



Pay and Labour Market Report Spring 2007 Issue 3

CAPITA

ECC® Educational Competences
Consortium Ltd

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Executive Summary

The chart below summarising the survey data suggests reasonably consistent salary levels for each of the different levels of job.

The inter-quartile range of salaries paid to IT Helpdesk Staff and Team Managers are much broader than those for appropriate Assistant and Manager level posts in the other disciplines.

The inter-quartile range of salaries paid to Marketing Officers is also quite wide.

There are distinct gaps in the inter-quartile salary ranges between the different levels for each job.



The table on the next page includes the detailed figures used to compile the chart. Some 38 HEIs participated in the survey and some of them employed more than one individual in the posts (particularly in the IT helpdesk staff role) covered by the survey thereby increasing the sample size of individual post holders. However, for some posts HEIs were unable to provide data thereby reducing the sample size

Whole Sample Analysis

Postholder Salaries (£pa)					
	LQ	Median	Average	UQ	Count (Posts)
Purchasing Assistant	17,209	17,636	18,429	20,145	36
Purchasing Officer	23,588	26,666	27,061	30,519	32
Purchasing Manager	36,912	41,544	41,335	45,617	29
Marketing Assistant	17,505	17,988	18,637	19,862	54
Marketing Officer	22,687	27,066	27,431	31,211	62
Marketing Manager	32,795	35,419	36,605	39,243	48
Communications Assistant	16,660	17,636	18,676	19,068	19
Communications Officer	26,330	28,677	28,480	31,211	44
Communications Manager	34,458	37,084	38,895	43,411	24
Business Development Assistant	17,636	18,147	18,781	19,862	21
Business Development Officer	25,889	28,290	29,242	31,840	33
Business Development Manager	33,298	36,478	37,071	41,123	67
IT Helpdesk Staff	17,636	19,563	20,414	23,692	150
IT Helpdesk Team Leader	26,666	29,576	29,693	32,795	50
IT Helpdesk Team Manager	33,298	40,335	40,031	46,758	39

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

Analysis of post holder 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
Purchasing Assistant	£17,209	£17,636	£18,064	£17,885	28
Purchasing Officer	£23,692	£28,290	£27,481	£30,913	21
Purchasing Manager	£38,982	£42,168	£42,248	£46,758	20
Marketing Assistant	£17,239	£18,701	£19,294	£20,437	21
Marketing Officer	£28,290	£30,418	£30,774	£31,840	33
Marketing Manager	£34,545	£38,804	£38,365	£41,636	32
Communications Assistant	£16,183	£17,636	£18,946	£18,157	13
Communications Officer	£28,084	£29,228	£29,553	£31,840	32
Communications Manager	£36,105	£38,208	£39,723	£43,853	18
Business Development Assistant	£17,188	£17,636	£18,565	£19,862	15
Business Development Officer	£28,290	£30,293	£31,506	£35,577	18
Business Development Manager	£34,100	£39,347	£38,711	£44,074	30
IT Helpdesk Staff	£18,609	£21,155	£21,979	£25,889	96
IT Helpdesk Team Leader	£29,138	£31,840	£31,652	£33,799	30
IT Helpdesk Team Manager	£37,535	£42,791	£42,617	£48,162	24

Post 1992 HEIs	Postholder Salaries £				
	LQ	Median	Average	UQ	Count
Purchasing Assistant	...	£20,437	£20,273	...	7
Purchasing Officer	£24,297	£26,666	£26,259	£29,339	11
Purchasing Manager	...	£40,335	£39,305	...	9
Marketing Assistant	£17,988	£17,988	£18,296	£19,263	32
Marketing Officer	£22,687	£22,687	£23,627	£25,070	29
Marketing Manager	£31,840	£32,795	£33,460	£34,487	15
Communications Assistant	...	£18,873	£18,184	...	5
Communications Officer	£24,591	£25,478	£25,620	£26,820	12
Communications Manager	...	£34,792	£37,922	...	5
Business Development Assistant	...	£19,068	£19,320	...	6
Business Development Officer	£24,403	£25,889	£26,525	£28,302	15
Business Development Manager	£32,795	£35,836	£35,328	£36,546	33
IT Helpdesk Staff	£15,284	£17,370	£17,609	£18,703	45
IT Helpdesk Team Leader	£24,952	£26,278	£27,275	£32,079	16
IT Helpdesk Team Manager	£32,795	£34,297	£36,250	£41,247	14

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 £
Purchasing Assistant	£17,636	£20,437	£21,050
Purchasing Officer	£26,180	£30,651	£34,448
Purchasing Manager	£34,296	£40,335	£49,607
Marketing Assistant	£17,137	£19,863	£21,259
Marketing Officer	£22,095	£27,878	£33,799
Marketing Manager	£32,665	£39,160	£41,544
Communications Assistant	£17,636	£20,437	£21,050
Communications Officer	£25,512	£30,175	£33,799
Communications Manager	£33,799	£39,160	£42,991
Business Development Assistant	£17,636	£21,050	£22,003
Business Development Officer	£26,666	£31,840	£34,793
Business Development Manager	£32,796	£39,160	£41,544
IT Helpdesk Staff	£17,636	£20,744	£22,436
IT Helpdesk Team Leader	£26,568	£31,368	£34,124
IT Helpdesk Manager	£32,795	£39,160	£42,791

Market Premia and Recruitment and Retention Problems

The table below shows few survey participant HEIs are paying market premia and reporting recruitment and retention problems for any of the jobs in the survey.

Job Title	Number paying market premia	Numbers reporting recruitment problems	Numbers reporting retention problems
Purchasing Assistant	0	0	1
Purchasing Officer	1	1	0
Purchasing Manager	0	1	0
Marketing Assistant	1	0	0
Marketing Officer	1	1	1
Marketing Manager	1	1	2
Communications Assistant	0	0	0
Communications Officer	2	1	1
Communications Manager	1	3	2
Business Development Assistant	0	0	0
Business Development Officer	1	0	0
Business Development Manager	1	1	0
IT Helpdesk Staff	1	0	2
IT Helpdesk Team Leader	0	0	1
IT Helpdesk Manager	0	0	0

Introduction

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

- Purchasing
- Marketing
- Communications
- Business Development
- IT Helpdesk.

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 third report is similar to the previous report since it contains data collected from higher education institutions (HEIs); allowing pay comparisons to be made among 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 38 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 the same format as 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

Survey questionnaires were distributed to 126 ECC member HEIs at the start of March 2007 to collect up to date, accurate and reliable pay and benefits information for selected posts.

Following a series of reminders, responses were received from 38 HEIs – a response rate of 30%. The survey provides information based on over 700 posts.

We are very 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
 - Summary

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.

Organisational Data

Profile of Respondents

A total of 38 HEIs responded to the survey, and a profile of the respondents is given below.

Type of HEI	Number	% of Sample Respondents
Pre-1992 university	21	55
Post-1992 university	15	40
College of Higher Education	2	5
Total number of organisations	38	100%

Five HEIs belong to the 'Russell' Group of universities, with a further eight being part of the '1994' Group. A geographical breakdown of the survey participants is shown below:

Country	Number	% of Sample Respondents
England	30	79
Scotland	5	13
Wales	3	8
Total number of organisations	38	100%

Geographical Area	Number	% of Sample Respondents
West Midlands	1	3
Eastern	2	5
London	7	18
North East	3	8
North West	4	11
South East	4	11
South West	5	13
Yorkshire and the Humber	4	11

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

We 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 members by revenue for comparative purposes. Just over half of ECC member institutions fall into the smallest size category but these institutions only account for around one-in-seven of the survey participants. The response rate from larger HEIs is much higher at over 40%.

Response Rate					
HEI Revenue/Income	Number of Survey Respondents	%	ECC Members Number	%	Response Rate
Up to £75 million	9	24%	66	52%	14%
£76 million up to £125 million	14	37%	29	23%	48%
£126 million up to £175 million	10	26%	22	17%	45%
Over £175 million	5	13%	9	7%	56%
Total number of organisations	38	100%	126	100%	31%

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.

Purchasing

- Purchasing Assistants
- Purchasing Officers
- Purchasing Managers

Marketing

- Marketing Assistants
- Marketing Officers
- Marketing Managers

Communications

- Communications Assistants
- Communications Officers
- Communications Managers

Business Development

- Business Development Assistants
- Business Development Officers
- Business Development Managers

IT Helpdesk

- IT Helpdesk Staff
- IT Helpdesk Team Leaders
- IT Helpdesk Team Managers

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.

Purchasing Posts

The Labour Market

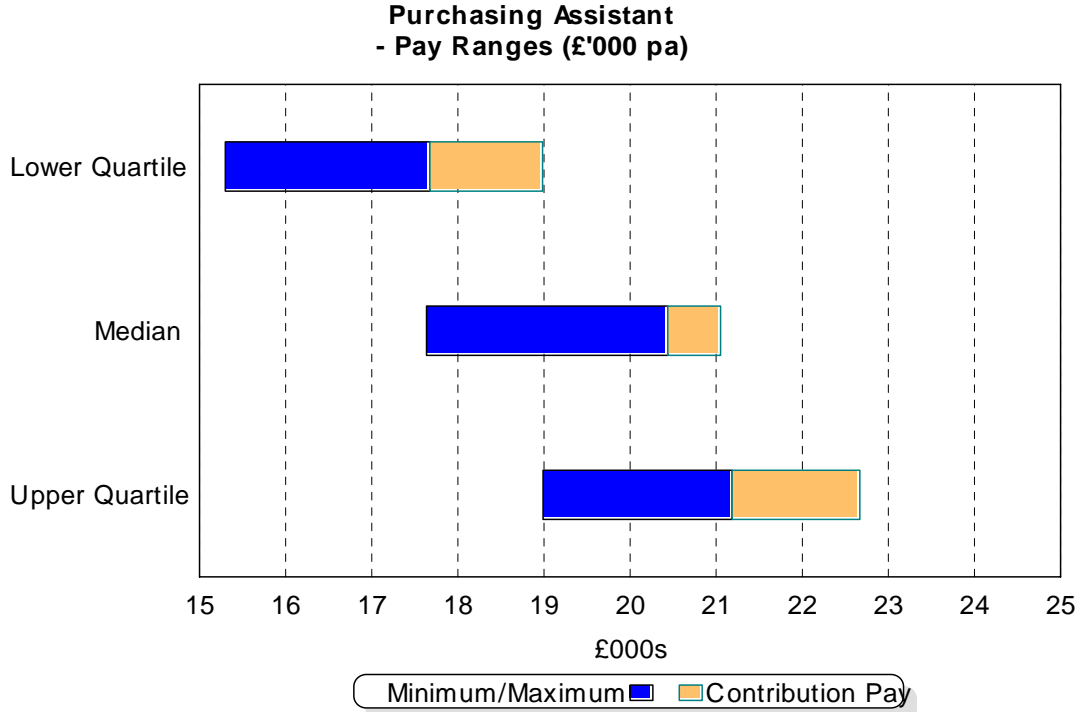
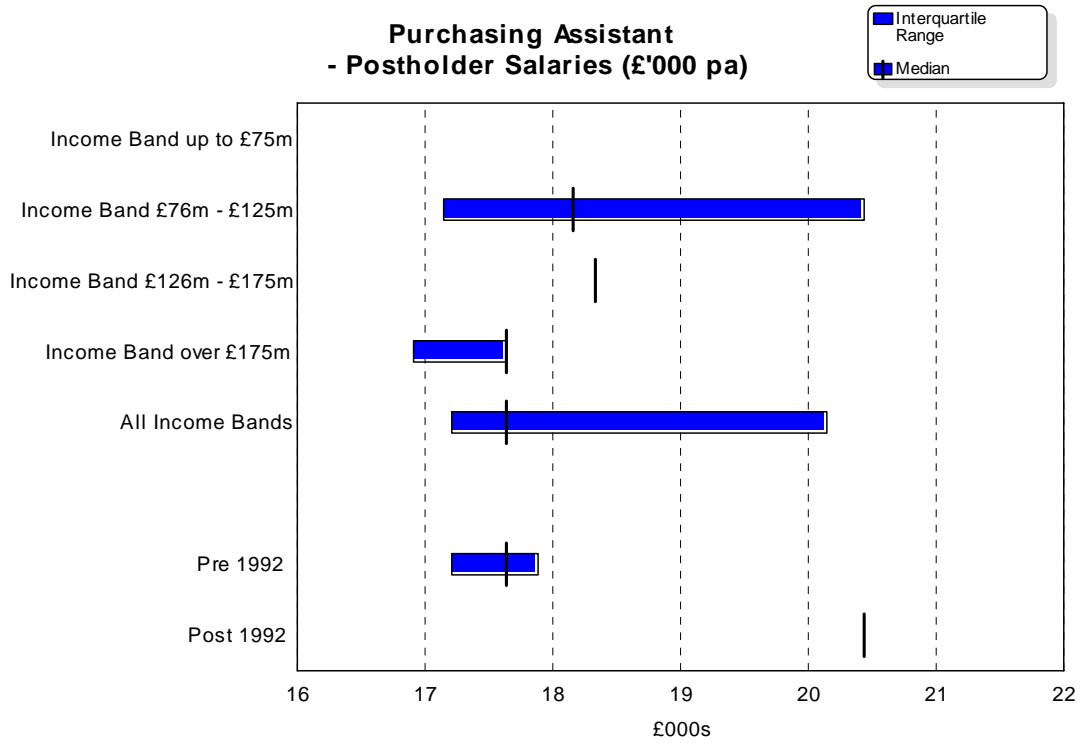
The Hays Purchasing Report suggests that the Efficiency Review, the National Procurement Strategy and the Byatt Report have created an unprecedented demand for procurement skills and knowledge not just in local government, but in the wider public sector too. This demand has exposed a significant skills gap in procurement specialists in the public sector and arguably also in the private sector.

Hays reports that, as a result, salaries are being pushed upwards and the gap between salaries in the public sector and in commerce and industry is often negligible. Senior appointments are attracting considerably increased salaries in recognition of the significant contribution that effective strategy and strong leadership plays in the success of procurement departments.

However, the latest Purcon Salary Study suggests that salaries for purchasing and supply chain specialists are highest in the finance sector and lowest in logistics and the public sector.

The MSB Supply Chain Salary Survey 2006 reports that 'retention and recruitment continued to be among the top three concerns amongst procurement managers, directors and heads of procurement for 2006, and with the constant demands placed on procurement and its growing recognition at board level, this is unlikely to change in 2007'.

Purchasing Assistant



ECC Survey Data

HEI Annual Income Analysis £

Purchasing Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	2
Income Band £76m - £125m	17,145	18,159	18,796	20,437	15
Income Band £126m - £175m	...	18,333	19,579	...	8
Income Band over £175m	16,909	17,636	17,467	17,636	11
All Income Bands	17,209	17,636	18,429	20,145	36

HEI Type Analysis £

Purchasing Assistant	LQ	Median	Average	UQ	Count
Pre 1992	17,209	17,636	18,064	17,885	28
Post 1992	...	20,437	20,273	...	7

Summary Analysis of Pay Ranges £

Purchasing Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	15,300	17,636	17,449	18,989	22
Normal Range Maximum Salary	17,675	20,437	20,142	21,185	22
Contribution Pay Maximum	18,983	21,050	21,106	22,667	15

The survey shows the inter-quartile range of salaries paid to individual post holders is £17,209 to £20,145, while the median salary is £17,636.

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

The data on the pay ranges shows the median normal pay range is from £17,636 to £20,437, with a median contribution pay maximum of £21,050.

The most common number of contracted hours for a full-time post is 35 hours (12 HEIs) and then 37 hours a week (6 HEIs). Four HEIs have contracted hours of 36.5 a week.

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

ECC Survey Job Description

Level	Entry level post. Reports to Purchasing Manager and may be supervised by Purchasing Officer
Experience	Relevant experience of office work, including work relevant to procurement. Computer literate including use of MS Office – Outlook, Word and Excel. Good communication skills. Successful customer service experience.
Qualifications	Understanding of basic professional purchasing principles e.g. standing orders, acquired through NVQ level 3/Chartered Institute of Purchasing and Supply (CIPS) Foundation Stage, or equivalent experience.
Role	<ul style="list-style-type: none"> • To provide day-to-day procurement support and contract administration to senior procurement staff. • Provides a responsive and high quality service to staff wishing to acquire goods and services from across the University in order to ensure value for money. • Maintains contacts with suppliers, customers and University staff to ensure that their views and requirements are taken into account. • Assists with tendering exercises to ensure compliance and that they work efficiently and effectively. • Monitors and analyses expenditure both on specific contracts and on commodities across the University to inform decision-making with regards to procurement. • Undertakes general administrative duties, including arranging and recording meetings to support the smooth running of the Procurement Office.

Benchmark Pay Data

NHS

The most relevant national job profiles within the NHS are for a Procurement Administrative Officer in band 3 (£14,037 to £16,799) and a higher level Procurement Administrative Officer at band 4 (£16,405 to £19,730). The salaries quoted for the NHS pay bands are effective from 1 April 2006.

The former role includes processing orders and investigating queries, and obtaining and analysing low value quotes. The latter role also includes recommending sources of supply savings opportunities, investigating and solving supply related problems, and co-ordinating the work of an administrative staff team.

Pay levels in other sectors

The Hays Purchasing Salary Guide (2005/6) includes salary data for the post of Purchasing Assistant in the commerce sector. The table below summarises the data for these posts on a geographical area basis.

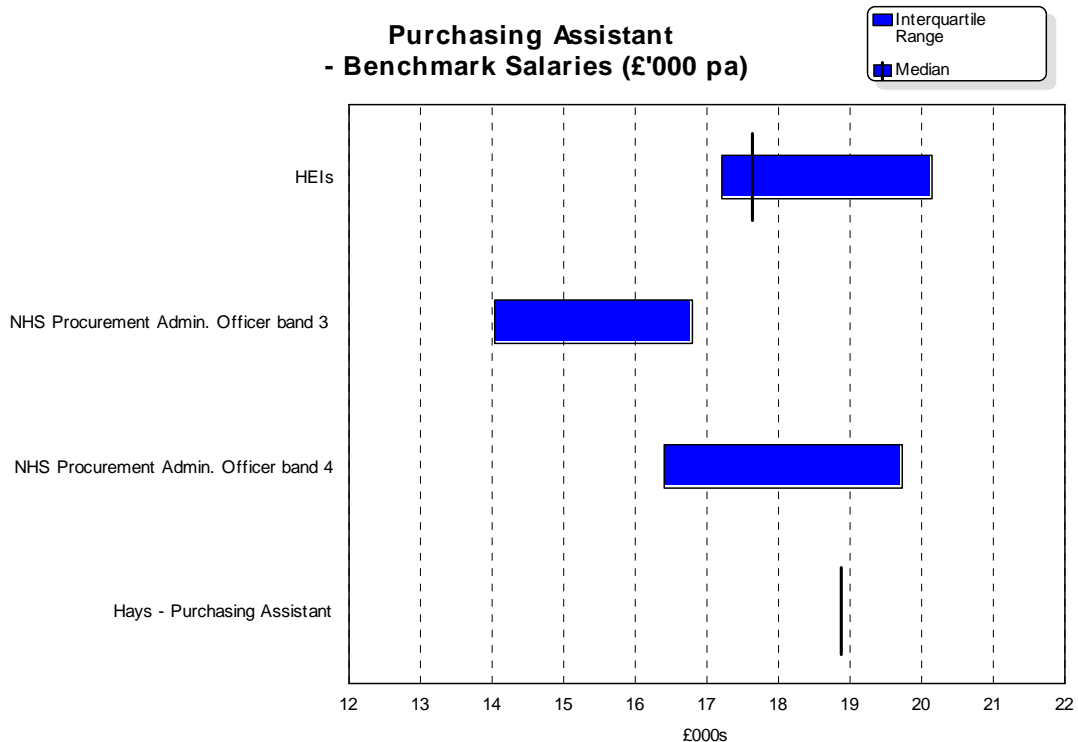
Commerce Posts by Geographical Area	Purchasing Assistant	
	Typical Salary £	Salary Range £
London (City/Central)	21,050	16,000 - 25,000
Southern Home Counties	20,500	18,000 - 25,000
Northern Home Counties	19,000	17,000 - 23,000
Thames Valley	19,500	17,000 - 24,000
South Coast	20,000	15,000 - 23,000
South West	20,000	17,500 - 23,000
West Midlands	18,000	17,000 - 21,000
East Midlands	17,750	16,500 - 20,000
North East	17,000	15,000 - 18,000
North West	18,000	15,000 - 20,000
Yorkshire	18,100	16,000 - 20,000
South Wales	18,500	16,500 - 22,500
Scotland	18,000	14,000 - 22,000
National Average	18,877	

The Guide also shows a national average typical salary of £17,690 for an Assistant or Junior Buyer in the public services sector.

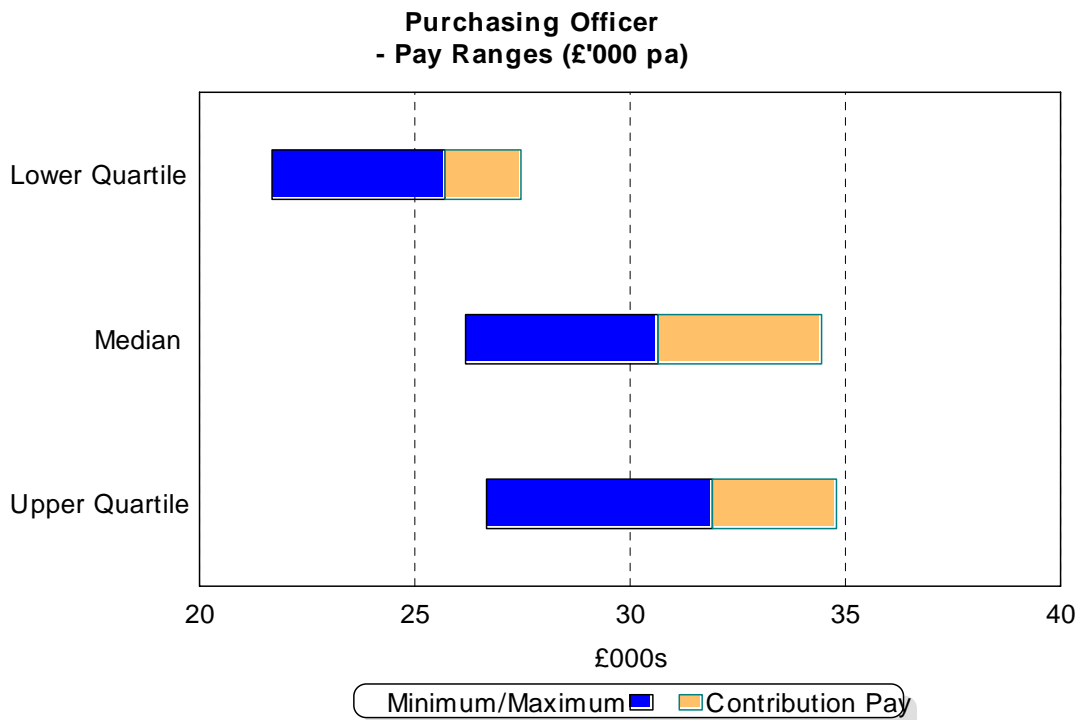
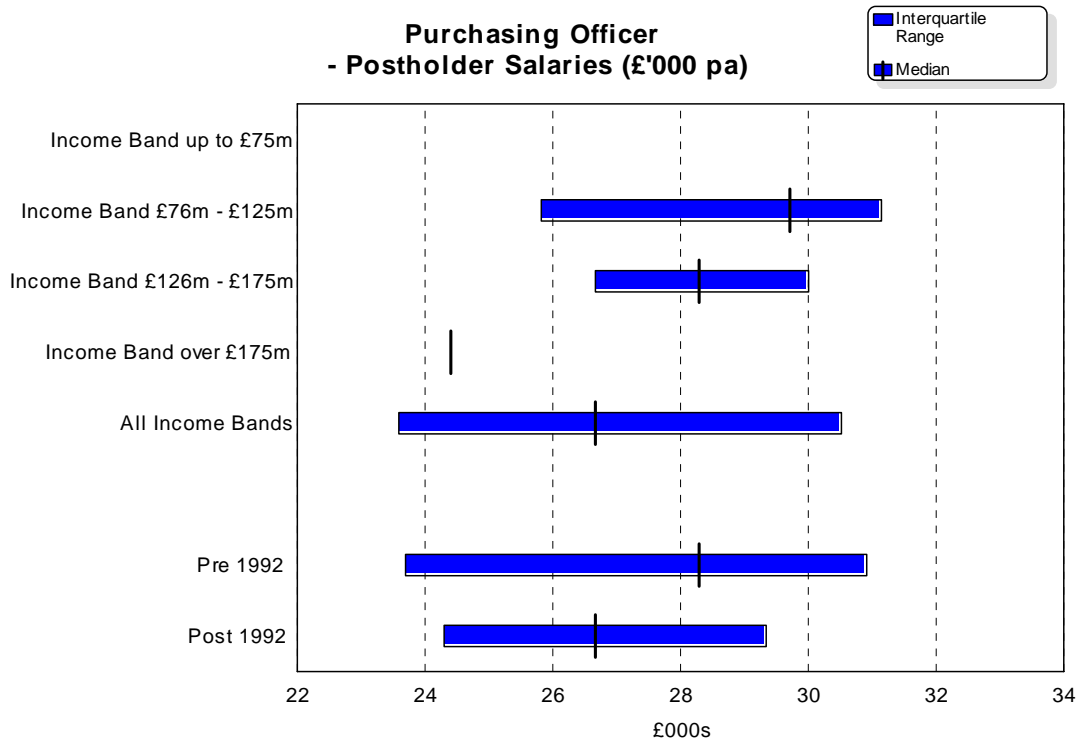
The Purcon Salary Study for Winter 2006 shows a median salary of £19,944 for Assistant Buyers. The inter-quartile range is £18,534 to £22,332.

Summary

There is a limited amount of benchmark pay data available for this post but the salaries paid by HEIs for Purchasing Assistants appear to be generally competitive with those paid by NHS organisations and the typical salaries paid by organisations in the commerce sector in most parts of the country. However, the upper end of the salary ranges used by these organisations in London and South East, and even in the South West of England, are higher.



Purchasing Officer



ECC Survey Data

HEI Annual Income Analysis £					
Purchasing Officer	LQ	Median	Average	UQ	Count
Income Band up to £75m	3
Income Band £76m - £125m	25,818	29,711	27,915	31,145	12
Income Band £126m - £175m	26,666	28,290	28,517	30,004	10
Income Band over £175m	...	24,402	25,095	...	7
All Income Bands	23,588	26,666	27,061	30,519	32

HEI Type Analysis £					
Purchasing Officer	LQ	Median	Average	UQ	Count
Pre 1992	23,692	28,290	27,481	30,913	21
Post 1992	24,297	26,666	26,259	29,339	11

Summary Analysis of Pay Ranges £					
Purchasing Officer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	21,682	26,180	24,457	26,666	24
Normal Range Maximum Salary	25,701	30,651	28,907	31,914	24
Contribution Pay Maximum	27,465	34,448	31,778	34,793	13

The survey shows the inter-quartile range of salaries paid to individual post holders is £23,588 to £30,519, while the median salary is £26,666.

The data indicates there is little consistent variation in salary levels according to size of organisation but salary levels appear to be higher in pre-1992 HEIs than in post-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £26,180 to £30,651, with a median contribution pay maximum of £34,448.

The most common number of contracted hours for a full-time post is 35 hours (9 HEIs) and then 37 hours a week (8 HEIs).

Only one of the HEIs participating in the survey reported paying a market premium for this post and another HEI reported having recruitment problems due to the competitive salary levels in London. No one reported problems retaining staff to this post.

ECC Survey Job Description

Level	Reports to Purchasing Manager
Experience	<ul style="list-style-type: none"> • Knowledge and experience of purchasing and contract management • Supervising or managing staff.
Qualifications	Degree or equivalent professional purchasing qualifications.
Role	<ul style="list-style-type: none"> • Assist in preparation of documentation on all EC tendering exercises. • To contribute to development of new procedures for procurement, where appropriate. • To negotiate contracts with suppliers. • Liaise with Schools/Departments on procurement issues, and provide professional advice. • Monitor purchasing/contracts work programme to ensure target financial savings are achieved.

Benchmark Pay Data

The Annual Survey of Hours and Earnings (ASHE) for 2006 includes the following pay data for purchasing posts:

Gross Annual Earnings for Full Time Employees (£pa)	Lower Quartile £	Median £	Average £	Upper Quartile £
Buyers and Purchasing Officers	21,740	28,586	31,247	35,032

Source: ASHE

NHS

The most relevant national job profiles within the NHS are for Procurement Officer at band 5 (£19,166 to £24,803) and Procurement Officer (Higher Level) at band 6 (£22,886 to £31,004). The salaries quoted for the NHS pay bands are effective from 1 April 2006.

The former job profile includes developing, co-ordinating and delivering a cost effective purchasing/contract work plan to achieve financial targets, advising on procurement policies and procedures, and undertaking purchasing activity and organising medium/high value contracts.

The higher level job profile includes delivering and reporting on financial savings and value for money, providing professional advice on specific contracts, monitoring quality and the performance of suppliers, and managing a team of procurement staff.

Local Government

Our monitoring of advertised jobs found examples of local authorities offering salaries of around £22,000 to £24,000 for Procurement Support Officer roles and £27,000 to £29,000 for Procurement Officer roles.

Salary Survey Data

The Hays Purchasing Salary Guide (2005/6) includes salary data for the public services sector for the posts of Purchasing Officer and Senior Purchasing Officer. The table below summarises the data for these posts by geographical area.

Public Services Posts by Area	Purchasing Officer/Buyer		Senior Purchasing Officer/Buyer	
	Typical Salary £	Salary Range £	Typical Salary £	Salary Range £
London (City/Central)	29,000	25,054-38,256	35,000	27,023-45,423
Southern Home Counties	25,550	22,150-32,596	29,000	24,500-35,105
Northern Home Counties	25,000	22,965-35,296	26800	21,110-32,005
Thames Valley	25,500	20,146-30,256	30,000	27,050-38,341
South Coast	20,100	15,123-24,176	25,000	20,000-28,054
South West	25,500	18,500-28,493	30,000	24,125-35,186
West Midlands	22,300	14,602-25,096	29,175	24,848-35,215
East Midlands	21,500	16,045-25,129	27,000	22,000-34,097
North East	24,100	18,015-25,105	24,000	20,025-32,561
North West	24,050	18,000-26,089	28,000	22,000-32,309
Yorkshire	24,000	17,956-26,249	25,000	22,075-32,009
South Wales	24,050	15,156-26,005	27,300	22,100-29,103
Scotland	22,000	18,050-29,796	28,000	23,156-35,064
National Average	24,050		28,021	

The Guide also shows a national average typical salary of £25,592 for a Buyer and £30,731 for a Senior Buyer in the commerce sector.

The latest Purcon Salary Study, Winter 2006, shows the following data on basic salaries for Buyers:

	Lower Quartile £	Median £	Average £	Upper Quartile £
Buyers	22,998	26,002	26,819	29,150

The latest Croner Management Rewards Survey shows the following data on basic salaries for Purchasing and Supply Officers:

	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Purchasing and Supply Officer	28,858	33,149	38,861	90

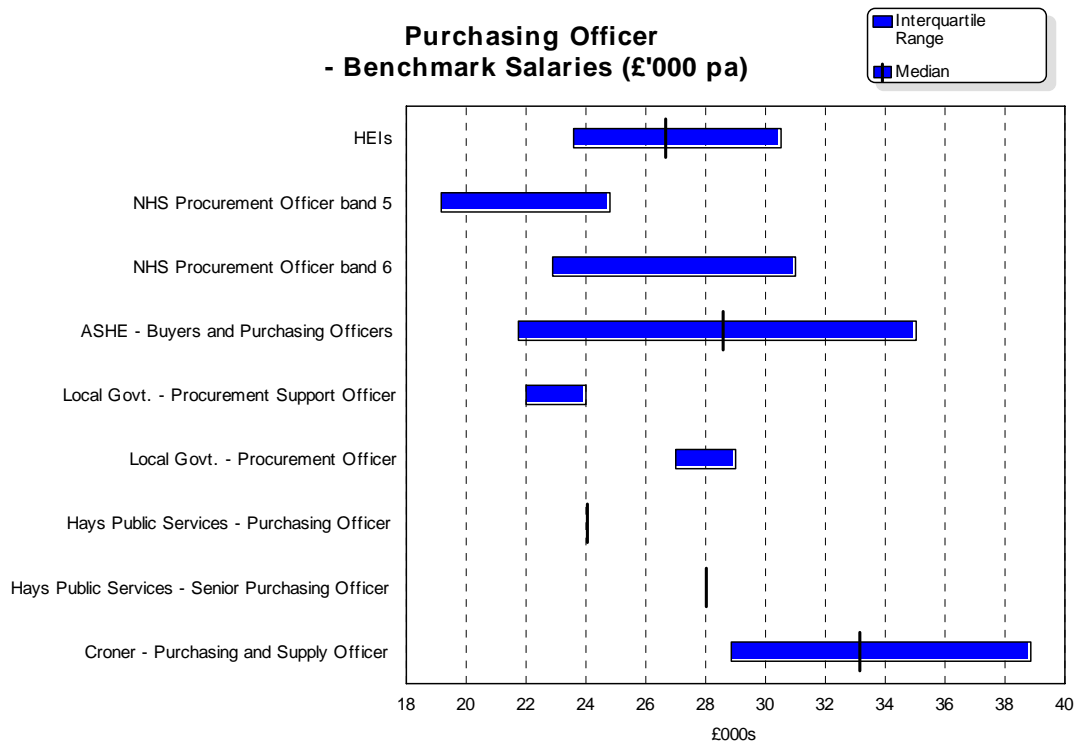
Source: Croner Management Rewards Survey 2007

Summary

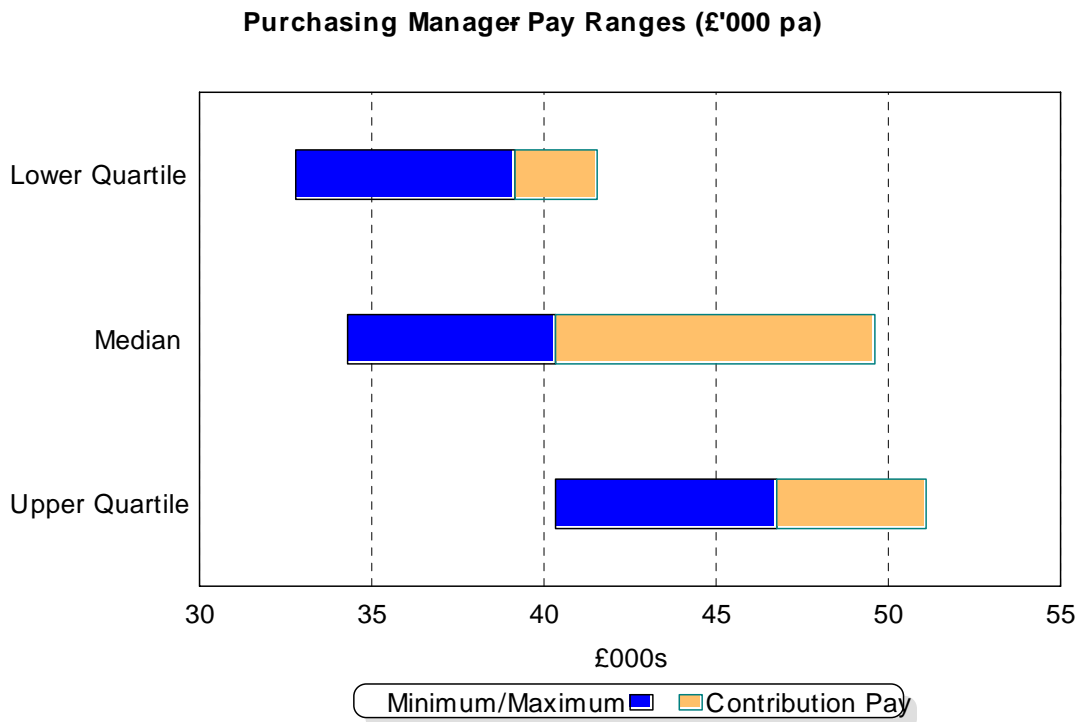
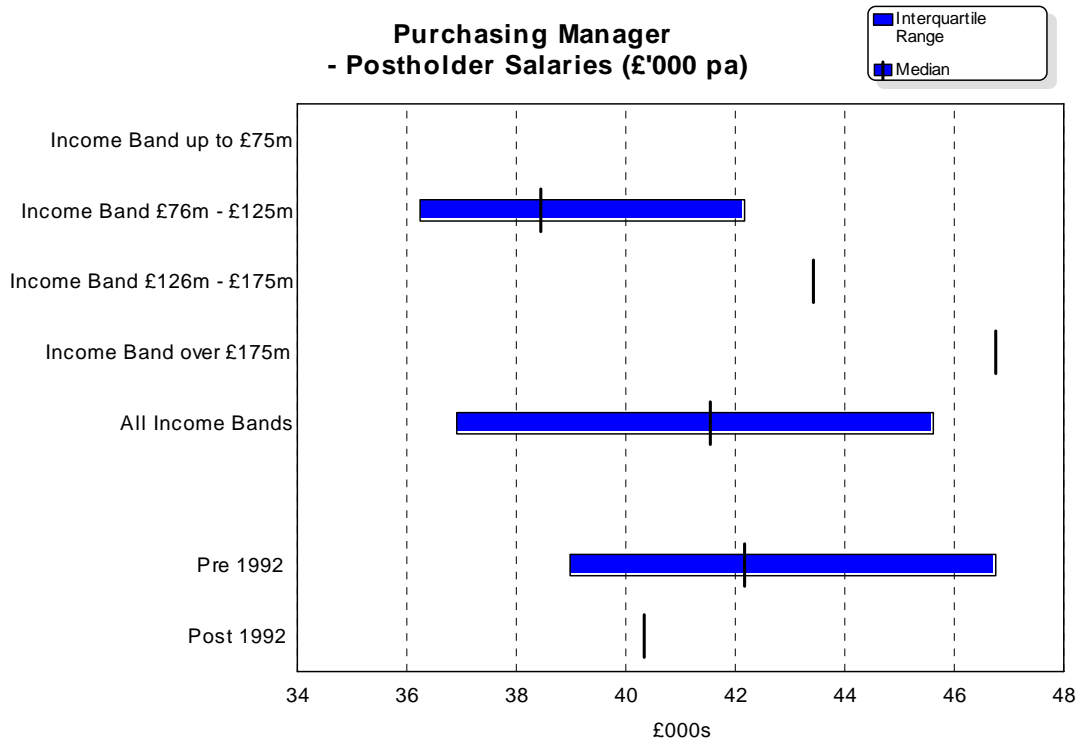
The survey data shown in the chart below suggests that the salaries paid by HEIs for Purchasing Officers are in line with the pay bands for the national job profiles used by the NHS and advertised salary levels in local authorities.

They also appear to be in line with typical salaries for Buyers/Purchasing Officers but below these salaries for Senior Buyers/Purchasing Officers within the public services, according to the Hays data.

The HEI salary levels appear less competitive with the Purchasing and Supply Officer salary data in the Croner Management Survey.



Purchasing Manager



ECC Survey Data

HEI Annual Income Analysis £

Purchasing Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	1
Income Band £76m - £125m	36,241	38,448	39,334	42,168	15
Income Band £126m - £175m	...	43,425	42,942	...	8
Income Band over £175m	...	46,758	44,476	...	5
All Income Bands	36,912	41,544	41,335	45,617	29

HEI Type Analysis £

Purchasing Manager	LQ	Median	Average	UQ	Count
Pre 1992	38,982	42,168	42,248	46,758	20
Post 1992	...	40,335	39,305	...	9

Summary Analysis of Pay Ranges £

Purchasing Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	32,795	34,296	36,287	40,335	26
Normal Range Maximum Salary	39,160	40,335	42,324	46,758	26
Contribution Pay Maximum	41,544	49,607	46,493	51,095	17

The survey shows the inter-quartile range of salaries paid to individual post holders is £36,912 to £45,617, while the median salary is £41,544.

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 shows the median normal pay range is from £34,296 to £40,335, with a median contribution pay maximum of £49,607.

The most common number of contracted hours for a full-time post is 37 hours (10 HEIs) and 35 hours a week, with 6 HEIs reporting that the hours for the job were 'as necessary'.

None of the HEIs participating in the survey reported paying a market premium for this post or having retention difficulties. One HEI reported having recruitment problems due to the competitive salary levels in London.

ECC Survey Job Description

Level	Reports to Senior Manager/Director level post
Experience	<ul style="list-style-type: none"> • Experience in EU procurement and contract management at a senior level. • Negotiation of major contracts • Supervising or managing staff.
Qualifications	<ul style="list-style-type: none"> • Educated to degree level or equivalent • Full member of the Institute of Purchasing and Supply
Role	<ul style="list-style-type: none"> • To encourage, support and facilitate the University in maximising the benefits to be obtained from adopting purchasing strategies which provide value for money, via supplier selection and alliances with other HE institutions. • To identify opportunities for cost reduction, quality improvement, efficiency and strategic partnerships. • Lead negotiations and prepare documentation on all EC tendering exercises. • Provide professional advice on EC tendering regulations to Senior Management. • To develop new procedures for procurement, where appropriate. • To oversee negotiations with suppliers. • Be responsible for the day to day operation of the department and manage staff within the purchasing team. • Investigates complex procurement enquiries, provides advice and contributes to corporate reporting as required. • Ensures that a cost effective purchasing/contracts work programme is developed and maintained to achieve target financial savings

Benchmark Pay Data

The Annual Survey of Hours and Earnings (ASHE) for 2006 includes the following salary data for purchasing posts:

Gross Annual Earnings for Full Time Employees (£pa)	Lower Quartile £	Median £	Average £	Upper Quartile £
Purchasing Managers	29,747	39,718	49,288	na

Source: ASHE

NHS

The most relevant national job profiles within the NHS are for Procurement Team Manager at band 7 (£27,622 to £36,416) and Head of Procurement and Supply at bands 8a (£35,232 to £42,278) and 8b (£41,038 to £50,733).

The Team Manager role includes managing the performance of the procurement team(s), investigating complex procurement enquiries, providing advice, and ensuring that a cost effective purchasing programme is developed and maintained to achieve target financial savings.

The Head role is responsible for the overall management of the purchasing and supplies department and achieving financial savings and value for money. The post holder also contributes strategic procurement advice and ensures compliance with statutory and local policies and procedures.

Salary Survey Data

The Hays Purchasing Salary Guide (2005/6) includes salary data for the public services sector for the posts of Purchasing Manager, Senior Purchasing Manager and Head of Service. The tables below summarise the data for these posts on a regional basis.

Public Services Posts by Area	Purchasing Manager		Senior Purchasing Manager		Head of Service	
	Typical Salary £	Salary Range £	Typical Salary £	Salary Range £	Typical Salary £	Salary Range £
London (City/Central)	45,100	34,953 – 60,012	51,024	45,502 - 64,295	70,150	50,100 - 86,500
Southern Home Counties	42,000	33,167 – 57,126	48,500	40,073 - 60,081	63,000	45,089 - 80,035
Northern Home Counties	36,900	31,085 – 53,089	48,100	39,816 - 57,261	58,500	46,574 - 77,123
Thames Valley	38,000	30,167 – 47,916	46,500	38,135 - 54,023	57,500	42,546 - 75,034
South Coast	32,075	26,942 – 35,002	42,000	35,091 - 51,276	61,500	45,376 - 75,135
South West	35,550	28,246 – 52,005	44,000	35,274 - 55,537	62,000	45,335 - 75,642
West Midlands	36,000	30,095 – 45,183	36,500	30,138 - 45,079	59,000	46,232 - 75,315
East Midlands	35,000	30,064 – 45,037	34,200	28,931 - 44,672	60,000	47,166 - 70,346
North East	36,000	25,106 – 40,000	39,800	34,156 - 48,236	52,000	40,346 - 65,135
North West	35,000	26,500 – 43,175	41,050	35,073 - 49,073	52,200	43,567 - 61,001
Yorkshire	36,500	26,000 – 43,050	43,500	38,137 - 50,046	55,000	44,546 - 69,134
South Wales	31,500	25,400 – 36,500	34,750	32,465 - 41,145	54,500	46,016 - 66,154
Scotland	38,950	34,249 – 44,950	38,000	32,468 - 40,165	50,500	40,276 - 65,063
National Average	36,813		42,148		58,412	

The Guide also includes salary data for the commerce sector for the posts of Purchasing Manager and Head of Purchasing.

Commerce Posts by Area	Purchasing Manager		Head of Purchasing	
	Typical Salary £	Salary Range £	Typical Salary £	Salary Range £
London (City/Central)	49,000	38,000 - 72,000	82,000	55,000 - 95,000
Southern Home Counties	42,000	35,000 - 55,000	60,000	42,000 - 70,000
Northern Home Counties	37,500	34,000 - 49,000	52,000	43,000 - 72,000
Thames Valley	42,000	36,000 - 53,000	60,000	45,000 - 74,000
South Coast	42,000	36,000 - 50,000	49,000	45,000 - 60,200
South West	40,500	30,000 - 52,000	46,000	41,000 - 62,000
West Midlands	39,500	30,000 - 48,000	42,000	40,000 - 55,050
East Midlands	40,000	30,000 - 49,500	43,000	40,000 - 54,000
North East	41,000	30,000 - 50,050	50,000	35,000 - 58,000
North West	41,000	33,000 - 51,000	51,500	40,000 - 57,500
Yorkshire	40,750	32,000 - 54,000	52,000	40,000 - 59,000
South Wales	40,000	35,000 - 45,000	48,900	41,000 - 58,000
Scotland	43,000	28,000 - 53,000	52,500	45,000 - 56,500
National Average	41,404		52,992	

Data on these roles in the manufacturing and production sector shows a lower national average salary of £38,969 for a Purchasing Manager but a higher average salary of £61,500 for Heads of Purchasing roles.

The MSB Supply Chain Salary Survey 2006 includes the following data for the London and Home Counties region:

Job Title	Minimum Salary £	Average Salary £	Maximum Salary £
Contracts Manager	38,000	44,000	48,000
Purchasing Manager	40,000	48,000	55,000
Senior Procurement Manager	50,000	60,000	70,000+
Head of Procurement	60,000	70,000	70,000+

The PSD Salary Survey 2006 shows the following data for Purchasing/Supply Chain Manager and Head of Purchasing posts by sector and region:

Purchasing/Supply Chain Manager Posts by Area	Manufacturing		Energy & Utilities		FMCG and Pharmaceuticals		Comms, Software & Computer Services	
	Min Salary £	Max Salary £	Min Salary £	Max Salary £	Min Salary £	Max Salary £	Min Salary £	Max Salary £
North	39,000	52,000	36,000	52,000	32,000	50,000	36,000	45,000
Midlands	41,000	52,000	36,000	54,000	35,000	50,000	35,000	43,000
South East	47,000	58,000	45,000	68,000	40,000	60,000	45,000	55,000
South West	47,000	58,000	43,000	62,000	40,000	60,000	50,000	55,000

Head of Purchasing Posts by Area	Manufacturing		Energy & Utilities		Travel and Leisure		Comms, Software & Computer Services	
	Min Salary £	Max Salary £	Min Salary £	Max Salary £	Min Salary £	Max Salary £	Min Salary £	Max Salary £
North	55,000	70,000	52,000	75,000	40,000	65,000	47,000	65,000
Midlands	55,000	70,000	53,000	77,000	50,000	70,000	60,000	80,000
South East	58,000	75,000	56,000	95,000	60,000	80,000	60,000	80,000
South West	58,000	75,000	53,000	83,000	60,000	80,000	48,000	75,000

Source: PSD

The latest Croner Management Rewards Survey shows the following data on basic salaries:

	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Purchasing and Supply Officer	28,858	33,149	38,861	90
Contracts Manager	29,306	34,700	42,365	15
Purchasing Manager (Senior Middle Manager)	35,881	41,709	48,068	90
Purchasing Head (Senior Manager)	46,000	52,000	63,001	49

Source: Croner Management Rewards Survey 2007

The Purcon Salary Study Winter 2006 includes the following data on basic salaries for purchasing posts. Nearly half of Purchasing Managers receive a bonus, with an average payment of 14.3% of salary. One third of Executives receive a bonus, worth an average of 13.4% of salary.

Basic Salary (£pa)	Lower Quartile £	Median £	Average £	Upper Quartile £
Purchasing Executive	40,736	46,715	47,807	54,253
Purchasing Manager	57,908	66,563	68,687	76,352

Source: Purcon

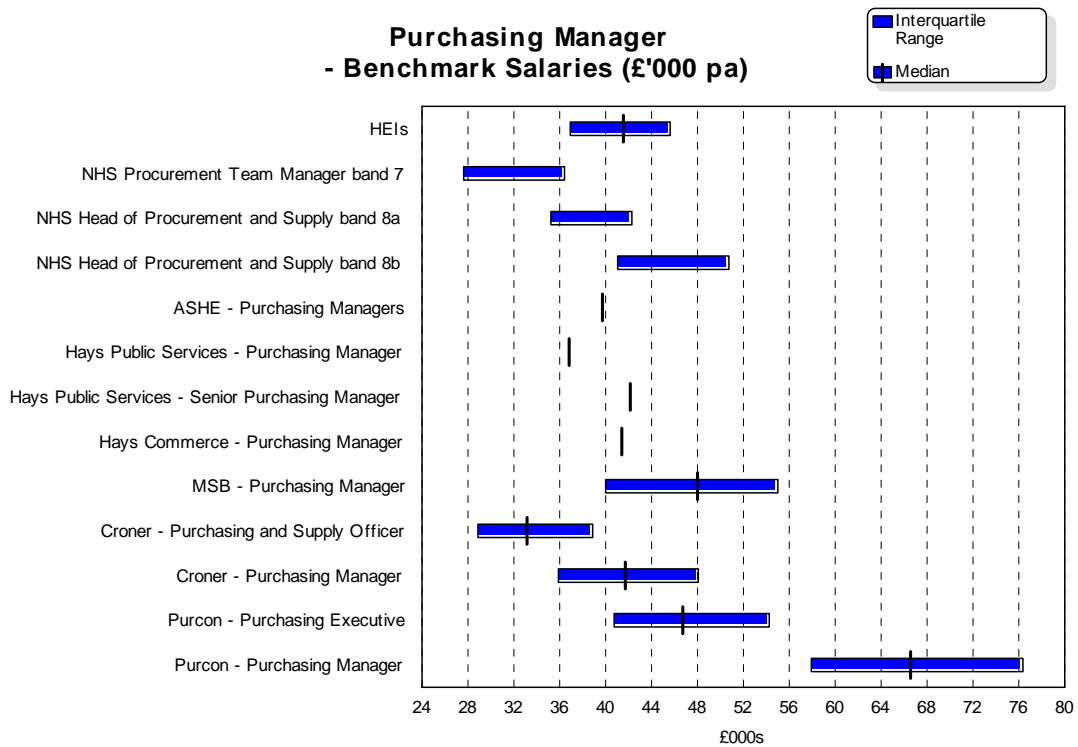
Summary

The survey data suggest the salaries paid by HEIs for Purchasing Managers appear to be generally competitive with the pay bands used for Procurement Team Leaders and Head of Procurement and Supply posts in the NHS .

The salary levels also appear to be in line with typical salaries for Purchasing Managers and Senior Purchasing Managers in the public services and Purchasing Managers in commerce, according to Hays.

The Croner Management Rewards data for Purchasing Managers is also in line with pay within HEIs.

However, salary levels for HEIs appear less competitive when compared with the pay data for Purchasing Managers in the MSB and Purcon salary surveys. The MSB data is for London and the Home Counties.



Marketing Posts

The Labour Market

The mad.co.uk Salary & Benefits Survey July 2006, produced in association with stopgap, found high levels of job mobility in marketing.

The survey suggested nearly two-thirds of the 4,200 individual respondents in marketing were considering changing jobs in the next year and that marketing professionals spend an average of three years in each job or position.

While money is a major reason for moving jobs, the survey authors also say that lack of career opportunities, professional development or inspiring leadership are also important triggers for job searches.

The marketing job market is described as very buoyant across most industry sectors, but suitable candidates are said to be thin on the ground.

The Marketing Week/Ball & Hoolahan Marketing Salary Survey published in January 2007 found evidence of significant salary increases in 2006 but also a trend towards more modest budgets and smaller departments. It suggests that roles such as Marketing Manager are attracting more responsibility and better remuneration.

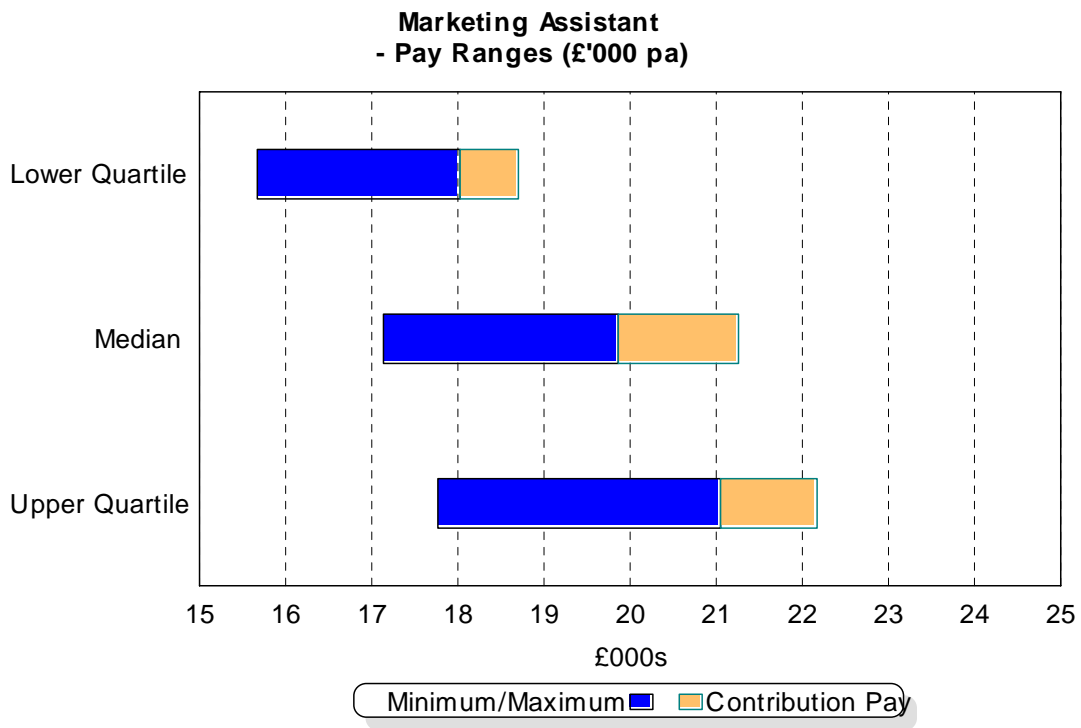
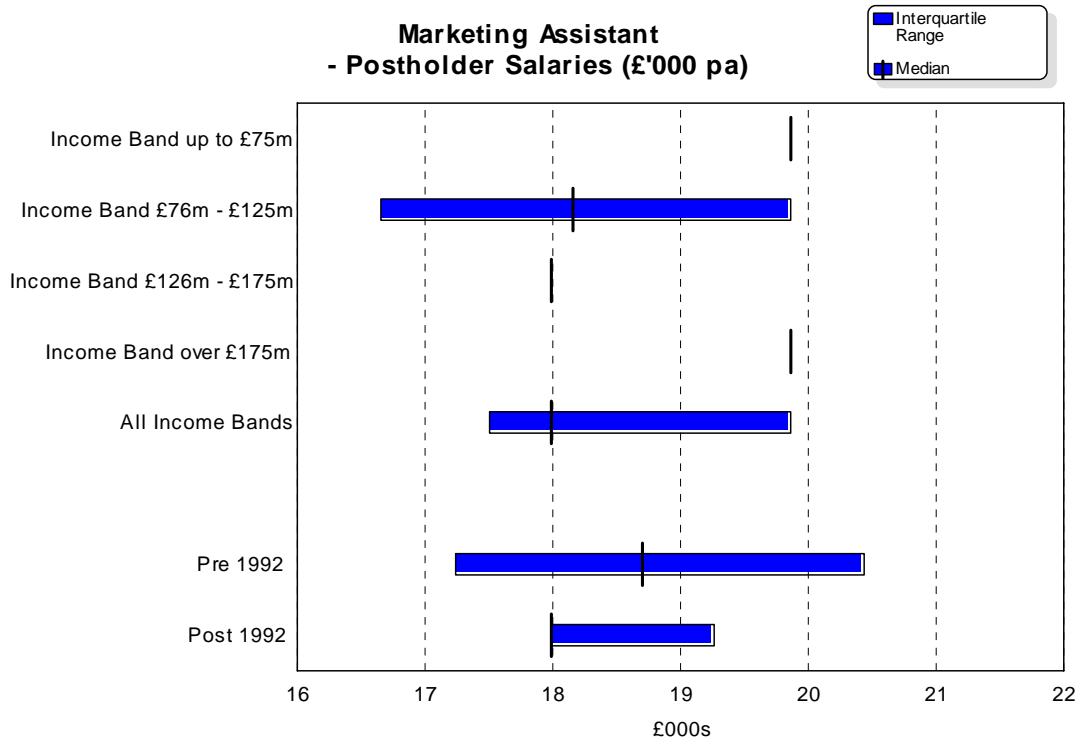
The survey authors suggest growing numbers of vacancies combined with shortages of skilled candidates on recruiters' books have helped to drive up salaries.

The survey found little correlation between salary levels and the size of marketing budgets and marketing departments (except in the very smallest departments).

Bonus payments are commonplace, with around three-quarters of respondents receiving a company-related bonus and a personal performance-related bonus.

The survey found increasing job mobility with staff expecting to change jobs every two or three years, and lack of a clear vision for their career path being a major factor in the decision to move.

Marketing Assistant



ECC Survey Data

HEI Annual Income Analysis £

Marketing Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	19,863	19,260	...	5
Income Band £76m - £125m	16,653	18,157	18,239	19,862	17
Income Band £126m - £175m	17,988	17,988	18,116	17,988	25
Income Band over £175m	...	19,863	21,016	...	7
All Income Bands	17,505	17,988	18,637	19,862	54

HEI Type Analysis £

Marketing Assistant	LQ	Median	Average	UQ	Count
Pre 1992	17,239	18,701	19,294	20,437	21
Post 1992	17,988	17,988	18,296	19,263	32

Summary Analysis of Pay Ranges £

Marketing Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	15,670	17,137	17,166	17,767	24
Normal Range Maximum Salary	18,027	19,863	19,941	21,050	24
Contribution Pay Maximum	18,703	21,259	21,311	22,170	14

The survey shows the inter-quartile range of salaries paid to individual post holders is £17,505 to £19,862, while the median salary is £17,988.

The data suggest salary levels may be slightly higher in the smallest and largest HEIs. Average salaries are slightly higher in pre-1992 HEIs than in post-1992 HEIs.

The data on the pay ranges shows the median normal pay range is quite narrow, from £17,137 to £19,863, with a median contribution pay maximum of £21,259.

The most common number of contracted hours for a full-time post is 37 hours (12 HEIs) and then 35 hours a week (8 HEIs).

Only one of the HEIs participating in the survey reported paying a market premium for this post and none reported any difficulties in recruiting or retaining staff.

ECC Survey Job Description

Level	Entry level post. Reports to Marketing Manager and may be supervised by Marketing Officer
Experience	Experience of working in a marketing role within the public or private sector.
Qualifications	Degree or equivalent, preferably with a marketing component.
Role	<ul style="list-style-type: none"> To support the implementation and delivery of marketing initiatives across the organisation. To support the production and distribution of publicity Maintain record keeping systems for tracking marketing activity Manage the updating and interrogation of databases to distribute targeted marketing material and analyse marketing activity Maintain a record of listings in relevant media Assist in the collation of material for all marketing activity and associated proof reading Assist with open days, degree ceremonies, VIP and other visits and exhibitions

Benchmark Pay Data

The Hays Sales and Marketing Salary Guide (2005) includes salary data for Marketing Assistants and Marketing Graduates, and the table below summarises this data on a regional basis.

Area	Marketing Assistant		Marketing Graduate	
	Typical Salary £	Salary Range £	Typical Salary £	Salary Range £
Scotland	19,000	14,500 - 25,000	16,000	12,000 - 20,000
North East	18,000	14,000 - 23,000	17,000	12,000 - 20,000
North West	18,500	14,000 - 24,000	16,000	12,000 - 20,000
Yorkshire	18,000	14,000 - 23,500	17,000	12,000 - 20,000
East Midlands	17,000	13,000 - 22,500	16,000	12,000 - 20,000
West Midlands	18,000	13,700 - 23,000	16,000	12,000 - 20,000
East Anglia	17,000	13,500 - 22,500	15,000	12,000 - 18,000
South West	18,000	14,000 - 23,000	17,500	14,000 - 20,000
London (City/Central)	21,000	16,000 - 27,000	18,000	14,000 - 23,000
South East	19,000	15,000 - 25,000	18,000	15,000 - 22,000
National Average	18,350		16,650	

The Marketing Week/Ball & Hoolahan Marketing Salary Survey 2007 shows higher average and median salary levels for Graduate Trainees/ Marketing Assistants.

Basic Salary (£pa)	Median £	Average £
Graduate Trainee/Marketing Assistant	25,532	23,254

The latest Croner Management Rewards Survey (March 2007) shows median basic pay of £21,142 for the post of Marketing Officer (this is the lower level Marketing Officer post within the survey and it appears to be broadly equivalent to the survey post of Marketing Assistant).

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Marketing Officer	19,091	21,142	25,133	130

The Michael Page Marketing Salary Survey 2006 shows the following salary levels for Marketing Assistant posts:

Sector	Job Title	Minimum Salary £	Average Salary £	Maximum Salary £
Professional Services	Marketing Assistant	21,000	25,000	28,000
Leisure/Travel	Marketing Assistant	20,000	22,000	26,000
Business to Business	Marketing Executive/Assistant	21,000	25,000	28,000

Witan Jardine

The Witan Jardine Salary Guide 2006 provides statistics for Marketing and Sales professionals by employment sector.

Position	Employment Sector	Salary £pa
Marketing Assistant	Audit, Tax and Advisory	£18,000-£22,000
Marketing Assistant	Legal	£20,000-£25,000
Marketing Assistant	Property	£18,000-£24,000
Marketing Assistant	Media	£18,000-£25,000

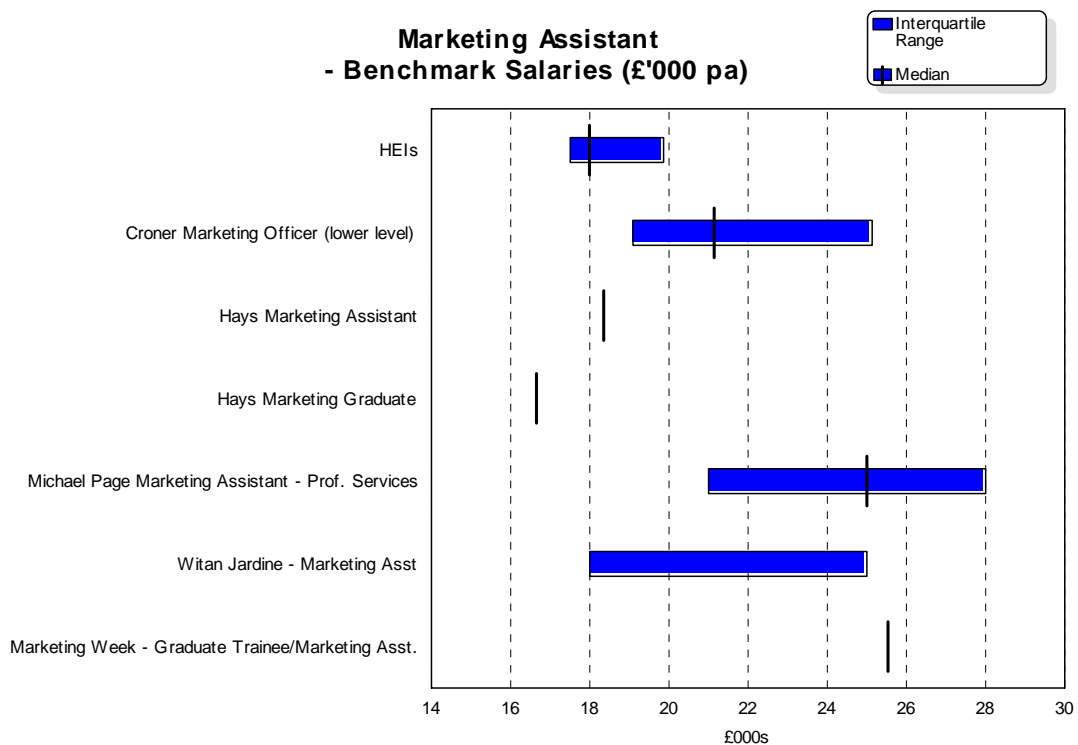
Summary

The survey data suggests the salaries paid by HEIs for Marketing Assistants are consistent with the typical salary levels for Marketing Graduates and Assistants, as shown by the Hays data.

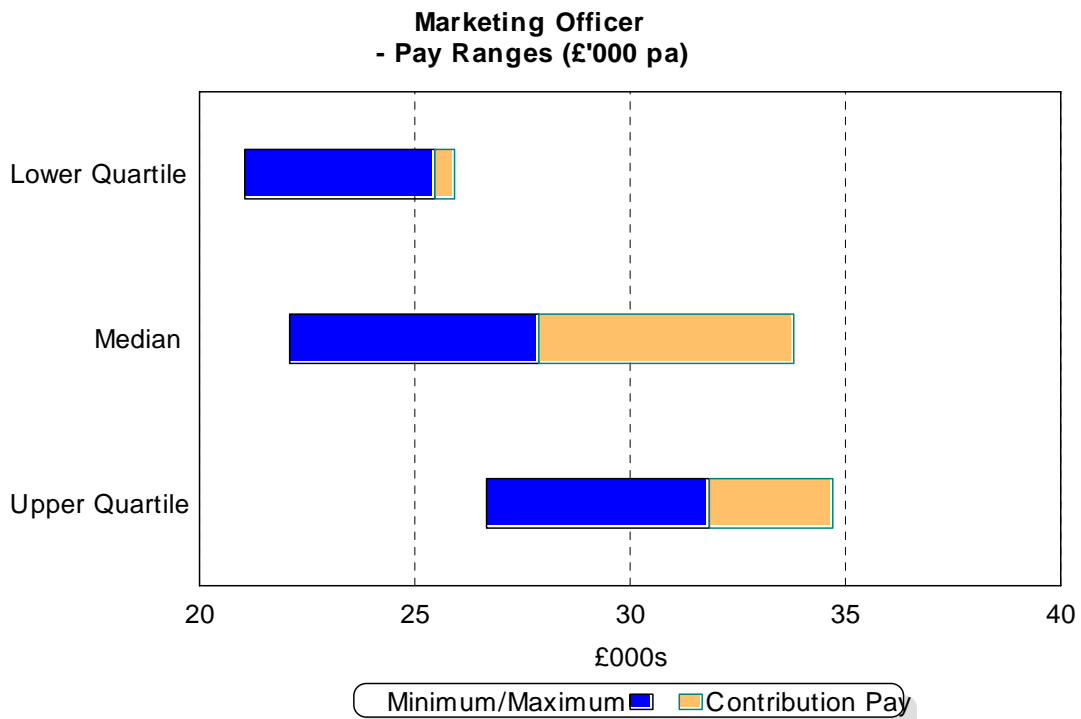
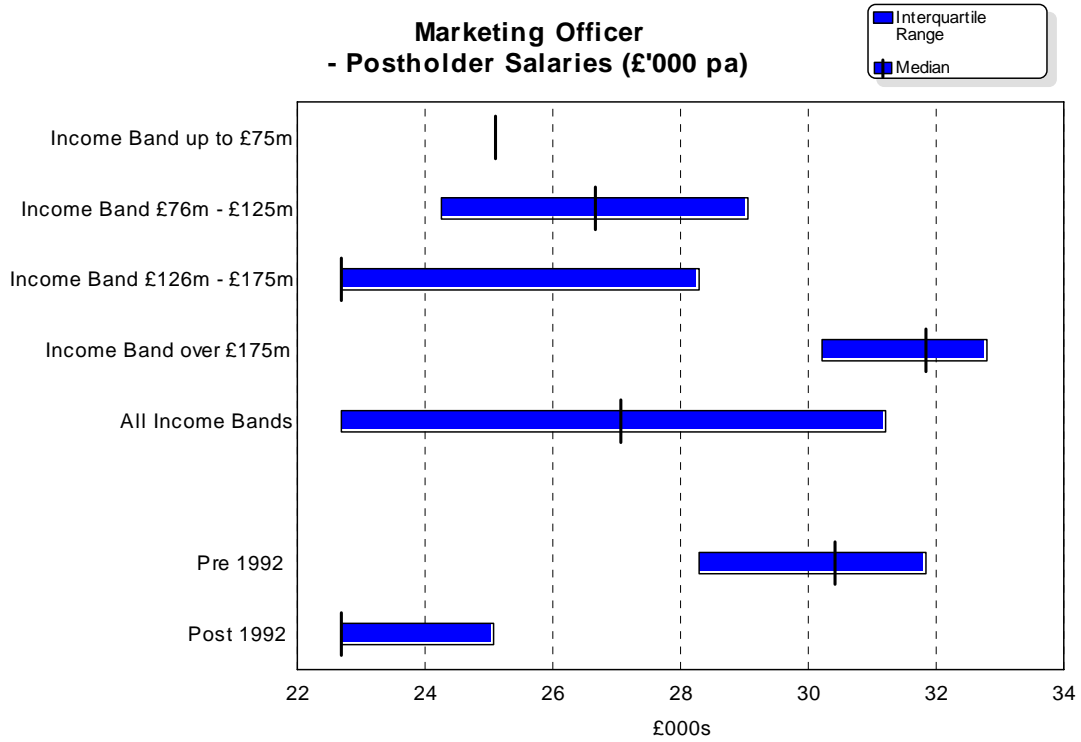
The Croner Management Rewards survey data shows slightly higher salary levels for lower level Marketing Officers that appear to be a reasonable match.

The data from the Michael Page and Witan Jardine surveys shows wide ranging salary levels in the private sector, and HEIs are not competitive with the upper ends of these salary levels.

The median and average salaries for Marketing Graduate Trainees/Assistants are also higher than the salaries paid by HEIs.



Marketing Officer



ECC Survey Data

HEI Annual Income Analysis £

Marketing Officer	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	25,103	24,942	...	6
Income Band £76m - £125m	24,255	26,666	26,425	29,055	14
Income Band £126m - £175m	22,687	22,687	24,912	28,290	23
Income Band over £175m	30,216	31,840	32,008	32,795	19
All Income Bands	22,687	27,066	27,431	31,211	62

HEI Type Analysis £

Marketing Officer	LQ	Median	Average	UQ	Count
Pre 1992	28,290	30,418	30,774	31,840	33
Post 1992	22,687	22,687	23,627	25,070	29

Summary Analysis of Pay Ranges £

Marketing Officer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	21,050	22,095	23,591	26,666	24
Normal Range Maximum Salary	25,467	27,878	28,510	31,840	24
Contribution Pay Maximum	25,924	33,799	31,429	34,707	14

The survey shows the inter-quartile range of salaries paid to individual post holders is £22,687 to £31,211, while the median salary is £27,066.

The data suggests salary levels are considerably higher in pre-1992 HEIs than post-1992 HEIs. It is difficult to discern a correlation between salary level and organisation size.

The data on the pay ranges shows the median normal pay range is from £22,095 to £27,878, with a median contribution pay maximum of £33,799.

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).

One of the HEIs participating in the survey reports paying a market premium for this post. One HEI reported that it was unable to recruit first time on the basic salary for the grade, whilst one HEI reported retention problems because there are higher salaries elsewhere.

ECC Survey Job Description

Level	Reports to Marketing Manager
Experience	<ul style="list-style-type: none"> Marketing, preferably in Higher Education. Supervising staff.
Qualifications	Degree and/or a professional qualification in marketing or a related area.
Role	<ul style="list-style-type: none"> To assist in the development of University and Faculty marketing strategies and to participate in all aspects of its implementation. To be responsible for with the development and updating of marketing and recruitment materials, including web content. To develop, operate and maintain clear procedures in the production of marketing materials, and to provide advice and support to academic staff on all aspects of marketing. Help to plan, organise and manage the programme of Faculty and University promotional activities eg. open days, course pre-view days, exhibitions, external visits, schools, fairs, etc. To analyse data and provide regular statistical and other reports on marketing activities. To be responsible for the supervision of support staff. To participate and assist in the administration of all relevant meetings and committees (including the production of agendas, papers and minutes).

Benchmark Pay Data

The Annual Survey of Hours & Earnings (ASHE) shows median and average annual gross earnings for full-time Marketing Associate Professionals of £23,802 at April 2006.

Annual Earnings For Full-Time Marketing Associate Professionals £

Area	Median	Mean
United Kingdom	23,802	25,508
North East	...	22,431
North West	23,962	23,346
Yorkshire And The Humber	25,041	25,624
East Midlands	19,706	22,397
West Midlands	...	22,269
East	...	24,343
London	26,443	28,572
South East	...	24,868
South West	20,951	24,292
Wales	23,844	24,597
Scotland	23,936	26,510

Source: ASHE

The Marketing Week/Ball & Hoolahan Marketing Salary Survey 2007 shows the following average and median salary levels for Marketing Services Executives.

Basic Salary (£pa)	Median £	Average £
Marketing Services Executive	27,133	30,322

The latest Croner Management Rewards Survey (March 2007) shows median basic pay of £26,460 for the post of Marketing Officer (higher level).

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Marketing Officer	22,878	26,460	30,189	156

The Michael Page Marketing Salary Survey 2006 shows the following salary levels for Marketing Executive posts by employment sector:

Sector	Job Title	Minimum Salary £	Average Salary £	Maximum Salary £
Retail	Marketing Executive	21,000	24,000	28,000
Publishing	Marketing Executive	21,000	25,000	23,000
Not-for-Profit/Public Sector	Marketing Executive	22,000	25,000	28,000
Business to Business	Marketing Executive/Assistant	21,000	25,000	28,000
Business to Business	Direct Marketing Executive	22,000	25,000	28,000
IT/Telecoms	Marketing Executive	23,000	27,000	31,000
Financial Services	Direct Marketing Executive	25,000	28,000	32,000
Professional Services	Marketing Executive	26,000	29,000	35,000

The Hays Sales and Marketing Salary Guide (2005) includes salary data for Marketing Co-ordinators and Marketing Executives by geographical area.

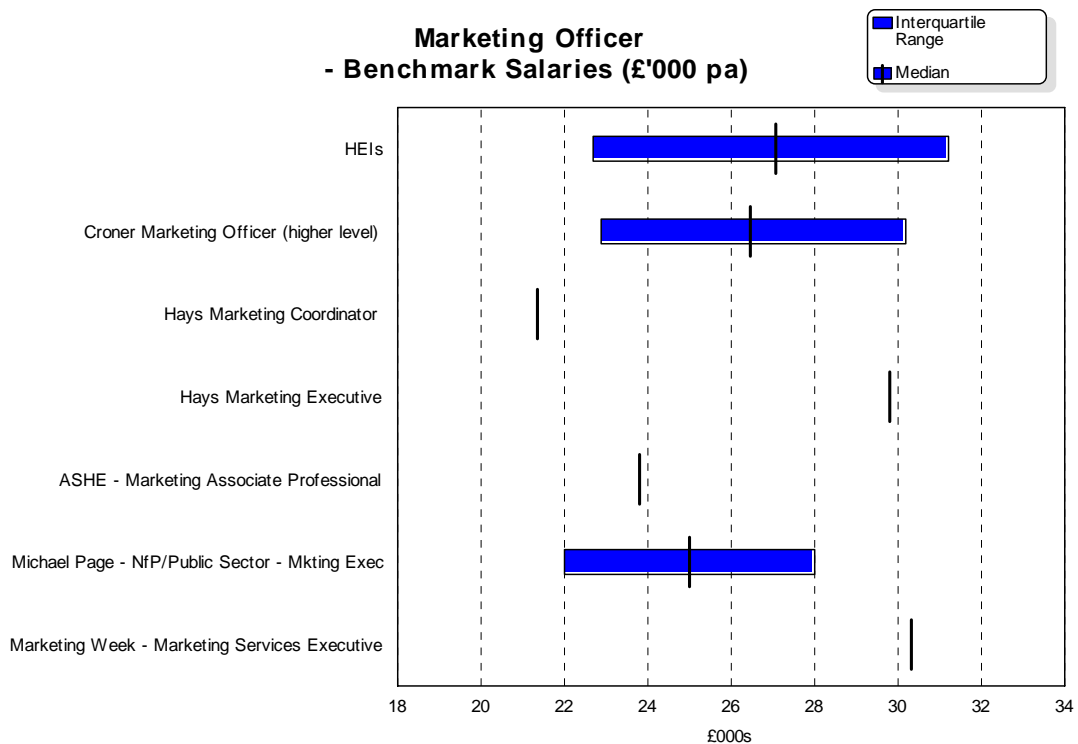
Area	Marketing Co-ordinator		Marketing Executive	
	Typical Salary £	Salary Range £	Typical Salary £	Salary Range £
Scotland	21,000	15,000 – 28,000	32,000	25,000 - 43,000
North East	20,000	15,000 – 27,000	28,000	20,000 - 37,000
North West	21,000	16,000 – 28,000	30,500	23,500 - 40,000
Yorkshire	20,000	15,000 – 27,000	28,500	20,000 - 37,500
East Midlands	20,000	15,000 – 27,000	28,000	21,500 - 37,000
West Midlands	20,000	15,000 – 27,000	29,500	23,000 - 39,000
East Anglia	20,000	15,000 – 26,000	28,000	21,500 – 37,000
South West	23,500	18,000 – 30,000	29,000	22,500 – 38,000
London (City/Central)	23,000	20,000 – 30,000	33,500	26,000 - 44,500
South East	25,000	19,000 – 32,000	31,000	23,500 - 40,500
National Average	21,350		29,800	

Summary

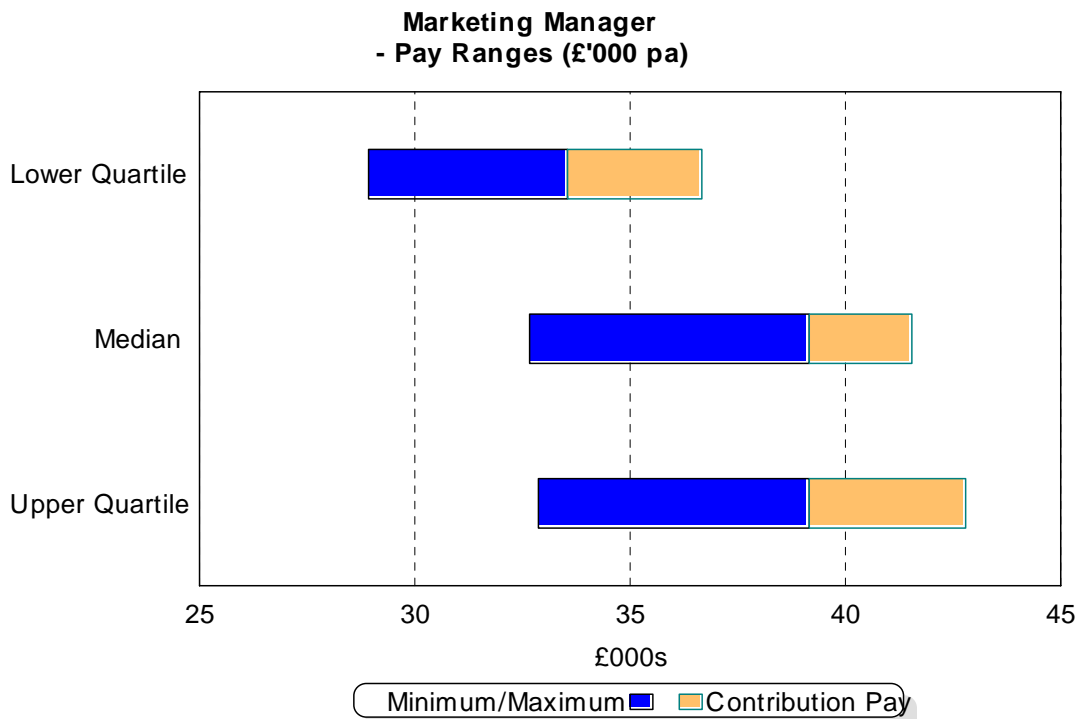
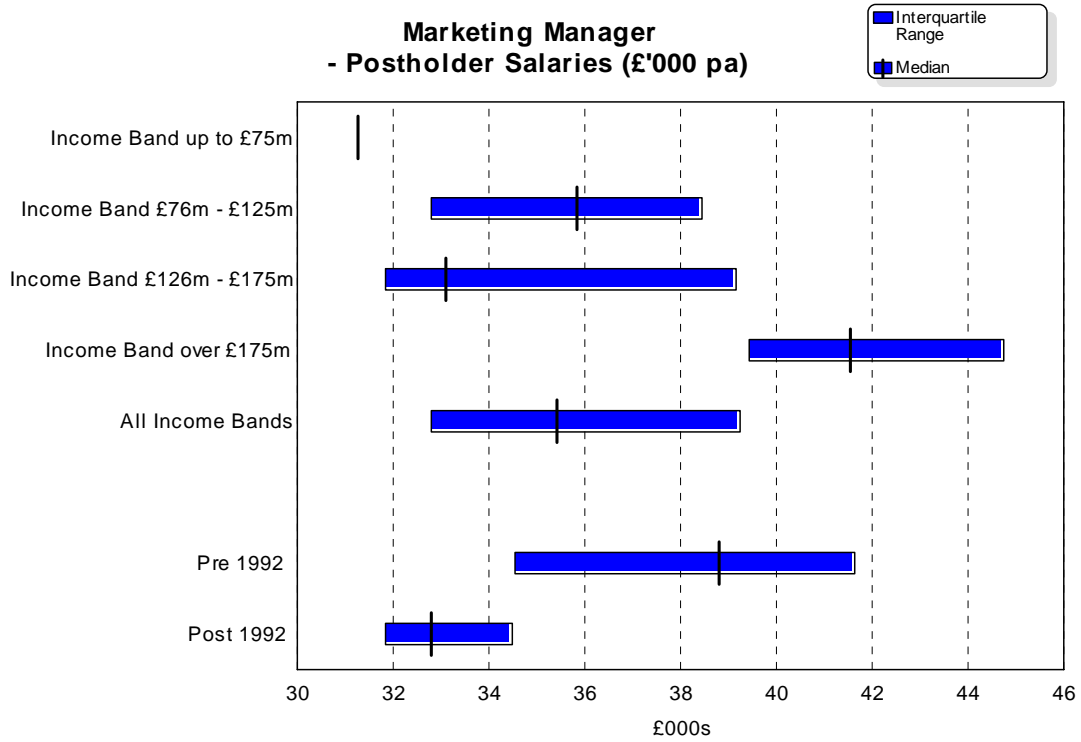
The survey data suggests the salaries paid by HEIs for Marketing Officers are generally competitive with Marketing Officers, Co-ordinators and Executives elsewhere.

HEIs pay more than the Hays typical salary for Marketing Co-ordinators but the typical salary for Marketing Executives is towards the top end of the inter-quartile range of salaries paid by HEIs.

The salary range for Marketing Executives in the not for profit and public sector in the Michael Page survey and for higher level Marketing Officers in the Croner Management Rewards Survey are similar to the inter-quartile range of salaries paid by HEIs.



Marketing Manager



ECC Survey Data

HEI Annual Income Analysis £

Marketing Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	31,265	4
Income Band £76m - £125m	32,795	35,836	36,141	38,448	17
Income Band £126m - £175m	31,840	33,101	34,924	39,160	17
Income Band over £175m	39,431	41,544	42,416	44,746	10
All Income Bands	32,795	35,419	36,605	39,243	48

HEI Type Analysis £

Marketing Manager	LQ	Median	Average	UQ	Count
Pre 1992	34,545	38,804	38,365	41,636	32
Post 1992	31,840	32,795	33,460	34,487	15

Summary Analysis of Pay Ranges £

Marketing Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	28,926	32,665	31,570	32,872	28
Normal Range Maximum Salary	33,548	39,160	37,351	39,160	28
Contribution Pay Maximum	36,667	41,544	40,515	42,791	18

The survey shows the inter-quartile range of salaries paid to individual post holders is £32,795 to £39,243, while the median salary is £35,419.

The data suggests salary levels are significantly higher in HEIs in the largest income band and in pre-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £32,665 to £39,160, with a median contribution pay maximum of £41,544.

The most common number of contracted hours for a full-time post is 37 hours (12 HEIs) and then 35 hours a week (8 HEIs).

One of the HEIs participating in the survey reports paying a market premium for this post whilst two report retention problems and one has recruitment difficulties. Those HEIs with retention problems indicated that they were due to higher salaries on offer elsewhere. The HEI with recruitment problems said that there had been a poor range of suitably qualified applicants.

ECC Survey Job Description

Level	Reports to Director of Marketing or Director of Communications
Experience	<ul style="list-style-type: none"> • Experience in a senior marketing role. • Experienced in marketing planning with knowledge of the full range of current marketing and communications techniques.
Qualifications	Degree and/or a professional qualification in marketing or a related area.
Role	<ul style="list-style-type: none"> • To work with the Director of Marketing or other Senior Managers on the development of the marketing strategy and plan and to manage its implementation. This may include international marketing campaigns. • To liaise with Course Leaders and Directors to ensure marketing activity is targeted and co-ordinated. • To manage relationships with external suppliers for advertising, direct marketing, sales promotion, design and other marketing services to deliver the marketing and communications objectives. • Manage development/organisation/ production of marketing databases, corporate literature and events, sales and merchandising materials in support of marketing.

Benchmark Pay Data

The Annual Survey of Hours & Earnings (ASHE) shows median and average annual gross earnings for full-time Marketing and Sales Managers of £41,986 at April 2006.

Annual Earnings For Full-Time Marketing and Sales Managers £

Area	Median	Mean
United Kingdom	41,986	51,500
North East	41,104	45,546
North West	37,815	46,272
Yorkshire And The Humber	36,012	43,844
East Midlands	39,181	48,665
West Midlands	41,533	46,190
East	40,000	47,238
London	49,991	70,614
South East	45,026	52,306
South West	40,043	46,375
Wales	34,236	40,586
Scotland	40,831	44,917

Source: ASHE

The Marketing Week/Ball & Hoolahan Marketing Salary Survey 2007 shows the following average and median salary levels for Marketing Managers.

Basic Salary (£pa)	Median £	Average £
Marketing Manager	42,950	53,874
Marketing Services Manager	43,408	52,636

The latest Croner Management Rewards Survey (March 2007) shows the following basic salaries for the posts of Marketing Executive, Marketing Manager (lower level) and Marketing Manager (higher level).

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Marketing Executive	28,931	32,418	38,059	103
Marketing Manager (Lower Level)	35,563	42,500	48,944	113
Marketing Manager (Higher Level)	43,477	51,126	61,093	99

The higher level Marketing Manager is responsible for the implementation of the organisation's marketing strategy and may also be required to contribute to the formulation of marketing policy. The post holder would also be qualified to degree level, be a member of the Chartered Institute of Marketing, have extensive business awareness and expert marketing knowledge. The lower level Marketing Manager would typically contribute to the management of the marketing function, develop corporate branding, and supervise market research and analysis.

The Michael Page Marketing Salary Survey 2006 shows the following salary levels for Marketing Manager posts:

Sector	Job Title	Minimum Salary £	Average Salary £	Maximum Salary £
Business to Business	Direct Marketing Manager	32,000	37,000	45,000
Not-for-Profit/Public Sector	Communications/Marketing Manager	32,000	40,000	45,000
Business to Business	Marketing Manager	35,000	40,000	47,000
Publishing	Marketing Manager	38,000	43,000	58,000
Professional Services	Marketing Manager	42,000	47,000	55,000
Leisure/Travel	Marketing Manager	40,000	48,000	55,000
Financial Services	Marketing Manager	48,000	54,000	65,000
IT/Telecoms	Marketing Manager	45,000	55,000	65,000
Retail	Marketing Manager	45,000	55,000	63,000
FMCG	Marketing Manager	50,000	60,000	70,000

The Hays Sales and Marketing Salary Guide (2005) includes salary data on Marketing Managers on a geographical area basis.

Area	Marketing Manager	
	Typical Salary £	Salary Range £
Scotland	50,000	36,000 - 75,000
North East	44,000	30,000 - 66,000
North West	49,000	35,000 - 73,000
Yorkshire	45,500	30,000 - 68,000
East Midlands	44,000	31,000 - 66,000
West Midlands	45,000	32,000 - 67,000
East Anglia	44,000	32,000 - 66,000
South West	43,000	31,000 - 64,000
London (City/Central)	51,500	37,000 - 77,000
South East	48,000	35,000 - 72,000
National Average	46,400	

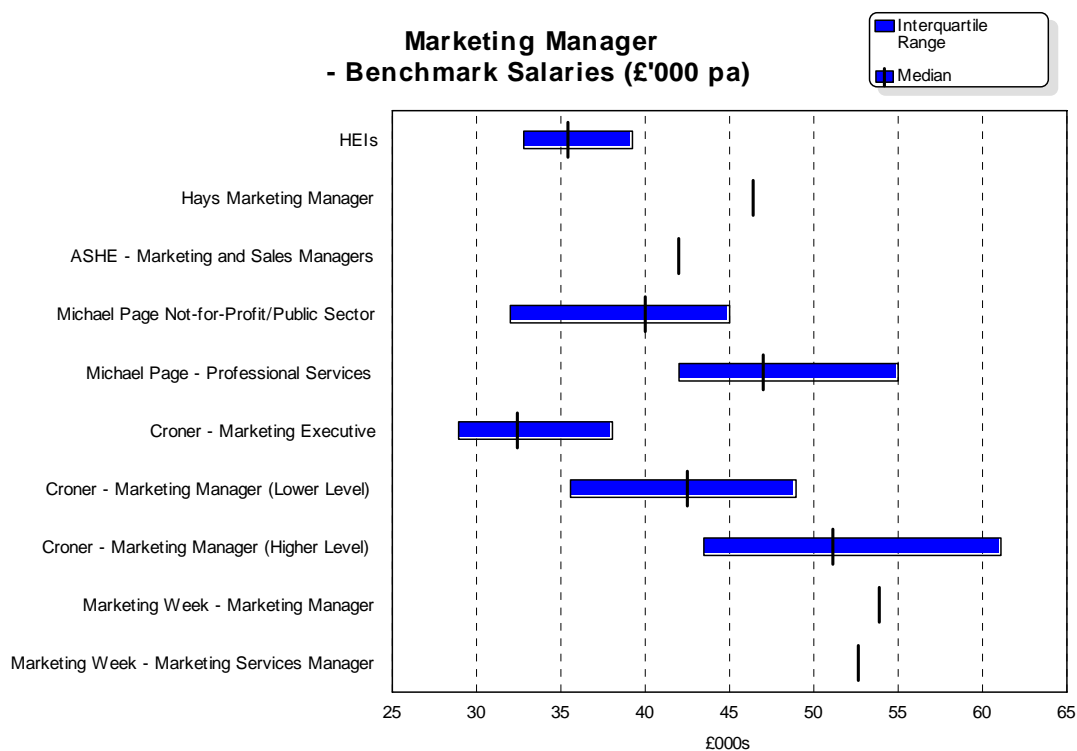
Summary

The survey data suggests the salaries paid by HEIs for Marketing Managers appear to be lower than the salaries paid elsewhere.

The median salary is below the median salary for Marketing Managers in the not for profit and public sector and significantly behind this for the professional services sector, according to the Michael Page survey.

Salary levels are broadly in line with Marketing Executives in the Croner Management Rewards Survey. They are reasonably in line with the salaries below the median for lower level Marketing Managers in this survey. The Higher Level Marketing Manager are paid significantly more but this is a more senior post than that contained in the survey.

The median salaries for Marketing Managers and Marketing Services Managers in the Marketing Week survey are also higher than those paid by HEIs.



Communications Posts

The Labour Market

The Chartered Institute of Public Relations (CIPR), which represents those working in public relations and communications, says that salaries in PR and communications are largely comparable to those in marketing.

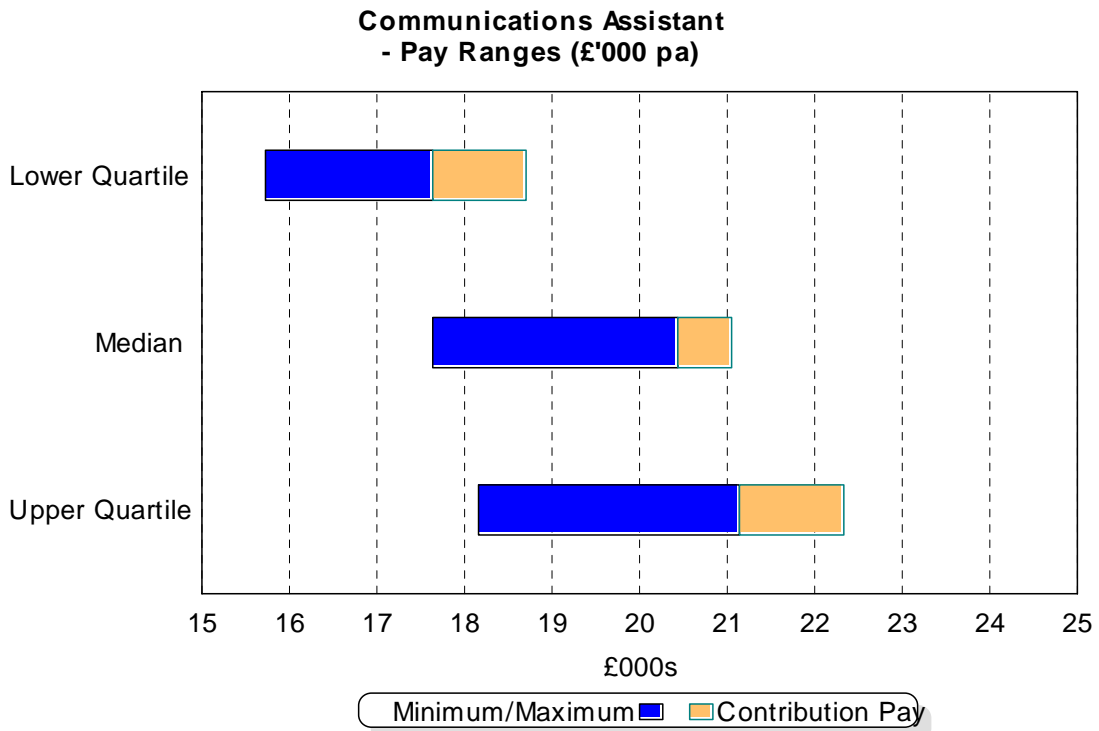
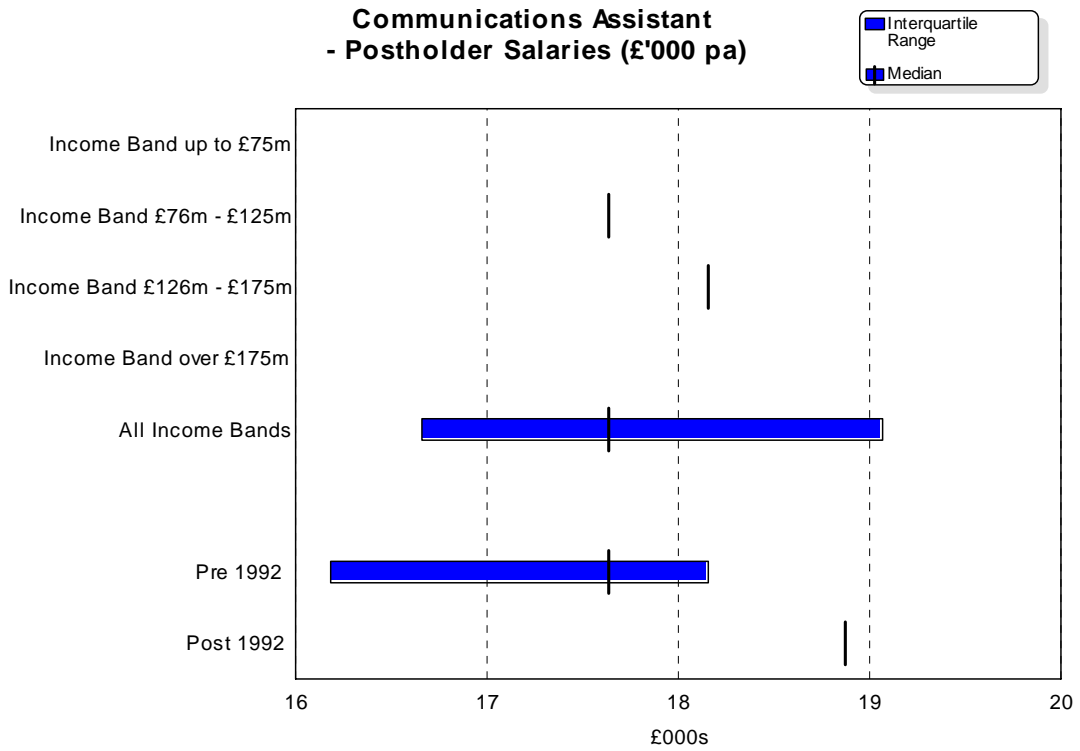
The CIPR estimates that the UK PR industry employs around 48,000 people and that more than 80% of communications and PR practitioners work in-house while less than 20% work for a consultancy.

The health, public and not-for-profit sectors are the biggest employers of PR staff – with around 51% of in-house practitioners - and they also account for 36% of the spend on PR consultancies

The CIPR says that the terms executive, officer and manager are probably the most commonly used to indicate levels of responsibility and seniority, but that even these terms are used with considerable flexibility from organisation to organisation.

The latest annual salary survey produced by PR Week suggests that the demand for good PR and communications people currently exceeds supply, particularly in consultancy businesses.

Communications Assistant



ECC Survey Data

HEI Annual Income Analysis £

Communications Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	1
Income Band £76m - £125m	...	17,636	17,115	...	7
Income Band £126m - £175m	...	18,157	20,087	...	9
Income Band over £175m	2
All Income Bands	16,660	17,636	18,676	19,068	19

HEI Type Analysis £

Communications Assistant	LQ	Median	Average	UQ	Count
Pre 1992	16,183	17,636	18,946	18,157	13
Post 1992	...	18,873	18,184	...	5

Summary Analysis of Pay Ranges £

Communications Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	15,727	17,636	17,608	18,161	19
Normal Range Maximum Salary	17,636	20,437	20,113	21,140	19
Contribution Pay Maximum	18,703	21,050	21,196	22,332	13

The survey shows the inter-quartile range of salaries paid to individual Communications Assistants post holders is quite narrow at £16,660 to £19,068, while the median salary is £17,636.

The small sample size for this post means that any detailed analysis by organisation size or type would not be very meaningful.

The data on the pay ranges shows the median normal pay range is from £17,636 to £20,437, with a median contribution pay maximum of £21,050.

The most common number of contracted hours for a full-time post is 35 hours (9 HEIs) and then 37 hours a week (8 HEIs).

None of the HEIs participating in the survey report paying a market premium for this post or having any recruitment or retention problems.

ECC Survey Job Description

Level	Entry level position. Reports to Communications Manager, and may be supervised by Communications Officer
Experience	Knowledge of office administration, the media, communications design and printing.
Qualifications	Diploma level or equivalent.
Role	<ul style="list-style-type: none">• Managing the administration of the office ensuring that media enquiries are logged, answered or referred on.• Participating in drafting press releases, statements and publications for internal or external audiences.• Updating website and staff intranet• Monitoring press coverage; maintains press cuttings, photo library, distribution lists, contact databases• Supports event co-ordination.• Arranges communication events

Pay Benchmark Data

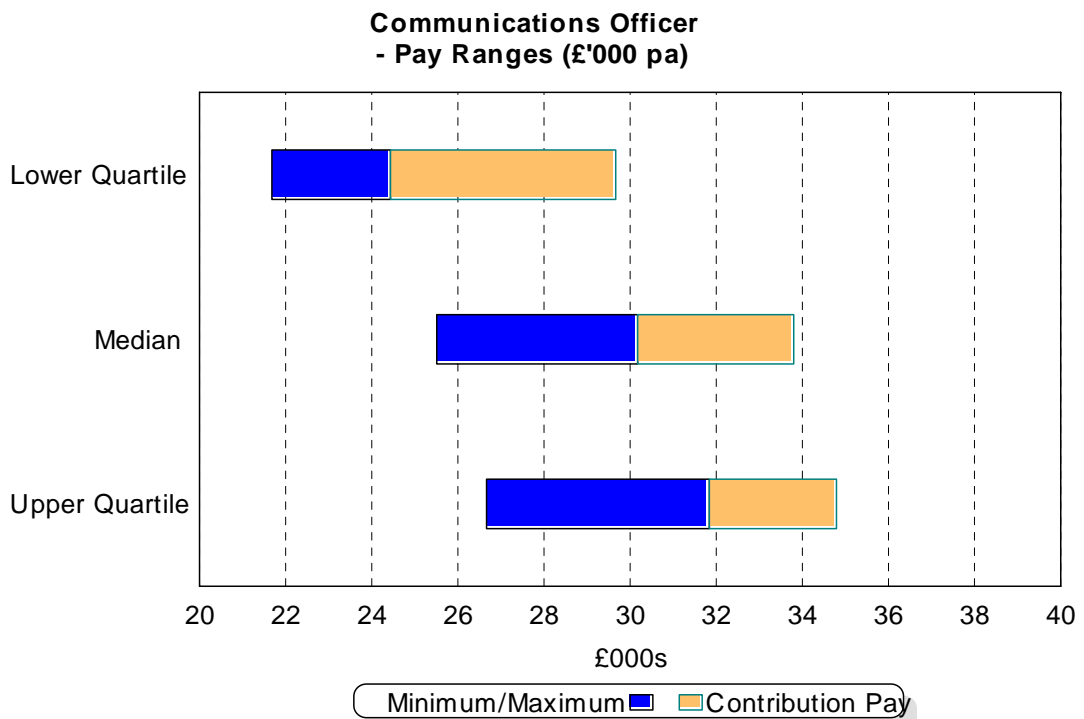
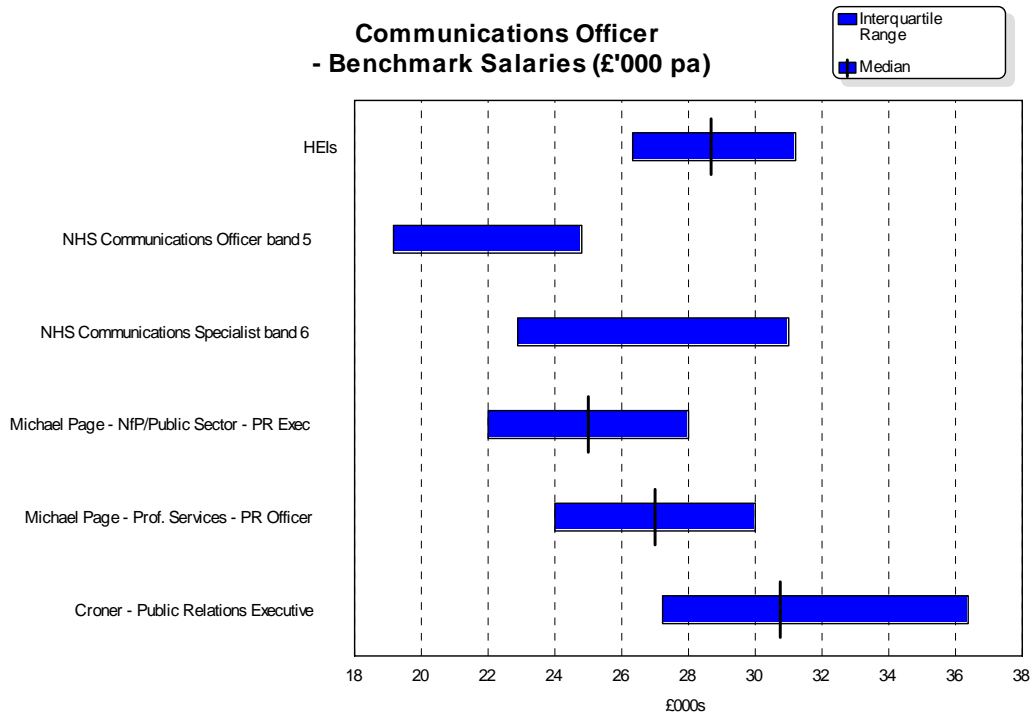
NHS

The national NHS job profile for Communications Assistant is a good match with the survey job description and this has been evaluated at pay band 4 (£16,405 to £19,730). The salaries quoted for these pay bands are effective from 1 April 2006.

Summary

The salaries paid by HEIs are generally in line with pay levels within NHS organisations.

Communications Officer



ECC Survey Data

HEI Annual Income Analysis £

Communications Officer	LQ	Median	Average	UQ	Count
Income Band up to £75m	1
Income Band £76m - £125m	25,135	26,812	27,051	30,469	14
Income Band £126m - £175m	26,666	28,290	28,644	29,948	16
Income Band over £175m	29,138	30,013	30,022	31,480	13
All Income Bands	26,330	28,677	28,480	31,211	44

HEI Type Analysis £

Communications Officer	LQ	Median	Average	UQ	Count
Pre 1992	28,084	29,228	29,553	31,840	32
Post 1992	24,591	25,478	25,620	26,820	12

Summary Analysis of Salary Ranges £

Communications Officer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	21,682	25,512	24,594	26,666	26
Normal Range Maximum Salary	24,436	30,175	29,027	31,840	26
Contribution Pay Maximum	29,665	33,799	32,924	34,793	15

The survey shows the inter-quartile range of salaries paid to individual post holders is £26,330 to £31,211 and the median salary is £28,677.

The data suggests a correlation between salary levels and organisation size, and salaries are higher in pre-1992 HEIs than in post-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £25,512 to £30,175, and the median contribution pay maximum is £33,799.

The most common number of contracted hours for a full-time post is 35 hours (11 HEIs) and then 37 hours a week (10 HEIs).

Two HEIs participating in the survey report paying a market premium for this post. One reports recruitment problems and one has retention problems for this post, with staff leaving to go to higher paid jobs.

ECC Survey Job Description

Level	Reports to Communications Manager
Experience	<ul style="list-style-type: none"> • Knowledge of communications, public relations, journalism and marketing communications techniques. • Working with the media, preparing press releases and organising events.
Qualifications	Degree or relevant professional qualification, or equivalent experience in a relevant subject,
Role	<ul style="list-style-type: none"> • Plans and implements communications projects • Writes, edits, proof-reads and co-ordinates internal and external publications and materials for press releases, articles and website. • May organise printing and distribution • Responds to media enquiries, briefs journalists. • Provide communications and media advice to managers, staff, committees. • Arranges meetings, events, press conferences, photocalls / co-ordinates communications campaigns. • Allocates work to assistants

Pay Benchmark Data

The Annual Survey of Hours and Earnings (ASHE) for 2006 includes the following pay data for the occupation of Public Relations Officer:

Gross Annual Pay for Full Time Employees (£pa)	Lower Quartile £	Median £	Upper Quartile £	Average £
Public Relations Officer	21,654	29,044	29,460	45,520

Source: ASHE

NHS

The national NHS job profiles for Communications Officer, in band 5 (£19,166 to £24,803), and Communications Specialist, in band 6 (£22,886 to £31,004), are good matches with the survey job description. The salaries quoted are effective from 1 April 2006.

Salary Survey Data

The Michael Page Marketing Salary Survey 2006 shows the following salary levels for Public Relations posts:

Sector	Job Title	Minimum Salary £	Average Salary £	Maximum Salary £
Publishing	PR Executive	21,000	25,000	28,000
Not-for-Profit/Public Sector	PR Executive	22,000	25,000	28,000
Business to Business	PR/Communications Officer	23,000	26,000	29,000
Professional Services	PR Officer	24,000	27,000	30,000

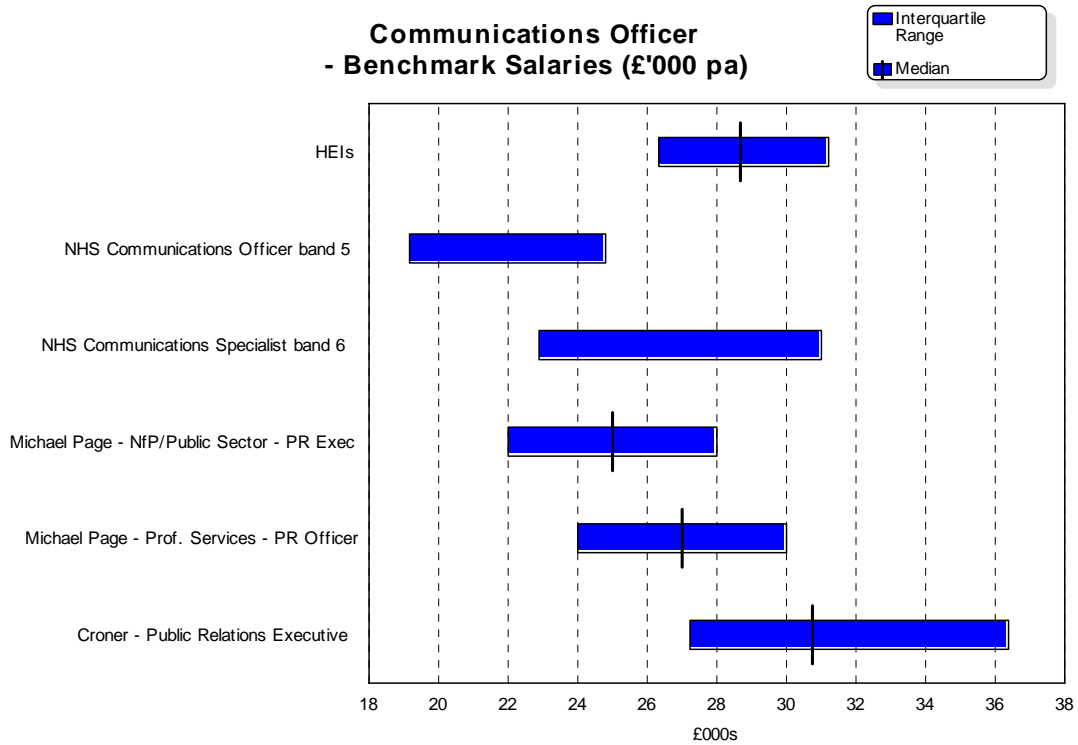
The latest Croner Management Rewards Survey (March 2007) shows a median basic salary of £30,750 for the post of Public Relations Executive.

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Public Relations Executive	27,226	30,750	36,383	19

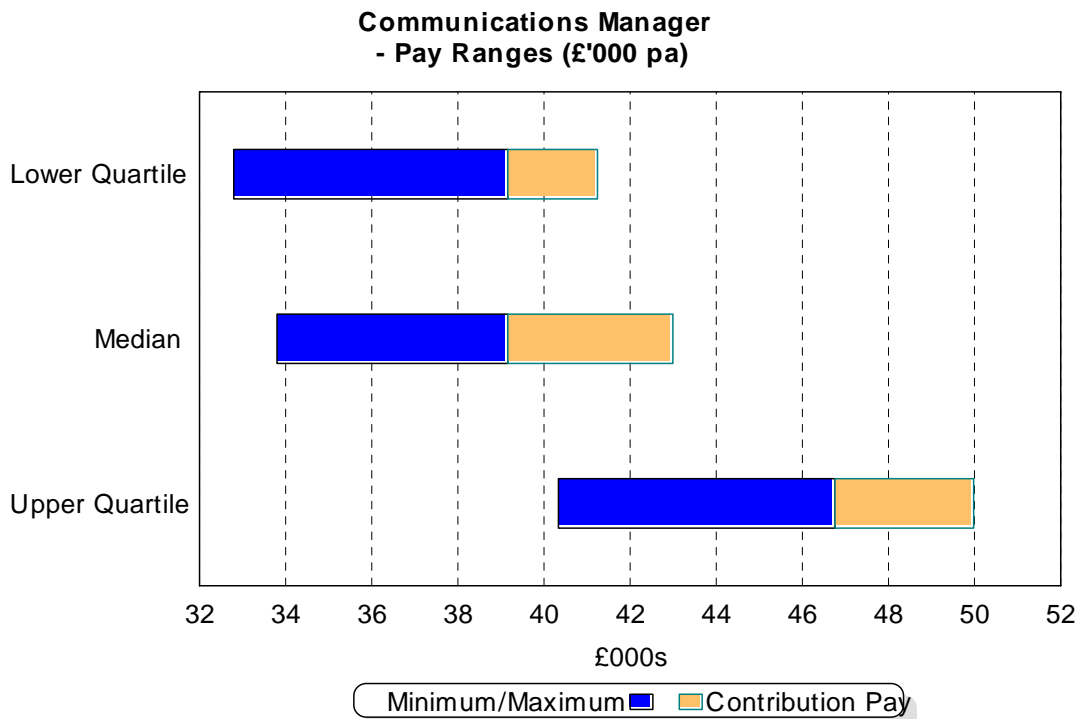
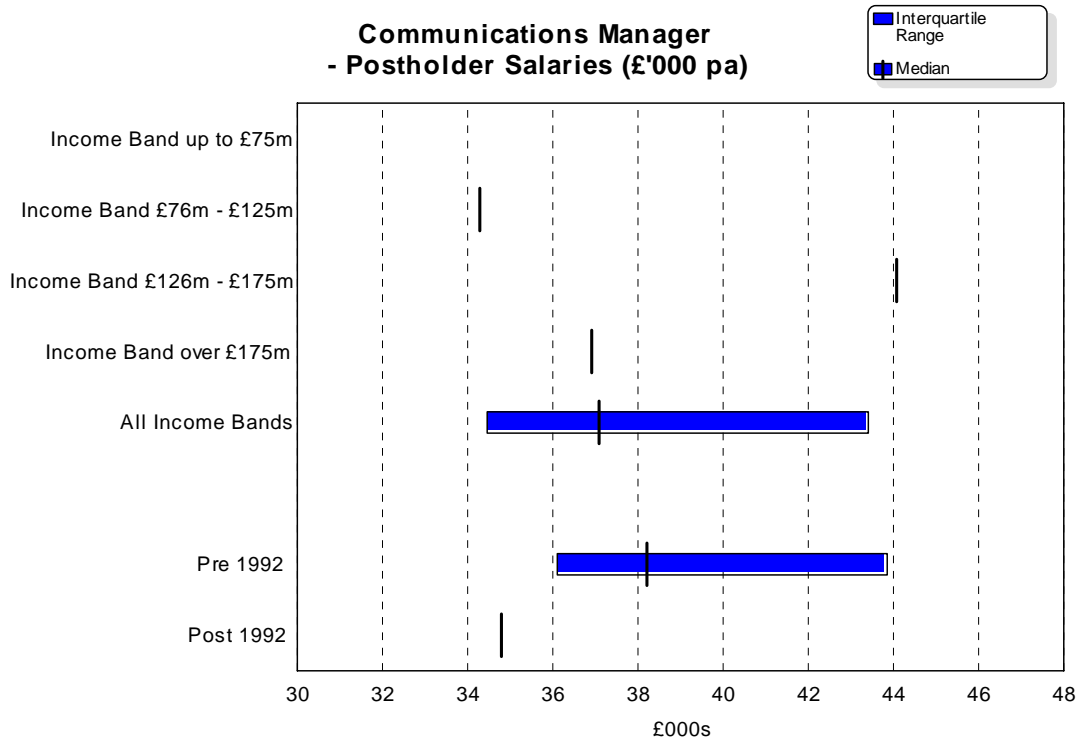
Summary

The salaries paid by HEIs appear to be competitive with the pay levels within the NHS and the salary levels for PR Executives in the not for profit/public sectors, and PR Officers in the professional services sector according to the Michael Page survey.

The Croner Management Rewards Surveys suggests higher salary levels for PR Executives.



Communications Manager



ECC Survey Data

HEI Annual Income Analysis £

Communications Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	3
Income Band £76m - £125m	...	34,283	37,625	...	8
Income Band £126m - £175m	...	44,074	44,323	...	7
Income Band over £175m	...	36,912	36,963	...	6
All Income Bands	34,458	37,084	38,895	43,411	24

HEI Type Analysis £

Communications Manager	LQ	Median	Average	UQ	Count
Pre 1992	36,105	38,208	39,723	43,853	18
Post 1992	...	34,792	37,922	...	5

Summary Analysis of Salary Ranges £

Communications Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	32,795	33,799	34,832	40,335	23
Normal Range Maximum Salary	39,160	39,160	40,787	46,758	23
Contribution Pay Maximum	41,242	42,991	44,071	49,979	16

The survey shows the inter-quartile range of salaries paid to individual post holders is £34,458 to £43,411, while the median salary is £37,084.

Median salaries are considerably higher (£44,074) for HEIs in the £126m - £175m income band, although the sample sizes in this breakdown are quite small.

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

The data on the pay ranges used by participating HEIs shows the median normal pay range is from £33,799 to £39,160, whilst the median contribution pay maximum is £42,991.

The most common number of contracted hours for a full-time post is 37 hours (10 HEIs) and then 35 hours a week (7 HEIs).

One HEI participating in the survey reports paying a market premium for this post. Three report recruitment problems and two have retention problems for this post.

Two HEIs indicated that they have had problems in attracting a significant number of suitably qualified or experienced candidates when recruiting to this post, whilst one cited a very competitive external market as a factor. One HEI indicated that its retention problem for this post was due to higher salaries elsewhere in the public sector.

ECC Survey Job Description

Level	Reports to Director of Communications or Corporate Affairs
Experience	<ul style="list-style-type: none"> • Extensive knowledge/experience of communications techniques, public relations, journalism and marketing. • Supervising or managing staff.
Qualifications	Degree/MSc and/or professional qualifications
Role	<ul style="list-style-type: none"> • Leading on the development, implementation and evaluation of communications projects, including publicity campaigns, events and consultations • Commissions, writes, edits, proof reads and co-ordinates complex internal and external publications, press releases, articles and web based materials • Leads in anticipating and responding to media enquiries and briefing journalists on sensitive issues • Provides advice and media advice/training to senior managers and decision makers • Decides how to run communications campaigns and how to respond to media queries on sensitive or complex issues • Organises and project manages communications campaigns and events • Proposes changes to communications policies for the organisation e.g. on dealing with the media • Allocates work to other members of the department and provides specialist training in communications • Manage expenditure against budget

Pay Benchmark Data

The Annual Survey of Hours and Earnings (ASHE) for 2006 includes the following pay data for Public Relations Managers.

Gross Annual Pay for Full Time Employees (£pa)	Lower Quartile £	Median £	Upper Quartile £	Average £
Advertising and Public Relations Managers	29,572	37,482	n/a	45,520

Source: ASHE

NHS

The national job profile for Communications Manager is band 7 (£27,622 to £36,416) and for Communications Service Manager it is bands 8a (£35,232 to £42,278) to 8c (£49,381 to £60,880). These salaries are effective from 1 April 2006.

Our monitoring of job advertisements over the past two years indicates that the median salary for Communications Managers/Heads in the NHS is £39,378, with an inter-quartile range of £33,444 to £51,250 – i.e. broadly in line with bands 7 and 8a to 8b.

Our monitoring of job advertisements for the post of Public Relations Manager indicates that salaries range between a minimum of £25,000 and a maximum of around £42,000, with a median salary of £32,019 – in line with bands 7 to 8a.

These pay levels are broadly consistent with our 2006 NHS Managers Survey, which showed a median salary of £31,064 for Communications Managers (based on a sample of 28 posts in NHS Trusts and Primary Care Trusts) and £41,386 for Head of Communications posts (based on a sample of 24 posts in NHS Trusts and Primary Care Trusts).

The survey also showed a median salary of £35,291 for Public Relations Managers (based on a sample of 14 posts).

Salary Survey Data

The latest Croner Management Rewards Survey (March 2007) shows a median basic salary of £38,893 for the post of Public Relations Manager.

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Public Relations Manager	36,419	38,893	39,500	24

The Michael Page Marketing Salary Survey 2006 shows average salaries of around £40,000 to £42,000 (and salary ranges of around £35,000 up to £50,000) for Public Relations Managers working in the professional services, IT/telecommunications and financial services, and business to business sectors.

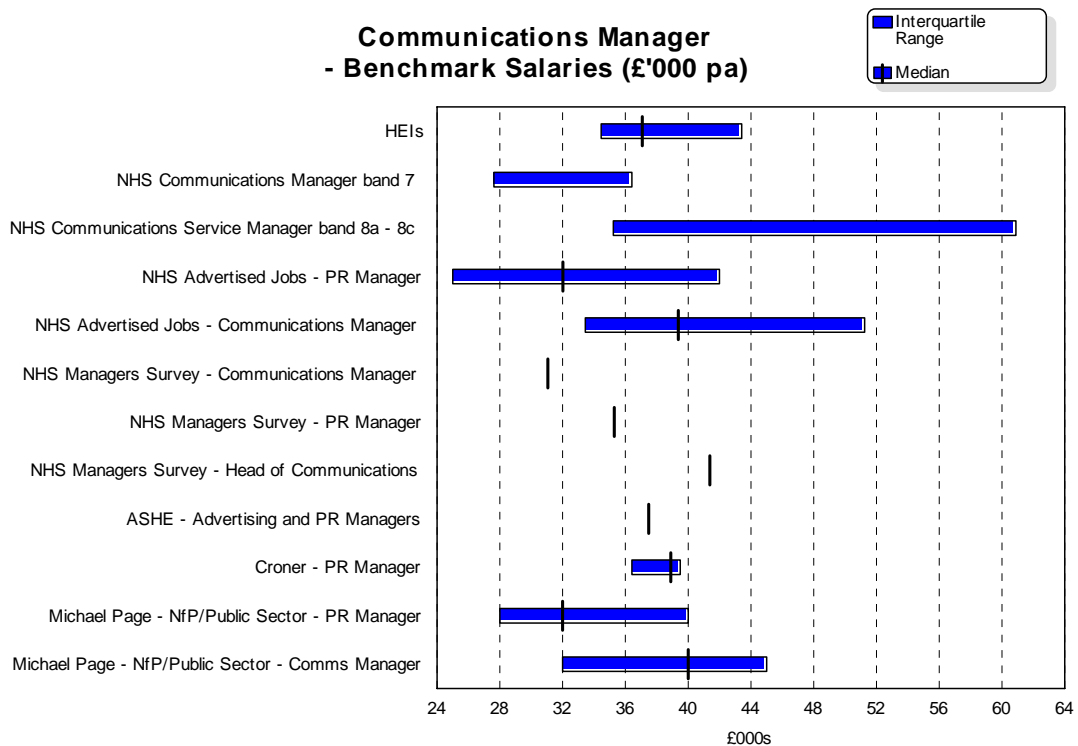
The average salary for a Press and PR Manager in the public or not for profit sector is lower at £32,000 (salary range of £28,000 to £40,000).

Sector	Job Title	Minimum Salary £	Average Salary £	Maximum Salary £
Publishing	PR Manager	28,000	31,000	37,000
Not-for-Profit/Public Sector	Press and PR Manager	28,000	32,000	40,000
Not-for-Profit/Public Sector	Communications/Marketing Manager	32,000	40,000	45,000
Professional Services	PR Manager	37,000	40,000	48,000
Business to Business	PR/Communications Manager	35,000	40,000	45,000
IT/Telecoms	PR Manager	37,000	42,000	50,000
Financial Services	PR Manager	35,000	42,000	49,000
IT/Telecoms	Marketing Communications Manager	40,000	46,000	53,000

Summary

The salaries paid by HEIs appear to be generally competitive with the post of Communications Manager and PR Manager in the NHS but they lag behind the NHS salary levels for the higher level posts of Communication Service Manager and Head of Communications.

The salary levels appear to broadly in line with those paid to PR Managers and Communications Manager in the not for profit and public sector according to the Michael Page survey, and with PR Managers in the Croner Management Rewards Survey.



Business Development Jobs

The Labour Market

HEIs are increasingly employing Business Development Staff and Managers to increase the amount of income they generate from their activities and to establish partnerships with other organisations.

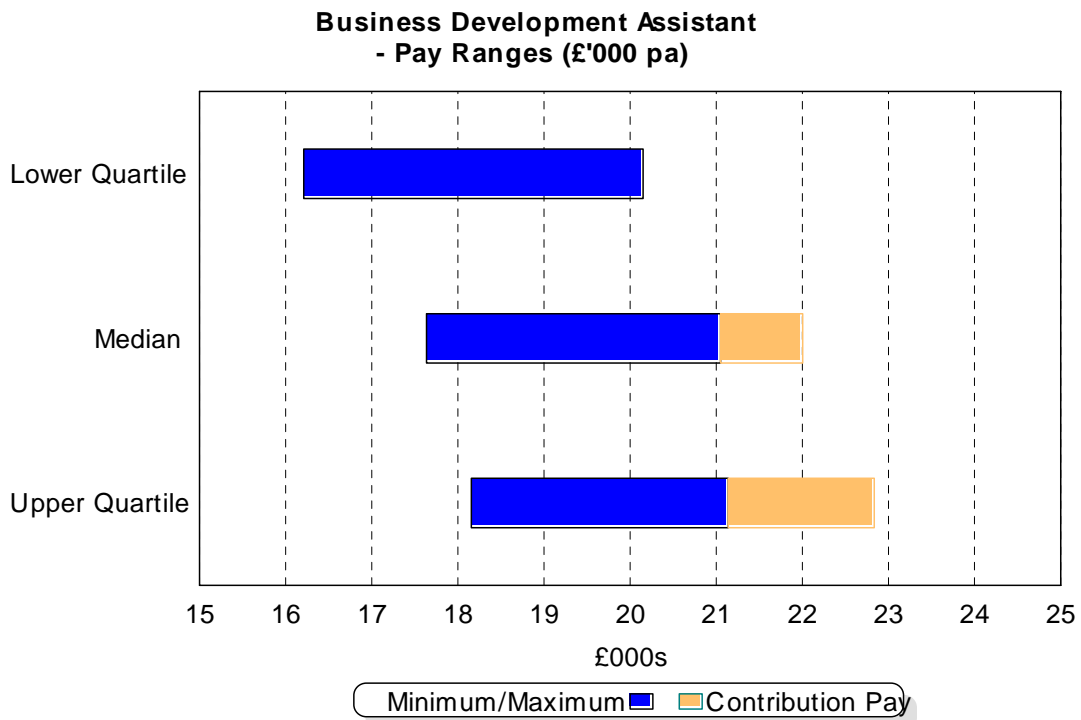
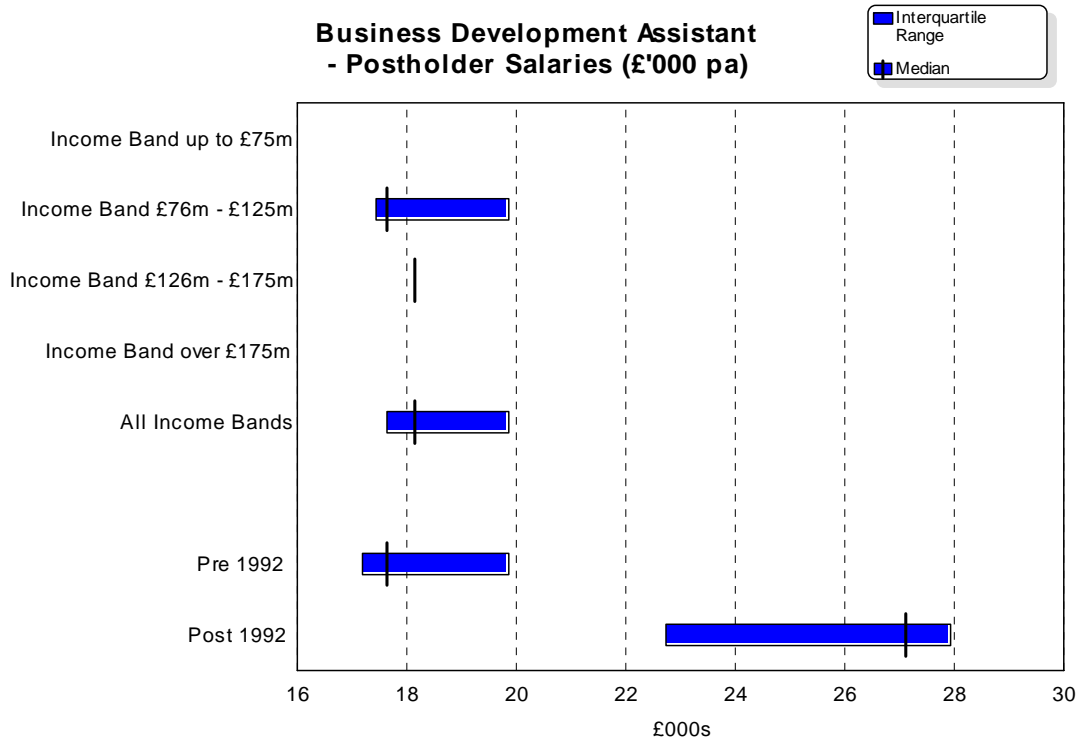
Commercial expertise is a key requirement for these jobs and HEIs are recruiting staff and managers from both the private sector and other parts of the public sector as well as within higher education.

The scope of business development roles varies significantly between universities and this makes it hard to produce general pay benchmark data.

Some information on the different management levels of Business Development Manager from the Croner Management Rewards Survey is included.

It may be possible to produce more detailed pay comparisons for individual posts within HEIs if there is more detailed information about the role. For example, some Business Development Managers are expected to have legal expertise and a knowledge of Intellectual Property management and protection, and comparative data on the salaries of legal professionals may be considered useful.

Business Development Assistant



ECC Survey Data

HEI Annual Income Analysis £					
Business Development Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	1
Income Band £76m - £125m	17,438	17,636	18,920	19,862	11
Income Band £126m - £175m	...	18,147	18,248	...	8
Income Band over £175m	1
All Income Bands	17,636	18,147	18,781	19,862	21

HEI Type Analysis £					
Business Development Assistant	LQ	Median	Average	UQ	Count
Pre 1992	17,188	17,636	18,565	19,862	15
Post 1992	...	19,068	19,320	...	6

Summary Analysis of Salary Ranges £					
Business Development Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	16,211	17,636	17,398	18,156	15
Normal Range Maximum Salary	20,150	21,050	20,445	21,140	15
Contribution Pay Maximum	18,880	22,003	21,617	22,835	10

The survey shows the inter-quartile range of salaries paid to individual post holders is quite narrow - between £17,636 and £19,862, whilst the median salary is £18,147.

The data suggest salary levels are higher in post-1992 HEIs than in pre-1992 HEIs although the sample size may not be 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 £17,636 to £21,050, with a median contribution pay maximum of £22,003.

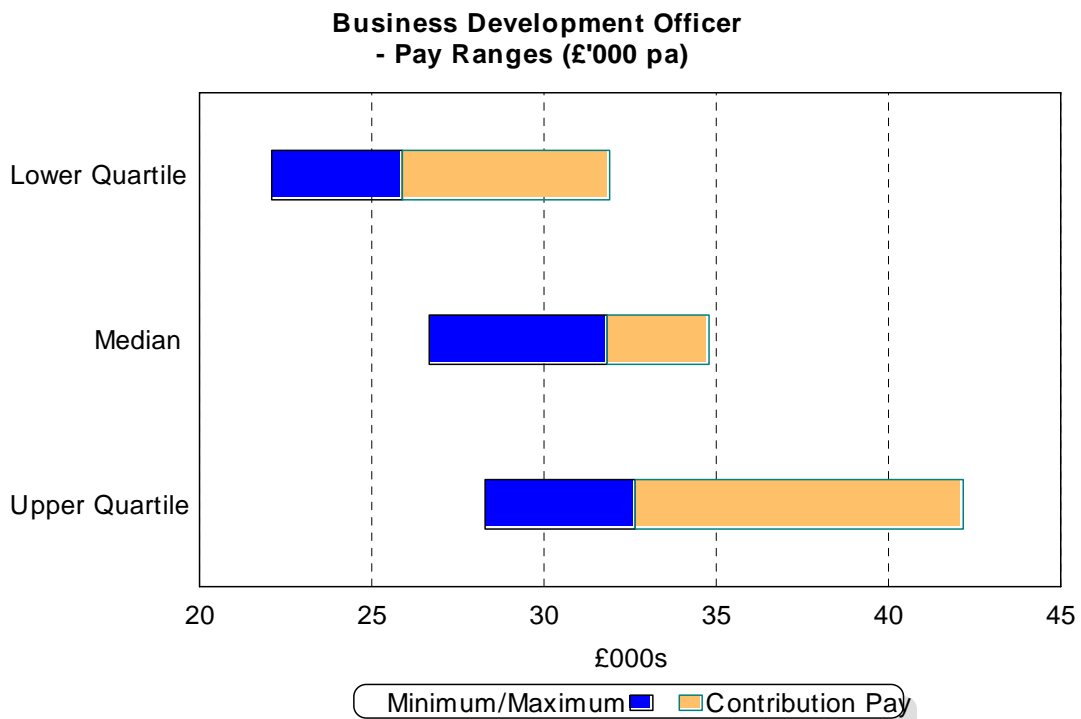
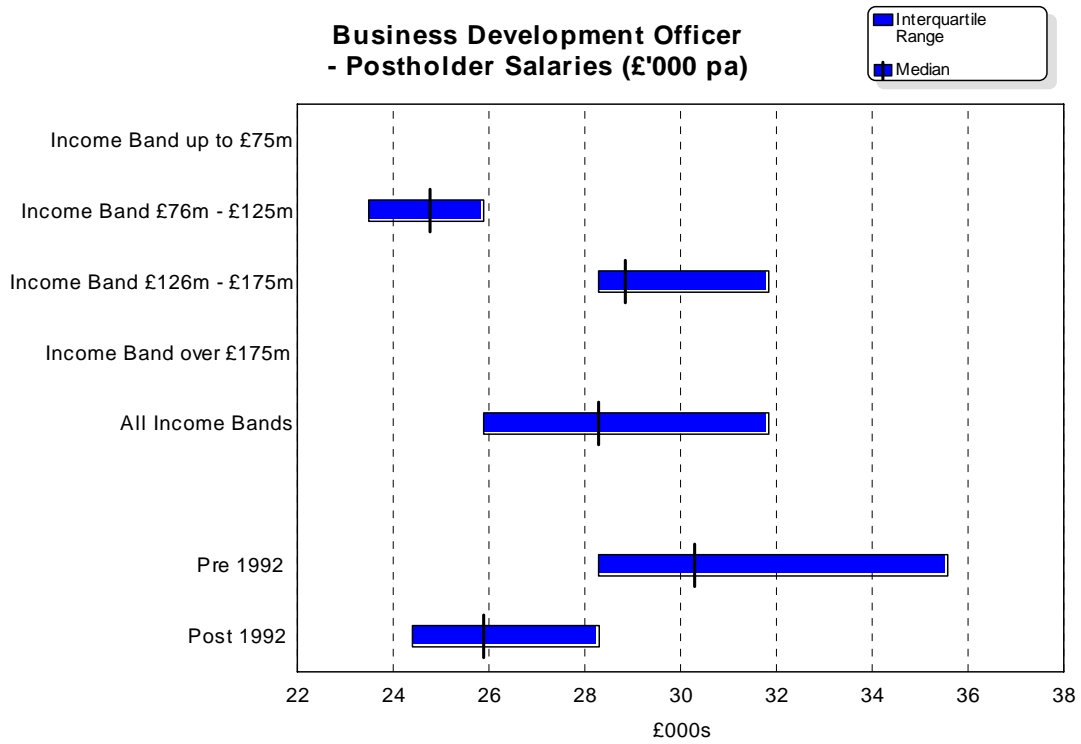
The most common number of contracted hours for a full-time post is 35 hours (6 HEIs) and then 37 hours a week (5 HEIs).

None of the HEIs participating in the survey report paying a market premium for this post or having any recruitment or retention problems.

ECC Survey Job Description

Level	Entry level post. Reports to Business Development Manager and may be supervised by Business Development Officer
Experience	Experience of business administration, support & customer management. Commercial acumen.
Qualifications	HND or equivalent experience.
Role	<ul style="list-style-type: none"> Support the Business Development Officer in developing & enhancing links with local businesses and other income generating activities. Provide business support activities such as clerical & administrative support, project work, budgeting, scheduling & customer liaison. Managing and monitoring budgetary issues and other aspects of the business development work in line with agreed plans and objectives.

Business Development Officer



ECC Survey Results

HEI Annual Income Analysis £					
Business Development Officer	LQ	Median	Average	UQ	Count
Income Band up to £75m	2
Income Band £76m - £125m	23,491	24,769	26,353	25,889	10
Income Band £126m - £175m	28,290	28,846	30,640	31,840	20
Income Band over £175m	1
All Income Bands	25,889	28,290	29,242	31,840	33

HEI Type Analysis £					
Business Development Officer	LQ	Median	Average	Uq	Count
Pre 1992	28,290	30,293	31,506	35,577	18
Post 1992	24,403	25,889	26,525	28,302	15

Summary Analysis of Salary Ranges £					
Business Development Officer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	22,095	26,666	26,141	28,290	19
Normal Range Maximum Salary	25,889	31,840	30,781	32,648	19
Contribution Pay Maximum	31,907	34,793	35,583	42,168	11

The survey shows the inter-quartile range of salaries paid to individual post holders is from £25,889 to £31,840, with a median salary of £28,290. The data suggest salary levels are significantly higher in pre-1992 HEIs than in 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 shows the median normal pay range is from £26,666 to £31,840, with a median contribution pay maximum of £34,793.

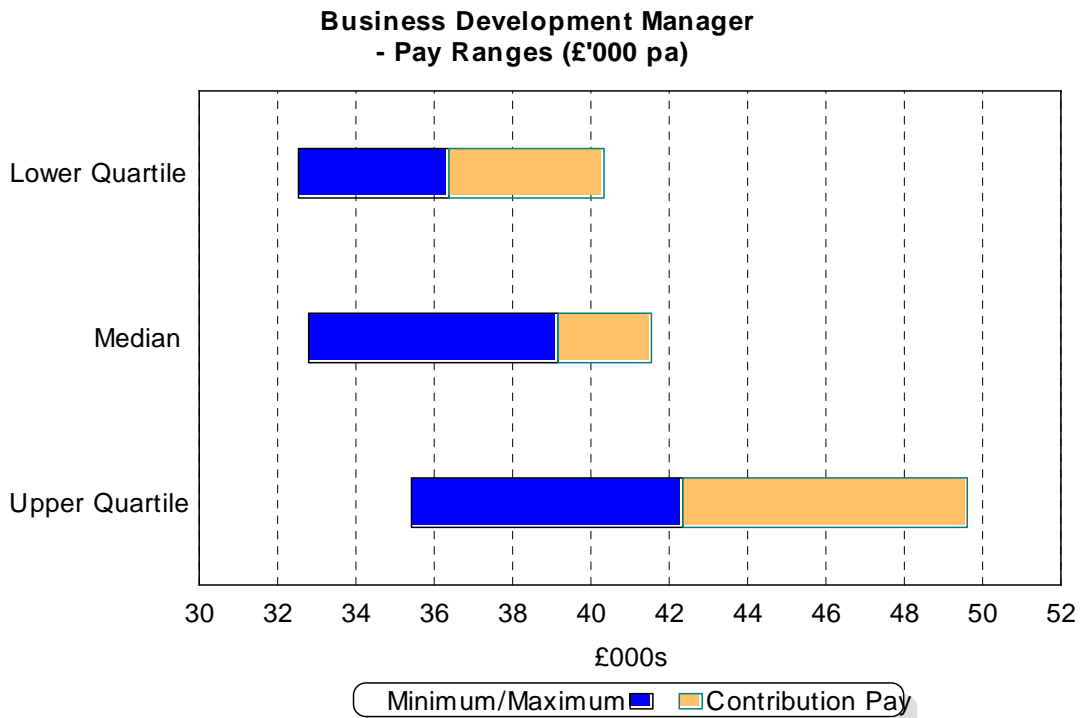
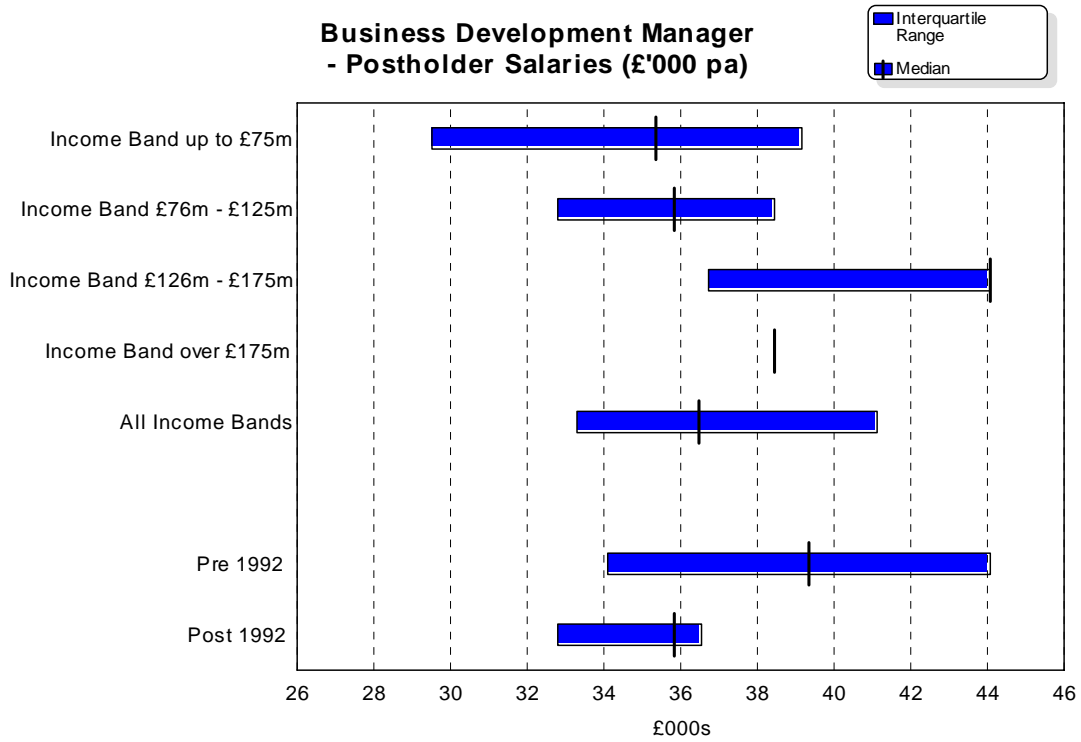
The most common contracted full-time hours are 37 hours (8 HEIs) and 35 hours (5 HEIs).

One participating HEI reports paying a market premium for this post. None of the HEIs participating in the survey report having any recruitment or retention problems.

ECC Survey Job Description

Level	Reports to Business Development Manager
Experience	Three to five years' relevant experience.
Qualifications	Degree or equivalent experience. Commercial and financial acumen. An awareness of knowledge transfer and intellectual property issues.
Role	To facilitate, support and encourage the generation of external income. To develop and enhance links with local, regional and national business, agencies and other organisations to raise the profile of the organisation. Helps to set up mechanisms to monitor, evaluate & report on income generation Facilitate, support and encourage the development of Knowledge Transfer Partnerships with appropriate businesses. Identify areas which may have income generation potential. Maintain financial documentation. Allocates work to assistants Prepare reports on the organisation's business development activities.

Business Development Manager



ECC Survey Data

HEI Annual Income Analysis £					
Business Development Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	29,515	35,356	34,159	39,160	10
Income Band £76m - £125m	32,795	35,836	35,654	38,448	37
Income Band £126m - £175m	36,729	44,074	42,032	44,074	15
Income Band over £175m	...	38,449	38,504	...	5
All Income Bands	33,298	36,478	37,071	41,123	67

HEI Type Analysis £					
Business Development Manager	LQ	Median	Average	UQ	Count
Pre 1992	34,100	39,347	38,711	44,074	30
Post 1992	32,795	35,836	35,328	36,546	33

Summary Analysis of Salary Ranges £					
Business Development Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	32,534	32,796	34,266	35,419	31
Normal Range Maximum Salary	36,374	39,160	39,615	42,351	31
Contribution Pay Maximum	40,335	41,544	43,336	49,607	17

The survey shows the inter-quartile range of salaries paid to individual post holders is from £33,298 to £41,123, with a median salary of £36,478.

The data suggest salary levels are higher in pre-1992 HEIs than in 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 shows the median normal pay range is from £32,796 to £39,160, with a median contribution pay maximum of £41,544.

The most common number of contracted hours for a full-time post is 37 hours (11 HEIs) and then 35 hours a week (9 HEIs).

One HEI participating in the survey reports paying a market premium for this post and one reports limited numbers of applicants when recruiting for this post.

ECC Survey Job Description

Level	Reports to Director of Business Development, or Director of Research, or Director of Operations.
Experience	<ul style="list-style-type: none"> • Relevant management/entrepreneurial experience. • Financial management, business planning and writing funding proposals. • Supervising or managing staff.
Qualifications	<ul style="list-style-type: none"> • Degree or equivalent professional qualification. • May have legal or accountancy qualifications.
Role	<ul style="list-style-type: none"> • Responsible for the management and development of all income generating and entrepreneurial activities in specific business areas. • Undertakes market research and business planning, • Generates leads and identifies new business opportunities • Maximises income on all business and entrepreneurial activities by exploiting a range of funding streams. • Works with staff to develop new products and services for business and the community • Enables rapid transfer of new ideas, products and processes generated within the HEI to businesses • Supports academic and other colleagues in the development and maintenance of industry links and collaborative activity. • Responsible for forging high-level, long-term partnerships with external stakeholders. • Visits companies and relevant business intermediaries as part of the business development process. • Responsible for organising events to promote the work of the HEI. • Responsible for achieving specific income generation targets. • Monitors income generation activity and prepares management reports on this activity.

Pay Benchmark Data

Witan Jardine

The Witan Jardine Salary Guide 2006 shows the variations in annual salaries of Business Developments Managers in various sectors.

Position	Type of Employment	Salary pa £
Business Development Manager	Audit, Tax and Advisory	£35,000-£45,000
Business Development Manager	Legal	£40,000-£55,000
Business Development Manager	Property	£30,000-£65,000
Business Development Manager	Media	£35,000-£45,000

Mad.co.uk

Mad.co.uk's July 2006 Salary and Benefits Survey indicates that the average salary for a Business Development Manager is around £42,500 pa. The survey includes responses from over 4,000 respondents but sample sizes are not provided for specific jobs.

Croner Reward

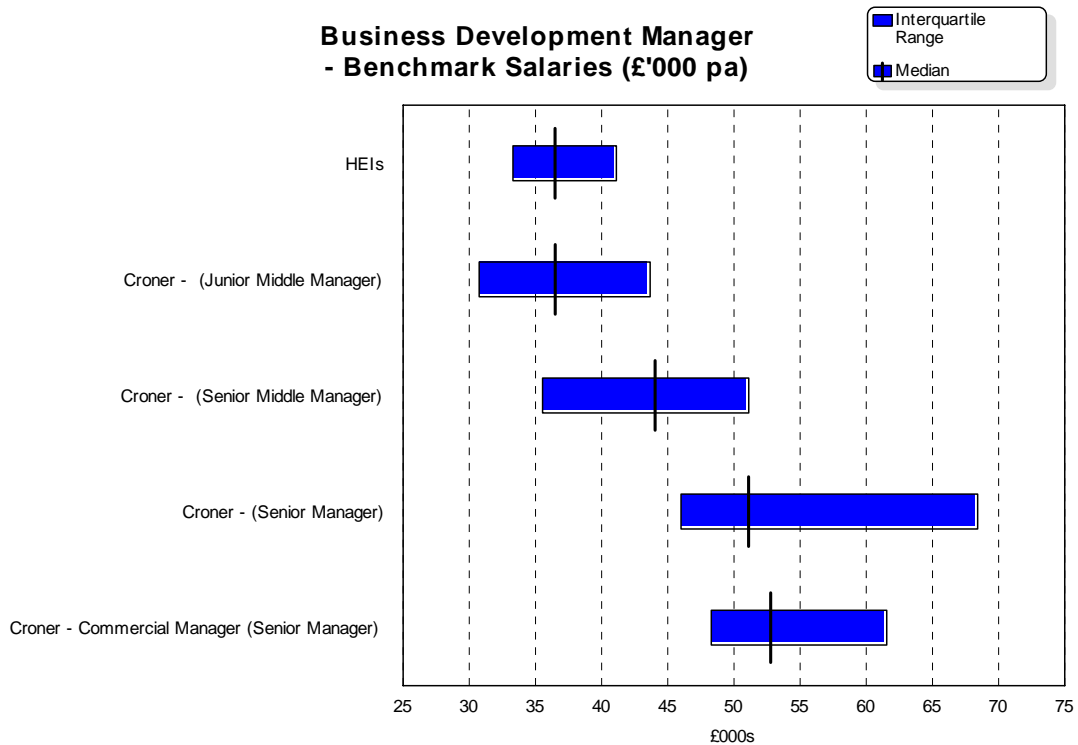
The Croner Management Rewards 2007 survey gives salary data for Business Development Managers at three management levels and for the post of Commercial Manager, as follows:

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Business Development Manager (Junior Middle Manager)	30,750	36,500	43,666	29
Business Development Manager (Senior Middle Manager)	35,542	44,041	51,116	36
Business Development Manager (Senior Manager)	45,996	51,105	68,412	40
Commercial Manager (Senior Manager)	48,289	52,776	61,547	22

Junior middle managers are generally heads of smaller departments or specialists and to have team leaders or supervisors reporting to them. Most senior middle managers are heads of main departments, normally reporting to a senior manager.

Summary

The salaries paid by HEIs are generally in line with the junior middle manager level of Business Development Manager in the Croner Management Reward Survey but they are below the more senior management levels of Business Development Manager.



IT Helpdesk Jobs

The IT 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.

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.

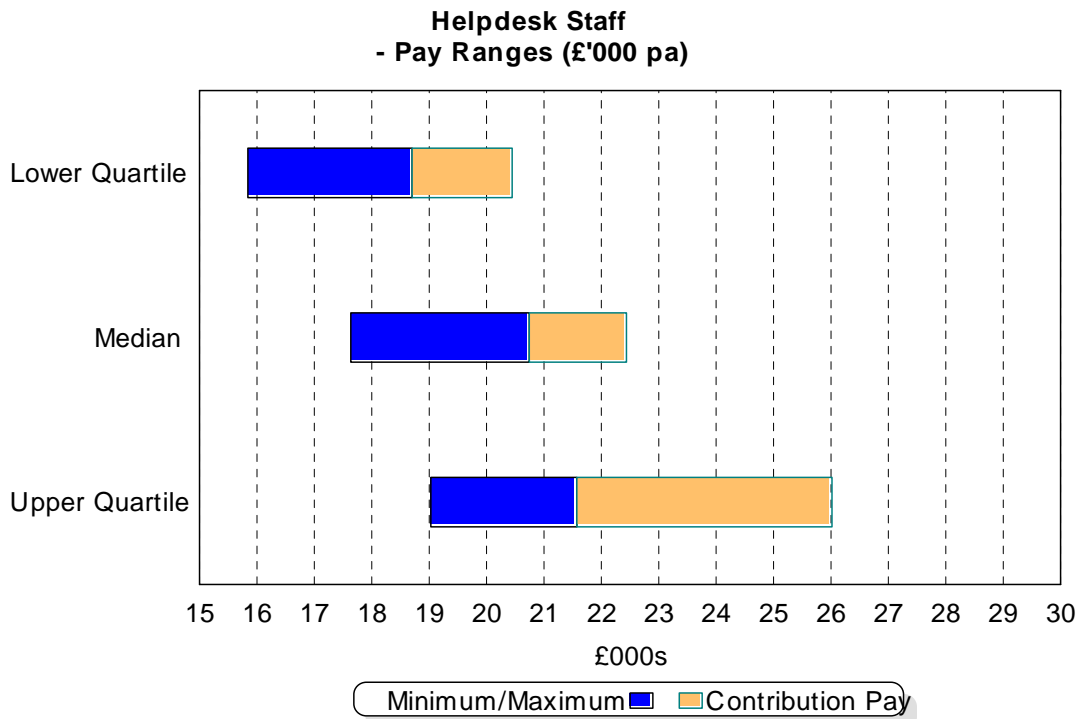
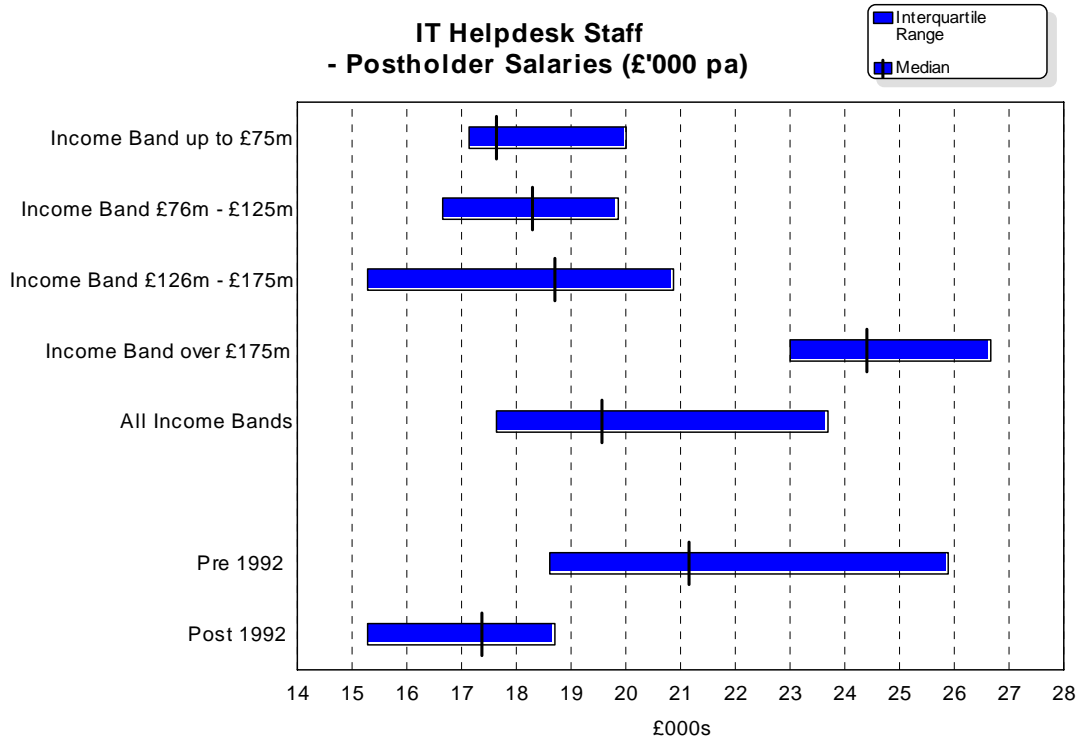
The proportion of organisations reporting some form of bonus payment has increased from 51% to 58% this year, and there has been a significant increase in the number of Government sector respondents reporting some form of bonus scheme. This year the average bonus for managers was worth 9.7% of salary,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

IT Helpdesk Staff



ECC Survey Data

HEI Annual Income Analysis £					
IT Helpdesk Staff	LQ	Median	Average	UQ	Count
Income Band up to £75m	17,137	17,636	18,415	20,006	20
Income Band £76m - £125m	16,653	18,295	18,495	19,862	37
Income Band £126m - £175m	15,284	18,703	19,719	20,871	56
Income Band over £175m	23,002	24,402	24,464	26,666	37
All Income Bands	17,636	19,563	20,414	23,692	150

HEI Type Analysis £					
IT Helpdesk Staff	LQ	Median	Average	UQ	Count
Pre 1992	18,609	21,155	21,979	25,889	96
Post 1992	15,284	17,370	17,609	18,703	45

Summary Analysis of Salary Ranges £					
IT Helpdesk Staff	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	15,841	17,636	18,021	19,029	34
Normal Range Maximum Salary	18,703	20,744	20,985	21,573	34
Contribution Pay Maximum	20,447	22,436	22,797	26,017	20

The survey shows the inter-quartile range of salaries paid to individual post holders is £17,636 to £23,692, while the median salary is £19,563.

The data suggest salary levels are higher in pre-1992 HEIs than in post-1992 HEIs, and that there is a correlation between salary level and organisation size. The sample size of posts is large enough for this data to be considered reliable.

The data on the pay ranges shows the median normal pay range is from £17,636 to £20,744, with a median contribution pay maximum of £22,436.

The most common number of contracted hours for a full-time post is 35 hours (15 HEIs) and then 37 hours a week (12 HEIs).

One participating HEI reports paying a market premium for this post. Two HEIs report having retention problems, one of them suggesting that the role offers little potential for promotion.

ECC Survey Job Description

Level	Entry level position, but experience in ICT support/helpdesk role an advantage.
Experience	<ul style="list-style-type: none"> • Knowledge/practical experience of MS Windows & Office, e-mail and the Internet, as well as desktop and server technologies. • Organisational and communication skills with ability to communicate technical concepts clearly to those with differing levels of IT knowledge. • Good understanding of computer systems and hardware; • Ability to 'troubleshoot' - diagnose faults and solve problems.
Qualifications	HND/equivalent academic/vocational qualifications/equivalent work experience
Role	<ul style="list-style-type: none"> • Responsible for ensuring the smooth running of computer systems. • Answers and logs calls to the helpdesk, and provides first point of contact advice service to end-users on software and hardware related problems. • Will involve prioritising and managing cases, as well as referring more complex queries to Helpdesk Team Leader or specialist IT staff. • The post holder will generally follow protocols and procedures to repair faults or set up systems. <p>Tasks vary depending on the size and structure of the organization. Role may also include providing some or all of the following:</p> <ul style="list-style-type: none"> • Assisting with the installation and maintenance of computer and communications equipment. • Installing and updating operating systems, fixing and clearing problems caused by viruses; providing advice on keeping equipment safe and virus free; configuring network services and other application software. • Replacing parts as required. • Maintaining register of IT equipment.

Pay Benchmark Data

Salary Survey Data

The Computer Weekly Quarterly Survey of Appointments Data and Trends Quarterly Survey, produced by Salary Services Ltd, and the Benchmark of Salaries and Employment Trends in IT in 2007 Research Report produced by the National Computing Centre provide data on a wide range of IT posts.

The Computer Weekly data shows advertised salaries for IT Helpdesk posts:

Location	PC Helpdesk Support	
	Average £ pa	Sample
Inner London	22,052	52
Outer London	21,567	163
Southern England	20,041	255
West and Wales	18,512	60
East Midlands	18,110	43
West Midlands	19,708	63
North West	18,452	77
North East	18,666	73
Scotland/Northern Ireland	19,965	52

Source: Computer Weekly Quarterly Salary Survey Data

The Computer Weekly survey uses the following job description for PC Help Desk Support: responsible for providing advice and support on general PC issues. Requires a working knowledge of network (LANS), software, hardware and specific propriety applications. Would normally be employed within a help desk function and may escalate reported problems to PC support personnel.

The National Computing Centre Survey data for Help Desk staff is shown below:

Location	PC/User Support Analyst		Help Desk Staff	
	Median £ pa	IQ Range £ pa	Median £ pa	IQ Range £pa
Total Sample	23,074	20,135-28,059	20,351	17,392-23,543
Greater London	29,100	26,194-33,136	23,458	21,750-25,958
South East	23,111	20,667-26,000	20,880	17,731-24,455
Midlands & East Anglia	20,967	17,987-26,056	18,667	16,083-23,385
South West & Wales	22,600	20,875-24,250	19,875	17,667-22,824
North	22,000	20,000-24,000	19,083	16,523-22,156
Scotland	21,375	19,563-24,438	20,667	18,786-23,500

Source: National Computing Centre

The NCC survey uses the following job descriptions:

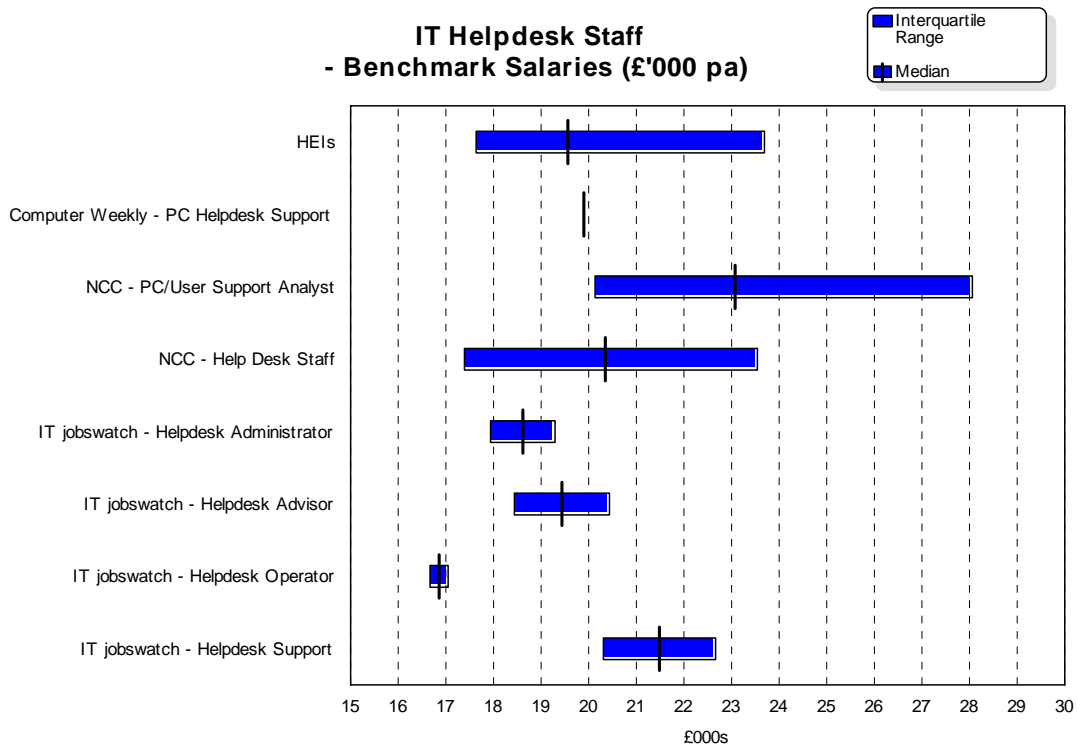
- PC/User Support Analyst - provides support to end users in the acquisition, implementation & operation of end-user applications. May also provide advice & training.
- Helpdesk Staff - provides front-line advice services to end-users on software and hardware related problems.

The itjobswatch.co.uk website includes the following salary data for IT helpdesk posts :

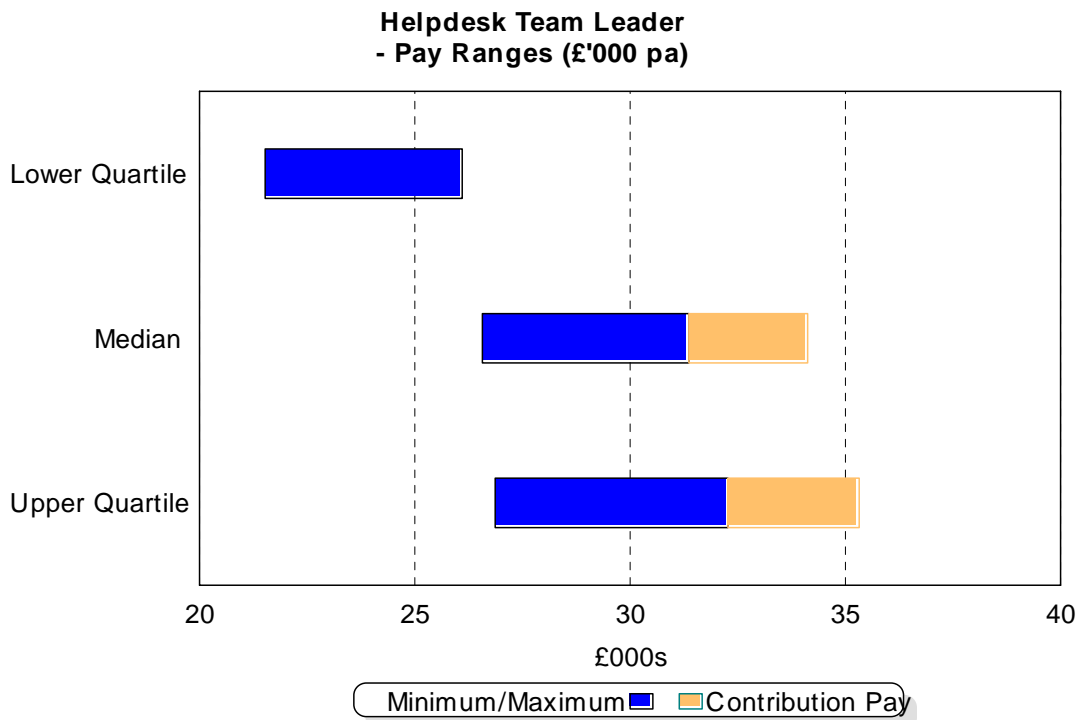
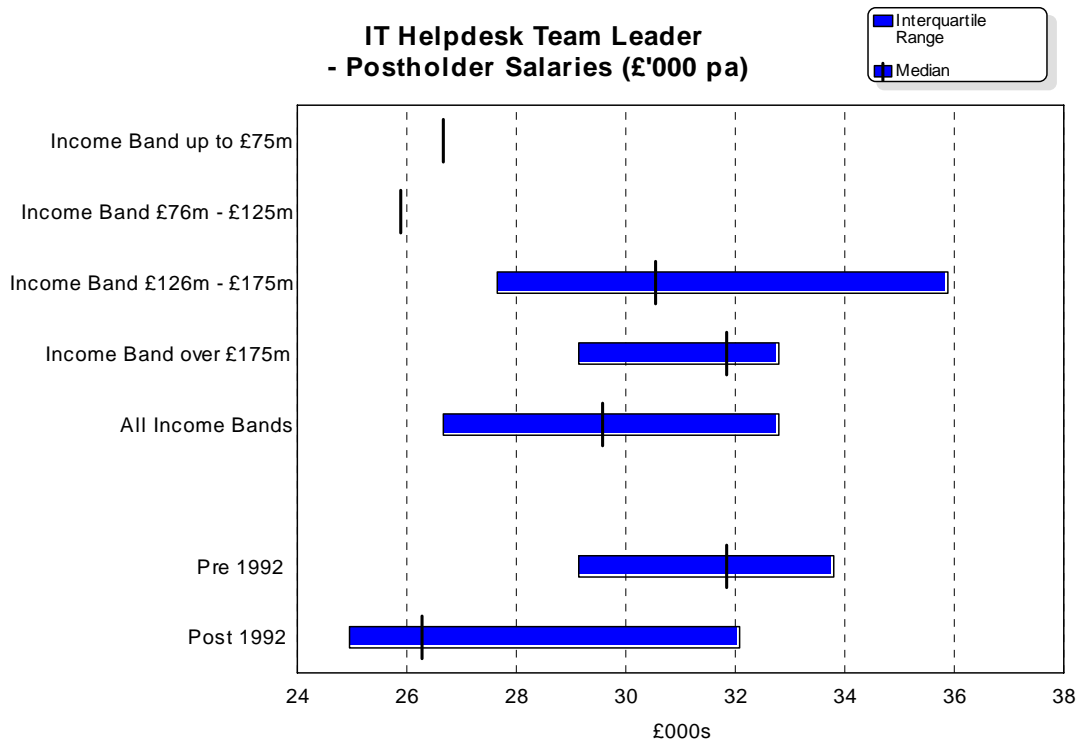
	Average Minimum Salary	Average Salary	Average Maximum Salary
Helpdesk Administrator	17,939	18,616	19,293
Helpdesk Advisor	18,438	19,438	20,438
Helpdesk Operator	16,669	16,859	17,048
Helpdesk Support	20,310	21,487	22,665

Summary

The salaries paid by HEIs appear to be generally competitive with the salary levels shown by the sources of pay data apart from the National Computing Centre salary data for PC/User Support Analyst, and this post is less comparable than the other posts included.



IT Helpdesk Team Leader



ECC Survey Data

HEI Annual Income Analysis £					
IT Helpdesk Team Leader	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	26,666	24,301	...	6
Income Band £76m - £125m	...	25,889	28,203	...	9
Income Band £126m - £175m	27,651	30,543	31,193	35,883	10
Income Band over £175m	29,138	31,840	30,924	32,795	25
All Income Bands	26,666	29,576	29,693	32,795	50

HEI Type Analysis £					
IT Helpdesk Team Leader	LQ	Median	Average	UQ	Count
Pre 1992	29,138	31,840	31,652	33,799	30
Post 1992	24,952	26,278	27,275	32,079	16

Summary Analysis of Salary Ranges £					
IT Helpdesk Team Leader	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	21,524	26,568	25,332	26,866	24
Normal Range Maximum Salary	26,100	31,368	29,933	32,271	24
Contribution Pay Maximum	25,134	34,124	32,923	35,323	16

The survey shows a wide inter-quartile range of salaries paid to individual post holders - £26,666 to £32,795, while the median salary is £29,576.

The data suggest salary levels are higher in pre-1992 HEIs than in post-1992 HEIs, and that there is a correlation between salary level and organisation size.

The data on the pay ranges shows the median normal pay range is from £26,568 to £31,368, with a median contribution pay maximum of £34,124

The most common number of contracted hours for a full-time post is 37 hours (12 HEIs) and then 35 hours a week (8 HEIs).

None of the HEIs participating in the survey report paying a market premium for this post or having any recruitment problems. One HEI suggests that 'red circling will generate a retention issue'.

ECC Survey Job Description

Level	Reports to Help Desk/User Support Manager
Experience	<ul style="list-style-type: none"> • Extensive knowledge/practical experience of MS Windows & Office, e-mail and the Internet, as well as desktop and server technologies. • Experience of working in a senior helpdesk support role, and some experience of managing and supporting staff in a support desk service team.
Qualifications	HND or equivalent academic/vocational qualifications or equivalent in work experience
Role	<ul style="list-style-type: none"> • Supervises and coordinates the operation of a help desk facility to end-users on software and hardware related problems. • Supervising the work of a team of junior helpdesk staff/maintenance engineers <p>Role may include some/all of the following:</p> <ul style="list-style-type: none"> • Dealing with more complex helpdesk queries and providing a point of escalation for technical issues • Developing procedures and systems for logging and reporting all information which is essential to monitoring performance • Helping to produce reports on help/service desk performance. • Responsible for training junior helpdesk staff • Planning regular maintenance schedules • Maintaining an asset register of all ICT equipment and software

Benchmark Pay Data

The National Computing Centre Survey data for Help Desk Team Leader is shown below:

Help Desk Team Leader		
Location	Median £ pa	IQ Range £ pa
Total Sample	26,786	23,679 - 30,250
Greater London	29,667	28,000 - 31,333
South East	28,400	24,000 - 30,000
Midlands & East Anglia	25,250	24,063 - 28,250
South West & Wales	23,667	21,500 - 27,750
North	28,000	25,000 - 32,000
Scotland	26,000	23,000 - 33,000
Northern Ireland	22,000	21,000 - 23,000

Source: National Computing Centre

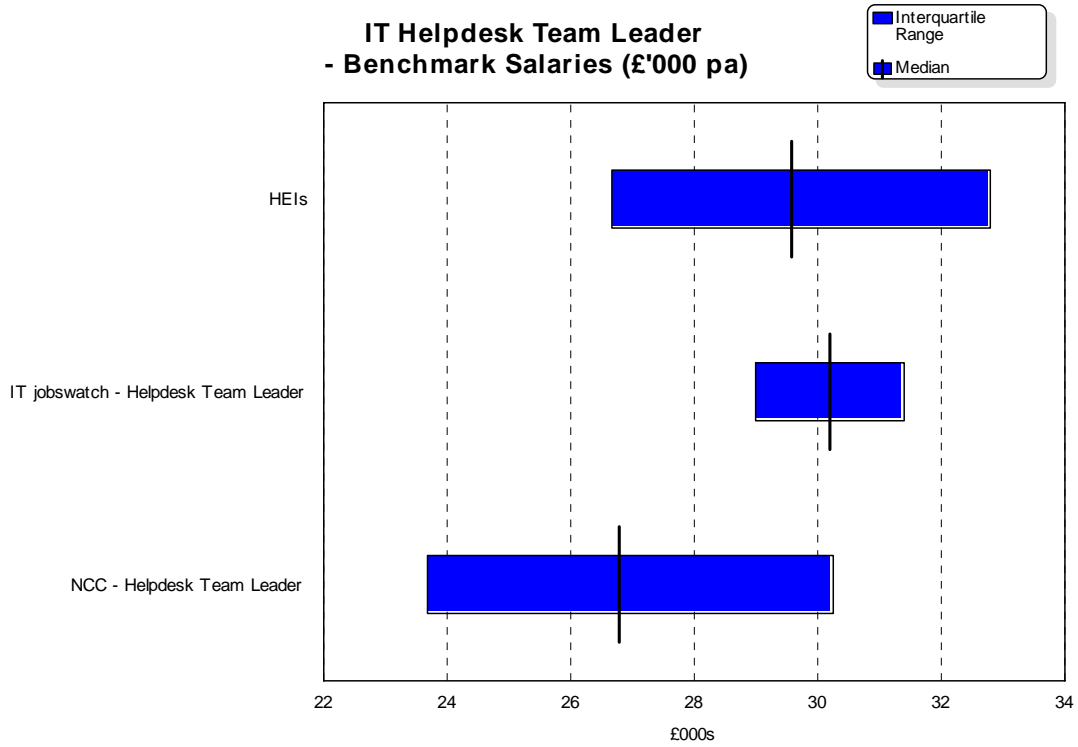
The NCC survey uses the following job description for Helpdesk Team Leader - supervises the operation of a help desk facility providing advice to end-users on software and hardware related problems. Has help desk staff reporting.

The itjobswatch.co.uk website has the following salary data for IT helpdesk team leaders :

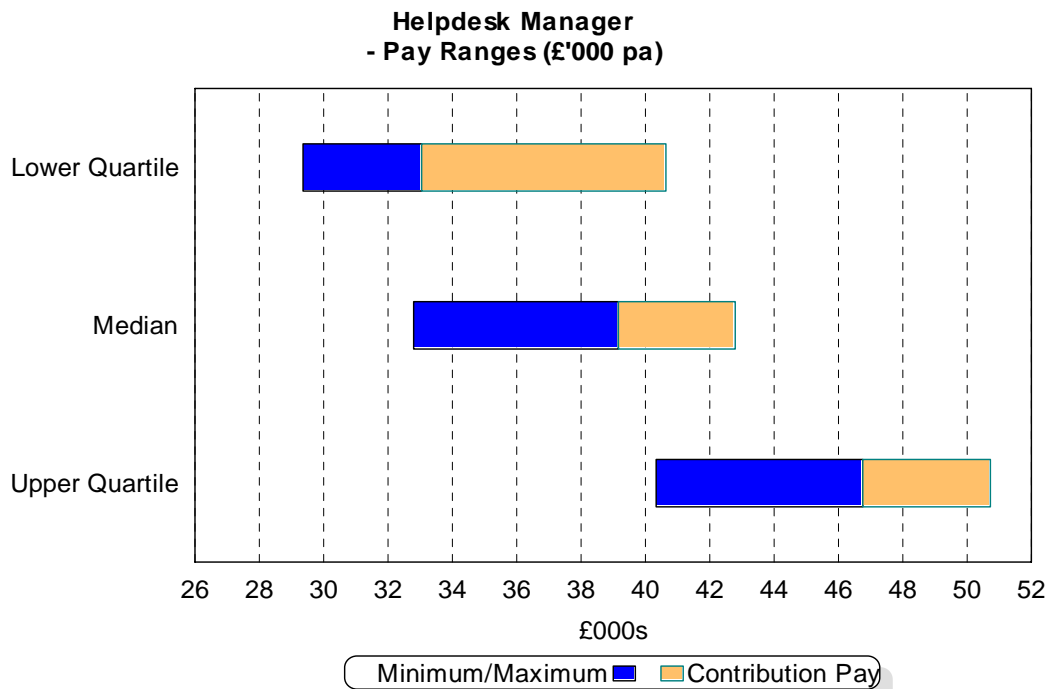
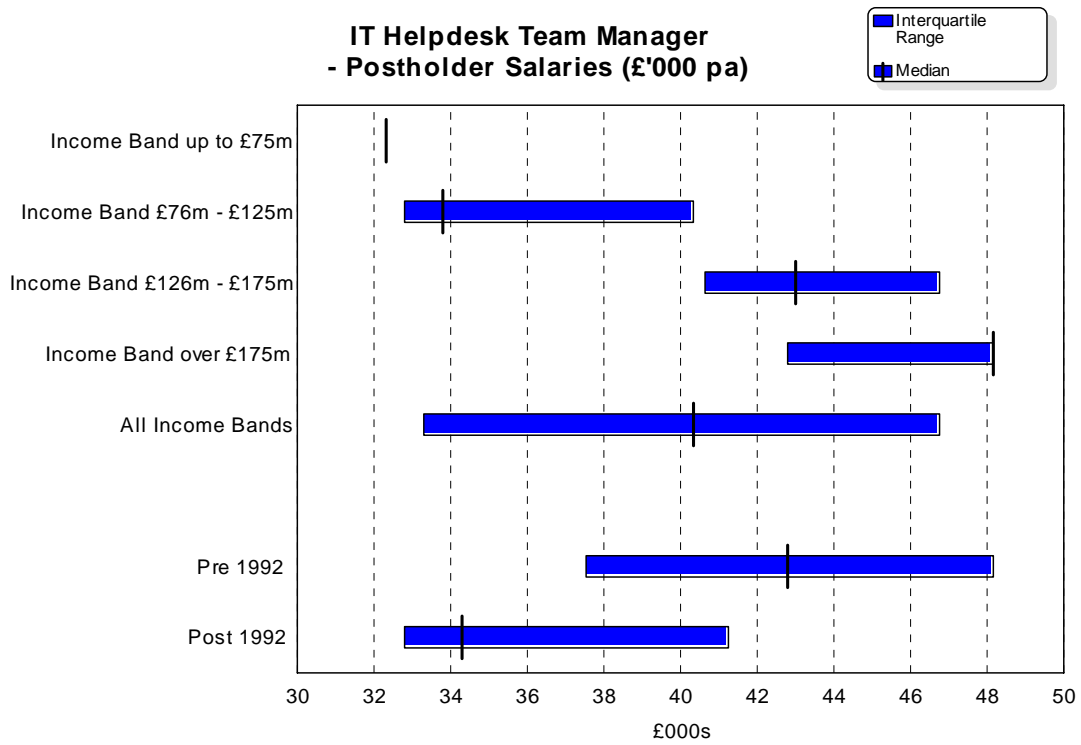
	Average Minimum Salary	Average Salary	Average Maximum Salary
Helpdesk Team Leader	28,994	30,197	31,399

Summary

The salaries paid by HEIs appear to be generally competitive with those found within other organisations, according to the sources of pay data used to inform the pay comparisons.



IT Helpdesk Manager



ECC Survey Data

HEI Annual Income Analysis £					
IT Helpdesk Team Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	32,318	31,660	...	6
Income Band £76m - £125m	32,795	33,799	36,446	40,334	13
Income Band £126m - £175m	40,639	43,003	43,705	46,758	10
Income Band over £175m	42,791	48,162	46,041	48,162	10
All Income Bands	33,298	40,335	40,031	46,758	39

HEI Type Analysis £					
IT Helpdesk Team Manager	LQ	Median	Average	UQ	Count
Pre 1992	37,535	42,791	42,617	48,162	24
Post 1992	32,795	34,297	36,250	41,247	14

Summary Analysis of Salary Ranges £					
IT Helpdesk Team Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	29,356	32,795	33,792	40,335	30
Normal Range Maximum Salary	33,047	39,160	39,580	46,758	30
Contribution Pay Maximum	40,637	42,791	44,109	50,723	18

The survey shows a wide inter-quartile range of salaries paid to individual post holders - £33,298 to £46,758, while the median salary is £40,335.

The data suggest salary levels are higher in pre-1992 HEIs than in post-1992 HEIs, and that there is a correlation between salary levels and organisation size.

The data on the pay ranges shows the median normal pay range is from £32,795 to £39,160, with a median contribution pay maximum of £42,791.

The most common number of contracted hours for a full-time post is 37 hours (14 HEIs) and then 35 hours a week (9 HEIs).

None of the HEIs participating in the survey report paying a market premium for this post or having any recruitment or retention problems.

ECC Survey Job Description

Level	Reports to Head of IT or Senior IT Manager
Experience	<ul style="list-style-type: none"> • Substantial experience of network micro systems. • Significant experience of working in a senior helpdesk support role, and managing and supporting a help desk service team. • Supervising or managing staff.
Qualifications	HND or equivalent academic/vocational qualification or equivalent in work experience
Role	<p>Responsible for the management of the help desk /user support services.</p> <p>In addition to helpdesk staff, user support staff (PC Programmer Technicians, Support Analysts, Network Technicians and Trainers) may report to this manager.</p> <p>Post is also likely to include:</p> <ul style="list-style-type: none"> • Representing the help/service desk in working groups and meetings within the IT department as well as other parts of the HEI • Producing reports on help/service desk performance • Developing annual service plans • Responsibility for helpdesk staff and budget management.

Benchmark Pay Data

The Computer Weekly data shows advertised salaries for Office Systems/Helpdesk posts:

Location	Office Systems/Helpdesk Manager	
	Average £ pa	Sample
Inner London	54,479	48
Outer London	45,883	93
Southern England	41,029	50
West and Wales	39,366	16
East Midlands	42,115	34
West Midlands	40,277	12
North West	35,000	17
North East	31,625	21
Scotland/Northern Ireland	37,700	13

Source: Computer Weekly Quarterly Salary Survey Data

The Computer Weekly survey uses the following job description for Office Systems Helpdesk Manager – with substantial experience of network micro systems, the office systems manager would have responsibility for the operations, training, development and support of all office based systems such as word-processor, spreadsheets and database applications. PC programmer technicians, support analysts and network technicians would normally report to this manager.

The National Computing Centre Survey data for User Support Managers is shown below:

User Support Manager		
Location	Median £ pa	IQ Range £ pa
Total Sample	36,222	32,231 - 42,115
Greater London	39,000	32,500 - 48,750
South East	35,000	32,250 - 44,167
Midlands & East Anglia	36,667	33,000 - 39,750
South West & Wales	35,000	27,000 - 40,000
North	35,500	32,625 - 40,938
Scotland	34,500	27,500 - 41,250
Northern Ireland	39,000	38,500- 39,500

Source: National Computing Centre

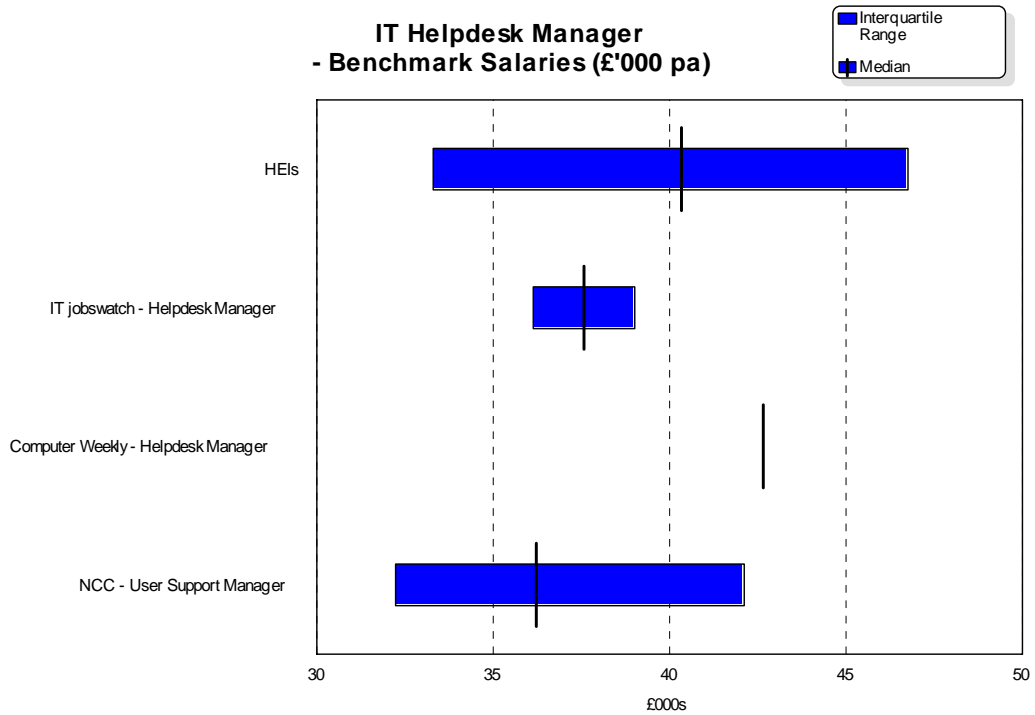
The NCC survey describes the job of User Support Manager as being responsible for the support of end-users. It may include support for end-user acquisitions, helpdesk functions and end-user training, and has user support analysts, help desk staff and possibly trainers reporting.

The itjobswatch.co.uk website includes the following salary data for IT helpdesk posts :

	Average Minimum Salary	Average Salary	Average Maximum Salary
Helpdesk Manager	36,131	37,571	39,010

Summary

The salaries paid by HEIs for Helpdesk Manager appear to be broadly in line with those paid by other employers according to the salary surveys and other information sources used to compile this report.



Statistical Terms and Notes on Sources of Information

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 Wales¹. 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

¹ This data is available from the Office for National Statistics, although it is not published on the website.

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.

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.

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

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.

Croner Management Rewards March 2007

The survey published by Croner Reward includes data collected on over 14,000 jobs provided by 643 companies between 1 July 2006 and 1 January 2007. The survey is available from Croner Reward on 01785 813566 or www.croner-reward.co.uk

Hays Marketing Salary Guide (2005/6)

The guide shows salary information for marketing positions, displayed by category and by region within each sector. The survey can be accessed at www.hays.com. An updated version is due to be published in April/May 2007.

Hays Purchasing Salary Guide (2005/6)

The guide shows salary information for purchasing positions, displayed by category and by region within each sector. The survey can be accessed at www.hays.com. An updated version is due to be published in April/May 2007.

Itjobswatch.co.uk

The salary surveys provided by Itjobswatch source data from IT recruiters and IT recruitment websites. The data can be accessed at www.itjobswatch.co.uk or by contacting info@itjobswatch.co.uk or 01606 359 138.

Mad.co.uk

mad.co.uk collaborated with marketing recruitment consultancy Stopgap to produce a survey of the marketing marketplace, in June 2006. The survey is based on a sample of over 4,200 participants.

Marketing Week/Ball & Hoolahan Marketing Salary Survey

The survey, published in January 2007, is based on the responses of 1,471 respondents working in marketing. Summary details of the survey can be found on www.marketingweek.co.uk

Michael Page Marketing Salary Survey 2006

The survey gives salary ranges across the spectrum of marketing positions and most market sectors. The survey is based on information supplied by seven offices in the UK and from assignments handled by Michael Page Marketing during the year. The survey is available from Michael Page by contacting www.michaelpage.co.uk where further contact details are also provided for additional information.

MSB Supply Chain Salary Survey 2006

The survey can be accessed by contacting 020 8315 9504.

PSD Supply Chain Salary Survey 2006

The survey provides a guide to pay and reward across all sectors of the procurement and supply chain industry. It is the result of a comprehensive analysis of the remuneration of nearly 9,000 procurement professionals and is broken down by geographical location as well as industry sector. The survey can be found at www.psdgroup.com where further contact details can also be found.

Purcon Salary Study – Winter 2006

This survey contains data at December 2006 from over 1,500 purchasing and supply professionals registered with Purcon.

Witan Jardine 2006

The Witan Jardine Marketing Salary Guide provides typical salaries and temporary rates for Marketing employees in London with a breakdown of sector. More information can be found at www.witanjardine.co.uk or by telephone: 020 7404 4004.