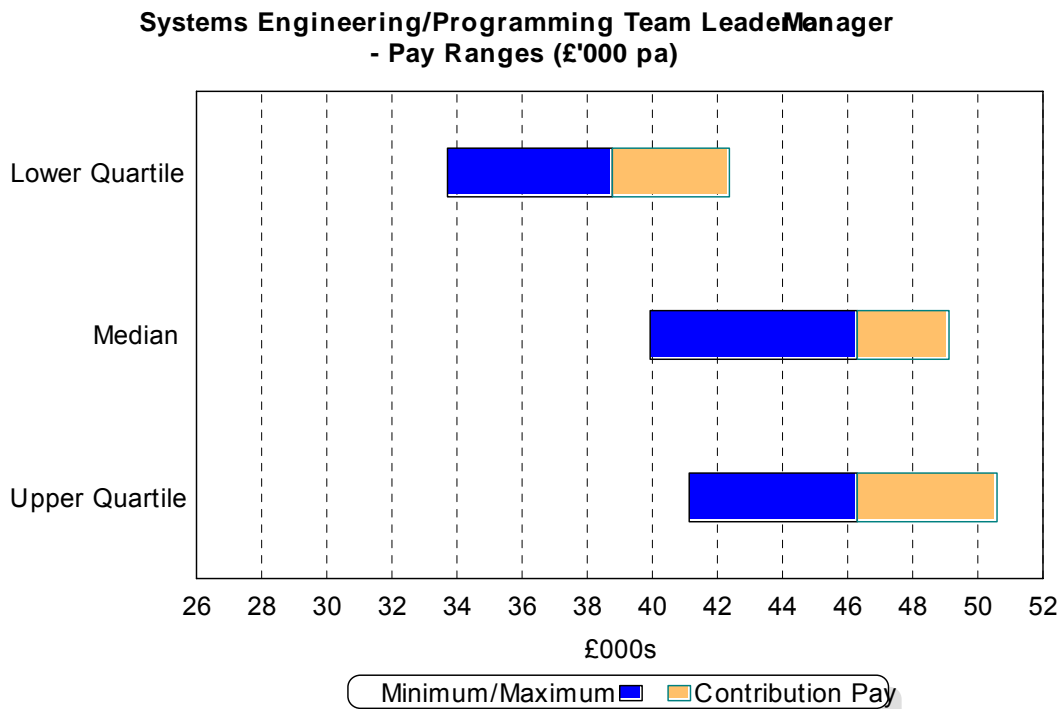
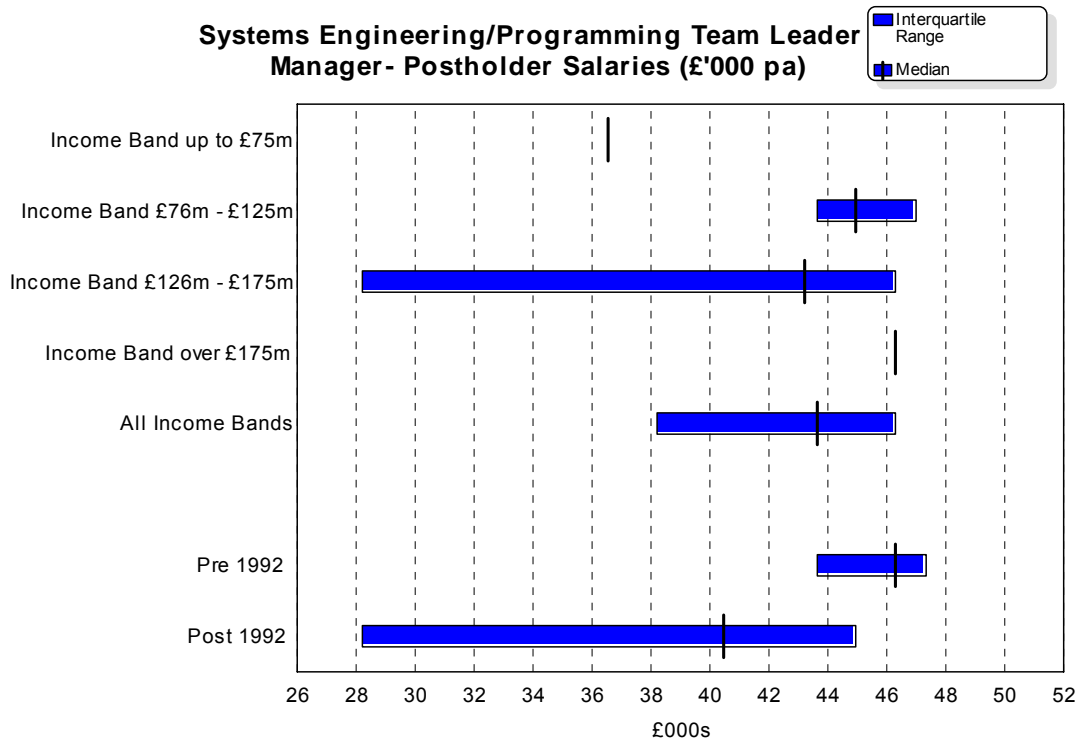
Senior Systems Developer	Lower Quartile £	Median £	Average £	Upper Quartile £	Sample
Total Sample	30,406	33,903	35,428	39,328	271
Health & Education	30,033	31,533	32,589	38,438	45
Government	29,214	31,045	32,348	33,682	79

Summary

The salaries paid by HEIs for Senior Systems Engineer/Analyst/Programmer posts appear to be competitive with the salary levels for Senior Systems Developers in the NCC Survey. However, the upper quartile salary level in HEIs is lower than the average salary levels for Senior Systems Engineers (as based on IT Jobs Watch data) and Senior Systems Developers (as based on Computer Weekly data).



Systems Engineering/Programming Team Leader/Manager



ECC Survey Results

HEI Annual Income Analysis £

Systems Engineering/Programming Team Leader or Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	36,546	4
Income Band £76m - £125m	43,639	44,947	45,005	46,990	15
Income Band £126m - £175m	28,212	43,212	39,128	46,295	24
Income Band over £175m	...	46,295	46,140	...	5
All Income Bands	38,204	43,639	41,477	46,295	48

HEI Type Analysis £

Systems Engineering/Programming Team Leader or Manager	LQ	Median	Average	UQ	Count
Pre 1992	43,638	46,295	46,241	47,338	18
Post 1992	28,212	40,465	38,619	44,947	30

Summary Analysis of Salary Ranges £

Systems Engineering/Programming Team Leader or Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	33,711	39,935	38,241	41,133	26
Normal Range Maximum Salary	38,772	46,295	44,245	46,295	26
Contribution Pay Maximum	42,367	49,116	47,326	50,589	16

The survey shows the inter-quartile range of salaries paid to individual post holders is £38,204 to £46,295, while the median salary is £43,639. This means there is some overlap with the inter-quartile range of salaries paid to lower level Senior Systems Engineer postholders. The salary levels are also close to the levels recorded for the post of Software Development/Programming Manager.

The data suggests salary levels may be higher in larger HEIs and are higher in pre-1992 HEIs than post-1992 HEIs.

The data on the pay ranges suggests the median normal pay range is from £39,935 to £46,295, with a median contribution pay maximum of £49,116; and these follow on from the median normal pay range of £31,525 to £38,772 for Senior Systems Engineers. The median normal pay range and contribution pay maximum for this post are the same as those for the post of Software Development/Programming Manager.

The most common number of contracted hours for a full-time post is 37 hours (13 HEIs) and then 35 hours a week (5 HEIs).

Five HEIs participating in the survey report paying a market premium for this post, but none report recruitment or retention problems.

ECC Survey Job Description

Level	Reports to Director or Head of IT.
Experience	Experience as a team leader or role in managing staff and projects. In depth experience of programming and development functions.
Qualifications	Relevant computing science or IT degree or degree with post-graduate qualification in computing or IT.
Role	<ul style="list-style-type: none"> • Responsible for managing systems engineers, analyst programmers or programmers that make up the Systems Engineering/Development Team. • Plans, organizes and controls the maintenance and development of new and revised systems and procedures. • Overall control of technical aspects of delivering system such as: <ul style="list-style-type: none"> • Reviewing and developing current systems • Writing and modifying operating systems • Testing, diagnosing and fixing faults • Other systems engineers/administrators, analyst programmers or programmers would report to this post.

Benchmark Pay Data

Our monitoring of the www.jobs.ac.uk website indicates that advertised salaries for Systems Engineering/Programming Team Leaders/Managers in the higher and further education sectors range between £33,000 and £40,000.

Data from www.itjobswatch.co.uk for jobs advertised in the three months to 1 February 2007 shows an average salary for a Principal Systems Engineer is £46,786 (with a very small sample size of only 7 posts), which is higher than the ECC survey average salary of £41,477.

Data from the Computer Weekly Salary Survey for the 4th Quarter 2006 shows the following salary levels for Systems Development Managers responsible for planning, organising and controlling the development of new and revised systems and procedures. Salary levels are significantly lower in the public sector, and these public sector salaries are more in line with those in the ECC survey

Systems Development Manager	Advertised Salary £	Paid Salary £	Sample
Total Sample	52,261	52,256	1,321
Public Sector	44,994	43,000	62

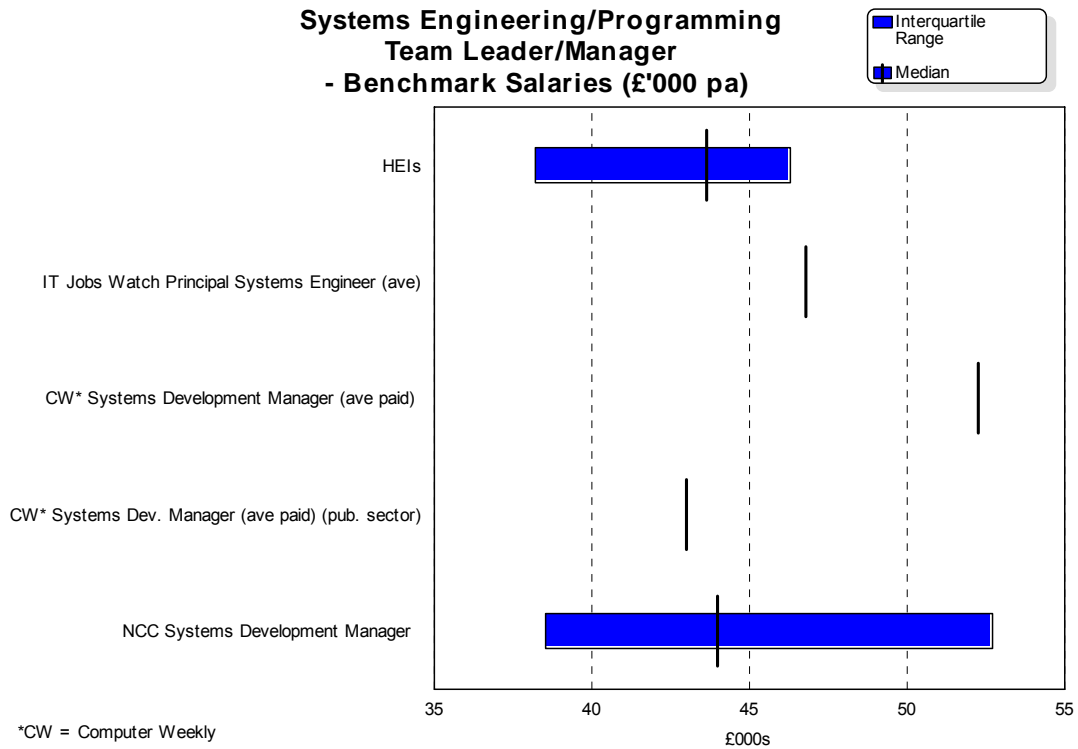
The latest National Computing Centre Salary Survey also includes data for the post of Systems Development Manager, and the average salary is again lower than the Computer Weekly total sample data, and close to the ECC survey average salary.

The NCC survey defines the role as being responsible for the development, implementation and maintenance of applications, including development methods and standards. The role is usually found in larger organisations, and has project managers reporting to it.

Systems Development Manager	Lower Quartile £	Median £	Average £	Upper Quartile £	Sample
Total Sample	38,531	43,984	46,674	52,708	149
Health & Education	36,500	41,500	42,238	47,188	21
Government	34,167	40,313	41,227	45,625	33

Summary

The salaries paid by HEIs for the post of Systems Engineering/Programming Team Leader/Manager appear to be competitive with the salary levels for Systems Development Managers in the NCC Survey and those employed in the public sector sample in the Computer Weekly Survey.



Glossary, Statistical Terms and Notes on Sources of Information

Glossary

AAT	Association of Accounting Technicians
ACA	Association of Chartered Accountants
ACCA	Association of Chartered Certified Accountants
CCAB	Consulting Committee of Accounting Bodies
CIMA	Chartered Institute of Management Accountants
CIPFA	Chartered Institute of Public Finance & Accountancy

Statistical Terms

The following statistical terms are used in this report:

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

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

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

ASHE

The Annual Survey of Hours & Earnings Survey is based on earnings data drawn from a 1% random sample of Pay As You Earn (PAYE) employees provided by employers.

The sample sizes are generally large and the source is considered a useful indicator of pay levels for particular occupations, although there are some important limitations.

The data contained in this report relates to April 2006, and data for April 2007 is not due to be published in Autumn 2006.

We have used data for occupations as identified by 4-digit SOC codes. In most cases this gives a reasonably tight definition of an occupation but there are some occupations (such as accountant) where the sample will include a wide range of posts, such as from newly qualified accountant to experienced accountant, and these individuals are paid very different salaries. With such occupations, there will usually be a significant difference between the lower and upper deciles (where these are provided) or lower and upper quartiles, and this greatly reduces the usefulness of the data. The appropriate commentary highlights such occupations.

The data for 4-digit occupations is only available at national level and at a regional level within England and for Scotland and Wales¹⁰. These are large geographical areas, which are likely to cover a number of different labour markets, and this may have the effect of averaging out or reducing differences between different locations. For example, the data for Scotland will include posts in areas such as Aberdeen, Edinburgh and Glasgow, where pay levels are likely to be higher, and areas such as Dumfries & Galloway where pay levels may be lower. Similarly, the South West of England will include Bristol and areas such as Devon or Cornwall.

Some of the variations in average earnings for some occupations in different geographical areas seem to be a little surprising, and where there are significantly different figures outside London and the South East it is important to use other sources of data to confirm these figures.

The ASHE Results are available from the Office for National Statistics website.

Local Government Employers Database

The Employers' Organisation for Local Government has processed advertised salary data from a number of local government websites to create a database to provide a source of pay data for a range of key jobs found within local authorities. The database covers around 50 managerial, professional, administrative and manual roles, and the sources used include data on around 10,000 different jobs each quarter. However, Local Government Employers highlights some limitations of the data (some of these limitations are similar to those discussed for ASHE).

Jobs are grouped only according to job title, and different councils may use the same title for different jobs or different titles for similar jobs. Jobs are reviewed to try to address these problems. The median minimum and maximum salaries are quoted for the given sample. The median is used, rather than the mean, because it is felt that this gives a more reliable indicator of the typical salary for a given role.

Data is collected for 10 standard geographical areas or regions in England plus Wales. For some geographical areas, particularly the North East and Wales, the dataset has fewer jobs. Data is only included for each area where there is a sample of 20 or more jobs to ensure that the data is representative.

The Employers' Organisation says that care should be taken when interpreting the results of its Market Pay Survey data because of the following factors:

- Size of sample
- The location of jobs (labour market pressures vary within as well as between regions)
- Seniority analysis is not undertaken for the data (although it may be possible to do this separately) – so data should be viewed as a useful indicator of current market rates for specific groups of jobs.

¹⁰ This data is available from the Office for National Statistics, although it is not published on the website.

Salary Surveys

Details of some of the salary surveys quoted in this report are included below, and other sources are referenced in the text of the report. The following surveys are considered reliable sources of pay data and those wanting further information may want to consider purchasing these surveys. Organisations participating in surveys generally receive a discount.

Charity Rewards 2006-2007

Produced by Croner Reward, in association with Charity & Fundraising Appointments provides detailed information on the pay and benefits for charities. The survey is published annually in September, and this year's survey includes data, at May 2006, from 237 charities. The survey is available from Croner Reward on 01785 813566 or www.croner-reward.co.uk

Finance Rewards 2006

This Croner Reward Survey includes data at May 2006 and is based on a survey of over 7,000 jobs in nearly 750 organisations. The survey shows basic salary (which excludes bonus or profit-share payments but includes cost-of-living allowances) and total pay. Data is analysed by region, turnover of the organisation, number of staff and sector. The survey is available from Croner Reward by contacting 01785 813566 or www.croner-reward.co.uk

Computer Weekly Survey of Appointments Data and Trends Quarterly Survey.

The Quarterly Survey produced by Salary Services Ltd includes data from job advertisements on the main IT recruitment web sites, IT business magazines and national and selected newspapers (most job advertisements are now web based). Data on paid salaries is taken from subscriber questionnaires combined with registrations and salary enquires via the Salary Services website. Paid salaries are consistently lower than advertised salaries. Data is analysed by region and industry and also by the relevant IT platform or software skills required. The survey can be ordered from Salary Services Ltd by contacting info@salaryservices.co.uk.

Benchmark of Salaries and Employment Trends in IT in 2007 Research Report

This annual survey of the IT labour market is carried out by the National Computing Centre. The report is based on data from 291 organisations, which provided salary and employment details for over 6,250 IT staff. The survey is available from the NCC on 0161 242 2499 or www.ncc.co.uk