



Pay and Labour Market Report Summer 2007 Issue 4

CAPITA

ECC® Educational Competencies
Consortium Ltd

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Executive Summary

The summary chart below shows the inter-quartile salary ranges for the different levels within each set of jobs.

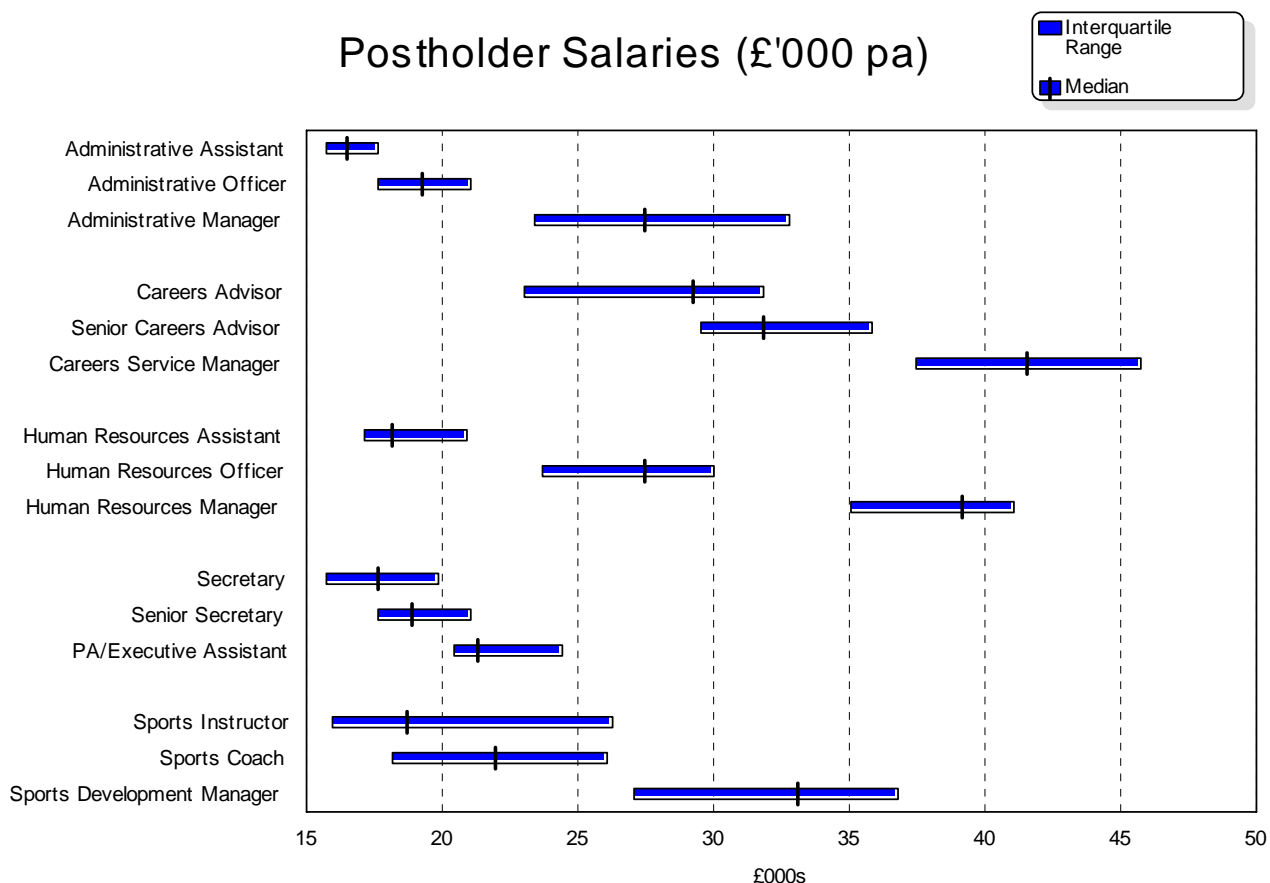
The most significant differences in salaries are found between the different levels of HR posts, and the largest salary difference is between the posts of HR Officer and HR Manager.

The inter-quartile salary range for the post of Administrative Officer starts where the inter-quartile salary range for Administrative Assistant ends, but there is a distinct salary gap between the posts of Officer and Manager.

The inter-quartile salary ranges for Careers Advisor and Senior Careers Advisor overlap but again there is a salary gap to the post of Careers Service Manager.

The inter-quartile salary ranges for the secretarial posts are quite narrow and overlap one another.

The inter-quartile salary ranges for the posts of Sports Instructor and Sports Coach are quite similar but the median salary for the latter post is quite significantly higher. The salaries paid to Sports Development Managers are generally quite a bit higher.



The table on the next page includes the detailed figures used to compile the chart.

Some 40 HEIs participated in the survey and some of them employed more than one individual in the posts (particularly in the administrative and secretarial staff roles) 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)
Administrative Assistant	£15,727	£16,494	£16,820	£17,636	630
Administrative Officer	£17,636	£19,263	£19,968	£21,050	697
Administrative Manager	£23,408	£27,465	£28,997	£32,795	318
Careers Advisor	£23,025	£29,244	£27,753	£31,840	76
Senior Careers Advisor	£29,535	£31,840	£32,671	£35,836	71
Careers Service Manager	£37,463	£41,550	£41,635	£45,741	28
Human Resources Assistant	£17,137	£18,157	£19,179	£20,912	130
Human Resources Officer	£23,692	£27,465	£27,027	£30,013	132
Human Resources Manager	£35,060	£39,160	£38,255	£41,063	127
Secretary	£15,727	£17,636	£18,149	£19,862	324
Senior Secretary	£17,636	£18,888	£19,930	£21,050	307
PA/Executive Assistant	£20,437	£21,311	£22,741	£24,424	115
Sports Instructor	£15,955	£18,702	£21,816	£26,278	139
Sports Coach	£18,165	£21,957	£21,797	£26,077	34
Sports Development Manager	£27,066	£33,101	£32,009	£36,794	31

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
Administrative Assistant	£15,866	£17,461	£18,190	£19,862	151
Administrative Officer	£19,257	£20,437	£21,618	£24,402	178
Administrative Manager	£31,211	£32,795	£33,984	£37,925	126
Careers Advisor	£24,397	£30,752	£29,308	£32,271	40
Senior Careers Advisor	£29,752	£31,211	£33,462	£38,200	29
Careers Service Manager	£41,223	£45,051	£44,781	£48,436	12
Human Resources Assistant	£17,636	£19,862	£19,875	£21,529	85
Human Resources Officer	£24,848	£28,006	£27,961	£30,225	64
Human Resources Manager	£35,088	£39,546	£39,384	£42,791	76
Secretary	£15,586	£17,636	£18,496	£20,609	211
Senior Secretary	£17,239	£19,862	£20,398	£22,278	144
PA/Executive Assistant	£20,437	£22,741	£23,646	£26,472	50
Sports Instructor	£14,854	£17,636	£22,286	£35,144	79
Sports Coach	£12,155	£21,050	£19,014	£22,687	15
Sports Development Manager	£25,083	£33,799	£32,422	£38,100	15

Post 1992 HEIs	Postholder Salaries £				
	LQ	Median	Average	UQ	Count
Administrative Assistant	£15,727	£16,653	£16,525	£17,636	364
Administrative Officer	£18,157	£19,264	£19,785	£21,050	390
Administrative Manager	£23,002	£24,714	£25,719	£27,383	174
Careers Advisor	£26,666	£29,349	£27,953	£31,840	29
Senior Careers Advisor	£31,563	£32,318	£32,974	£35,054	36
Careers Service Manager	£36,375	£40,335	£39,385	£42,173	15
Human Resources Assistant	£16,653	£17,636	£17,985	£18,499	39
Human Resources Officer	£21,682	£27,465	£26,699	£30,013	57
Human Resources Manager	£35,836	£38,010	£37,298	£39,160	43
Secretary	£16,098	£17,137	£17,458	£18,429	111
Senior Secretary	£18,157	£18,873	£19,569	£20,865	146
PA/Executive Assistant	£21,050	£21,311	£22,493	£23,550	47
Sports Instructor	£16,457	£18,702	£20,371	£24,100	50
Sports Coach	£21,050	£22,667	£22,639	£25,318	16
Sports Development Manager	£26,666	£30,610	£30,506	£34,631	13

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 £
Administrative Assistant	£14,854	£17,137	£18,703
Administrative Officer	£18,152	£21,050	£22,332
Administrative Manager	£25,803	£30,013	£32,820
Careers Advisor	£22,111	£27,478	£33,799
Senior Careers Advisor	£28,739	£31,840	£36,480
Careers Service Manager	£40,335	£46,758	£49,607
Human Resources Assistant	£16,653	£19,862	£21,682
Human Resources Officer	£24,402	£30,912	£33,297
Human Resources Manager	£33,799	£39,160	£41,544
Secretary	£15,284	£17,636	£20,558
Senior Secretary	£17,636	£21,050	£23,110
PA/Executive Assistant	£21,682	£25,889	£28,290
Sports Instructor	£16,183	£18,703	£19,263
Sports Coach	£21,682	£24,648	£26,541
Sports Development Manager	£27,878	£31,840	£34,297

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
Administrative Assistant	1	1	1
Administrative Officer	1	1	2
Administrative Manager	0	1	0
Careers Advisor	0	0	0
Senior Careers Advisor	0	1	0
Careers Service Manager	1	2	0
Human Resources Assistant	0	1	2
Human Resources Officer	0	1	1
Human Resources Manager	0	1	1
Secretary	1	0	0
Senior Secretary	1	1	0
PA/Executive Assistant	3	1	0
Sports Instructor	1	2	0
Sports Coach	0	0	0
Sports Development Manager	0	2	0

Introduction

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

- Administrative
- Careers
- Human Resources
- Secretarial
- Sports.

These jobs were chosen by surveying ECC members to determine the jobs for which there was the most urgent need for pay and labour market information.

The content of this fourth report is similar to the previous two reports 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 those in other sectors.

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

The sample size of 40 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.

Higher response rates to future surveys will allow more comprehensive analysis of the data.

This report uses the same format as previous reports.

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.
- An overview of the competitiveness of salaries within HEIs.
- 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.

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 you would like more detailed information on a particular job, or a particular location or situation, please contact the ECC Helpdesk at ecc@capita.co.uk or on 01423 720200.

Background

Survey questionnaires were distributed to 126 ECC member HEIs in May 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 40 HEIs – a response rate of 32%. The survey provides information based on over 3,000 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
 - Summary
 - Benchmark Pay Data for group of jobs

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 40 HEIs responded to the survey, and a profile of the respondents is given below.

Type of HEI	Number	% of Sample Respondents
Pre-1992 university	18	45.0%
Post-1992 university	17	42.5%
College of Higher Education	5	12.5%
Total number of organisations	40	100.0%

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

Country	Number	% of Sample Respondents
England	32	80.0%
Scotland	4	10.0%
Wales	4	10.0%
Total number of organisations	40	100.0%

Geographical Area	Number	% of Sample Respondents
London	9	22.5%
North West	5	12.5%
South West	5	12.5%
Yorkshire and the Humber	4	10.0%
Wales	4	10.0%
Scotland	4	10.0%
North East	3	7.5%
South East	3	7.5%
West Midlands	1	2.5%
Eastern	1	2.5%
East Midlands	1	2.5%

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 they only account for around one-in-five of the survey participants, and the response rate from the larger is much higher.

HEI Revenue/Income	No. of Survey Respondents	%	ECC Members No.	%	Response Rate
Up to £75 million	13	32.5%	66	52.4%	19.7%
£76 million up to £125 million	12	30.0%	29	23.0%	41.4%
£126 million up to £175 million	10	25.0%	22	17.5%	45.5%
Over £175 million	5	12.5%	9	7.1%	55.6%
Total number of organisations	40	100%	126	100%	31.7%

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.

Administrative

- Administrative Assistant
- Administrative Officer
- Administrative Manager

Careers

- Careers Advisor
- Senior Careers Advisor
- Careers Service Managers

Human Resources

- Human Resources Assistant
- Human Resources Officer
- Human Resources Manager

Secretarial

- Secretary
- Senior Secretary
- Personal Assistant/Executive Assistant

Sports

- Sports Instructor
- Sports Coach
- Sports Development Manager

The salary analysis tables appear in the following order:

Job title

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

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

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

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

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

Administrative Posts

The Labour Market

Some recruitment consultancies suggest that there are some shortages of administrative staff with several years of experience and that staff with good qualifications and skills are sometimes able to progress quickly into more senior roles in some organisations. This has increased salary levels, particularly in some of the major cities, and forced some employers to recruit more junior or less experienced candidates to fill vacancies.

Hays suggests some recruitment problems are due to expectations because there 'is still a tendency for employers to have very high expectations, often asking for far too much experience for the salaries on offer', thereby missing out on good candidates with less experience. 'This also puts pressure on their junior recruits, and can lead to high turnover levels for these staff. Consequently, more and more firms are facing problems recruiting these junior administrative and support staff. This is exacerbated by a general lack of candidates at this level, as more people opt to go to university where previously they may have gone to work'.

Hays says 'Career development within the office support/administrative functions is rarely given the attention it deserves. To many employers and employees alike it is a function often taken for granted and not regarded as a 'career' per se, but rather as a stepping stone or a role undertaken by those aiming to move on to other jobs or by those unwilling or unable to perform a more specialist role. These perceptions are only enhanced by the generally lower rates of pay on offer compared to more 'specialist' staff and the lower entry requirements.'

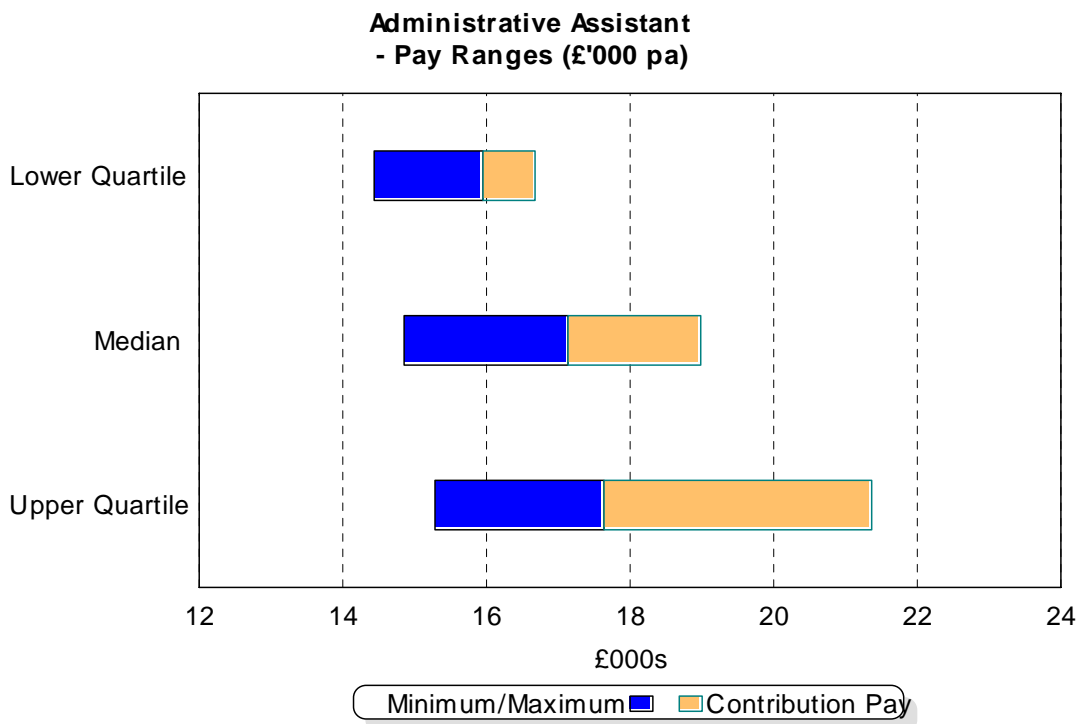
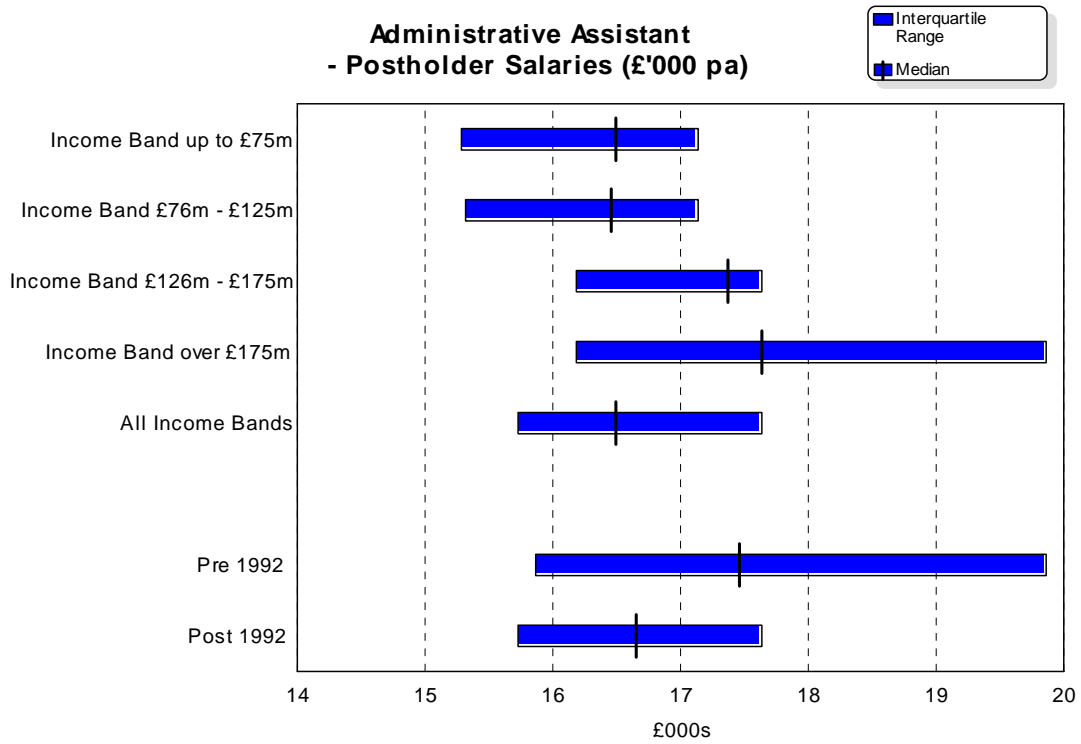
Hays suggests most administrative staff do not set out to pursue a career in administration – they find an administrative role on leaving school and gradually build up skills that are more readily transferable to a similar role. Others take on an administrative role as a short-term measure and develop an affinity with the organisation. It is a role they 'fall into' rather than a career path they plan to follow.

This may reflect the fact that, unlike more specialist roles, many entry level administrative/ office support roles do not require formal qualifications, except GCSE English and Maths. Some industry relevant experience may be required, as may some previous office experience along with basic IT skills (Word and Excel). More emphasis is usually placed on interpersonal, communication, and time management skills as well as personal qualities such as accuracy, organisation, efficiency, enthusiasm and self-motivation.

At more senior levels, however, formal qualifications are expected, with an understanding of business administration activities, systems and processes, people management skills and stronger IT skills. Graduates are increasingly entering into administrative positions and there are now more formal professional qualifications that can be gained.

While many employers are happy to provide more responsibility to administrative staff who show themselves to be particularly competent, it is less common to have mechanisms in place to formally groom administrators for more senior roles. Employers are more likely to provide some form of support for continuing learning and development such as by providing administrative staff with training, even in-house training, in the systems and processes required to undertake their current roles. Indeed, when budgets are tight and salaries on offer for administrative staff are not always very high, Hays suggests organisations are increasingly finding that advertising positions as opportunities to gain office experience with a view to career progression is a very effective recruitment tool.

Administrative Assistant



ECC Survey Data

HEI Annual Income Analysis £

Administrative Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	15,284	16,494	16,985	17,137	195
Income Band £76m - £125m	15,317	16,457	16,285	17,137	246
Income Band £126m - £175m	16,183	17,370	17,205	17,636	154
Income Band over £175m	16,183	17,636	17,965	19,862	35
All Income Bands	15,727	16,494	16,820	17,636	630

HEI Type Analysis £

Administrative Assistant	LQ	Median	Average	UQ	Count
Pre 1992	15,866	17,461	18,190	19,862	151
Post 1992	15,727	16,653	16,525	17,636	364

Summary Analysis of Pay Ranges £

Administrative Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	13,778	14,854	14,969	15,499	29
Normal Range Maximum Salary	15,952	17,137	17,763	18,157	29
Contribution Pay Maximum	16,910	18,703	19,767	21,055	15

The survey shows the inter-quartile range of salaries paid to individual post holders is £15,727 to £17,636, while the median salary is £16,494.

The data also suggests that the salaries paid to post holders are higher in larger HEIs and in pre-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £14,854 to £17,137, with a median contribution pay maximum of £18,703.

The most common number of contracted hours for a full-time post is 37 hours (13 HEIs) and then 35 hours a week (11 HEIs).

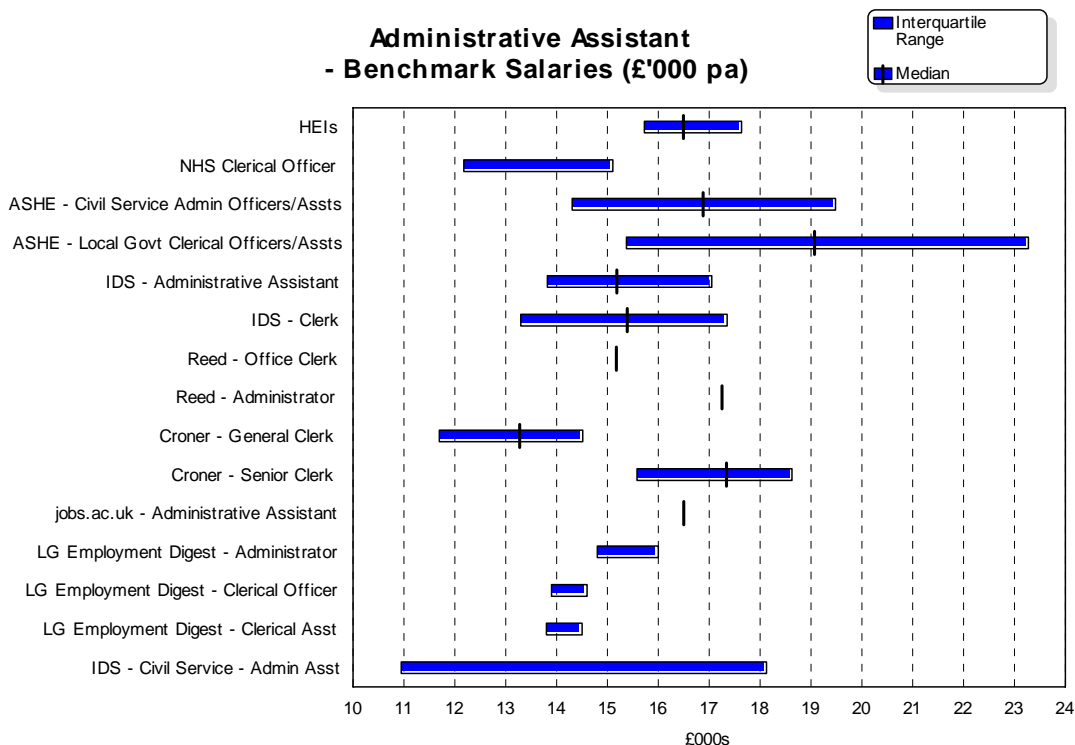
One of the HEIs participating in the survey reported paying a market premium, whilst one HEI reported recruitment problems and one had retention problems.

ECC Survey Job Description

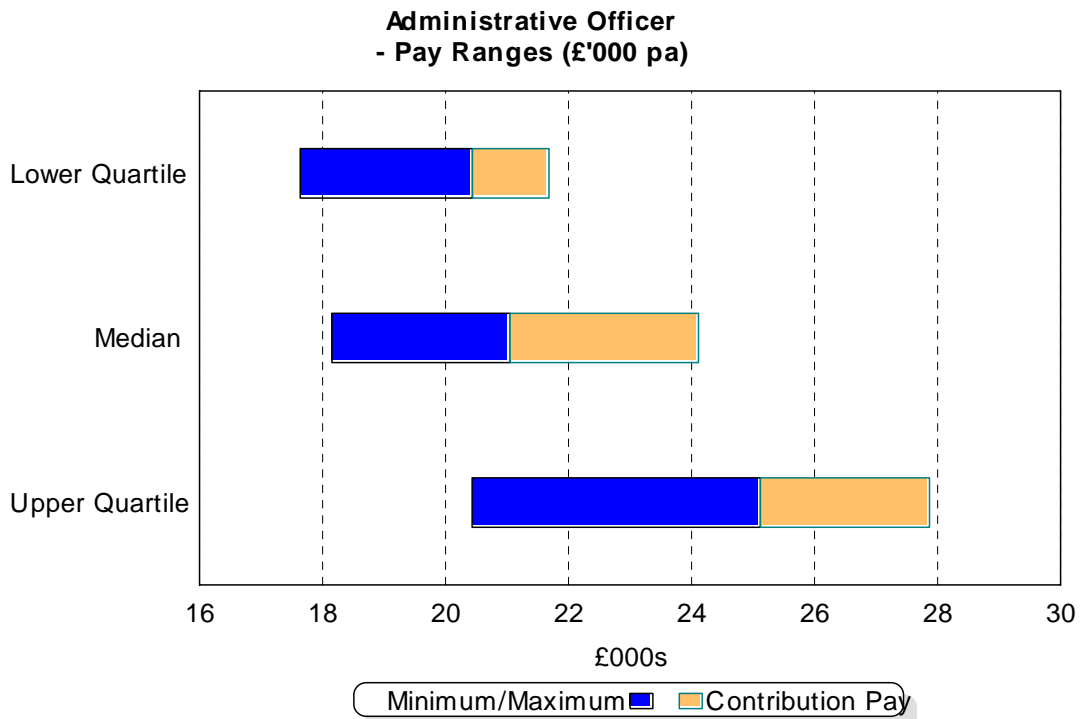
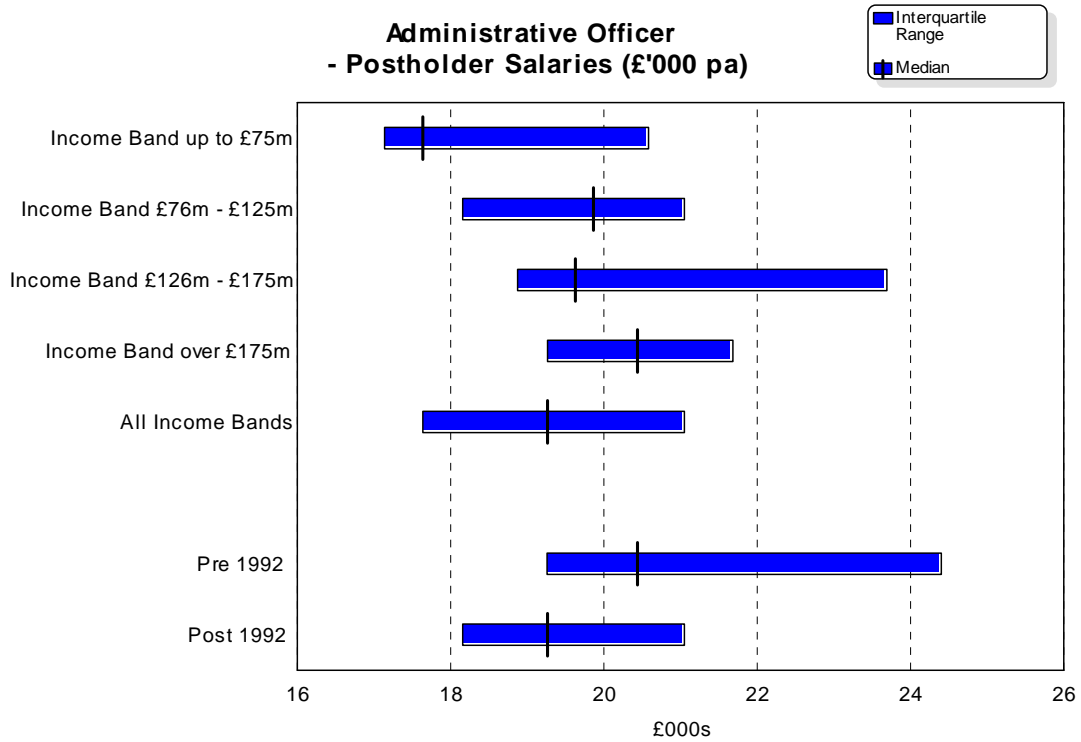
Level	<ul style="list-style-type: none"> • Reports to Administrative Officer/Manager/Administrator. • Entry level position although post holder may have some administrative work experience.
Experience	<ul style="list-style-type: none"> • Post holder may have some general administrative experience. • Ability to use MS office applications (such as Excel, Access, Word, Powerpoint) to produce accurate and presentable standard documentation and correspondence.
Qualifications	<ul style="list-style-type: none"> • Good general level of education including 5 GCSEs (Maths and English included) or equivalent. • ECDL.
Role	<ul style="list-style-type: none"> • Role is within a faculty, department or school. • Undertakes a full range of basic clerical and administrative duties, including dealing with telephone enquiries, information requests, photocopying and filing, mailing letters and word processing correspondence. • May undertake reception duties.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Administrative Assistants is generally competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons. The ASHE data for local government posts shows higher pay levels but this data is much higher than the advertised salaries monitored by Local Government Employers.



Administrative Officer



ECC Survey Data

HEI Annual Income Analysis £

Administrative Officer	LQ	Median	Average	UQ	Count
Income Band up to £75m	17,137	17,636	19,194	20,582	240
Income Band £76m - £125m	18,157	19,863	19,607	21,050	228
Income Band £126m - £175m	18,873	19,628	21,240	23,692	192
Income Band over £175m	19,263	20,437	20,620	21,682	37
All Income Bands	17,636	19,263	19,968	21,050	697

HEI Type Analysis £

Administrative Officer	LQ	Median	Average	UQ	Count
Pre 1992	19,257	20,437	21,618	24,402	178
Post 1992	18,157	19,264	19,785	21,050	390

Summary Analysis of Pay Ranges £

Administrative Officer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	17,636	18,152	18,781	20,431	30
Normal Range Maximum Salary	20,437	21,050	22,632	25,119	30
Contribution Pay Maximum	21,366	22,332	25,036	27,443	15

The survey shows the inter-quartile range of salaries paid to individual post holders is £17,636 to £21,050, while the median salary is £19,263.

The data also suggests that the salaries paid to post holders are higher in larger HEIs and in pre-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £18,152 to £21,050, with a median contribution pay maximum of £22,332.

The most common number of contracted hours for a full-time post is either 35 hours or 37 hours a week (each reported by 12 HEIs).

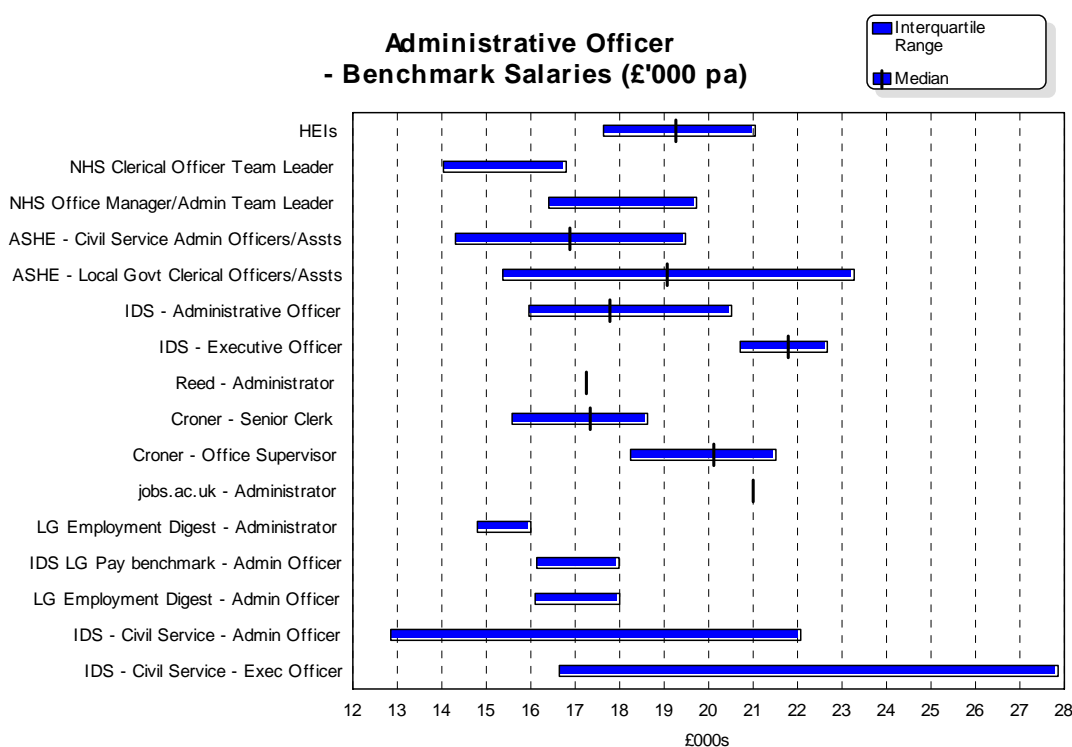
Only one of the HEIs participating in the survey reported paying a market premium for this post and another HEI reported having recruitment problems due to the competitive salary levels in London. Two HEIs reported problems retaining staff in this post, citing the lack of clear progression opportunities as a possible reason.

ECC Survey Job Description

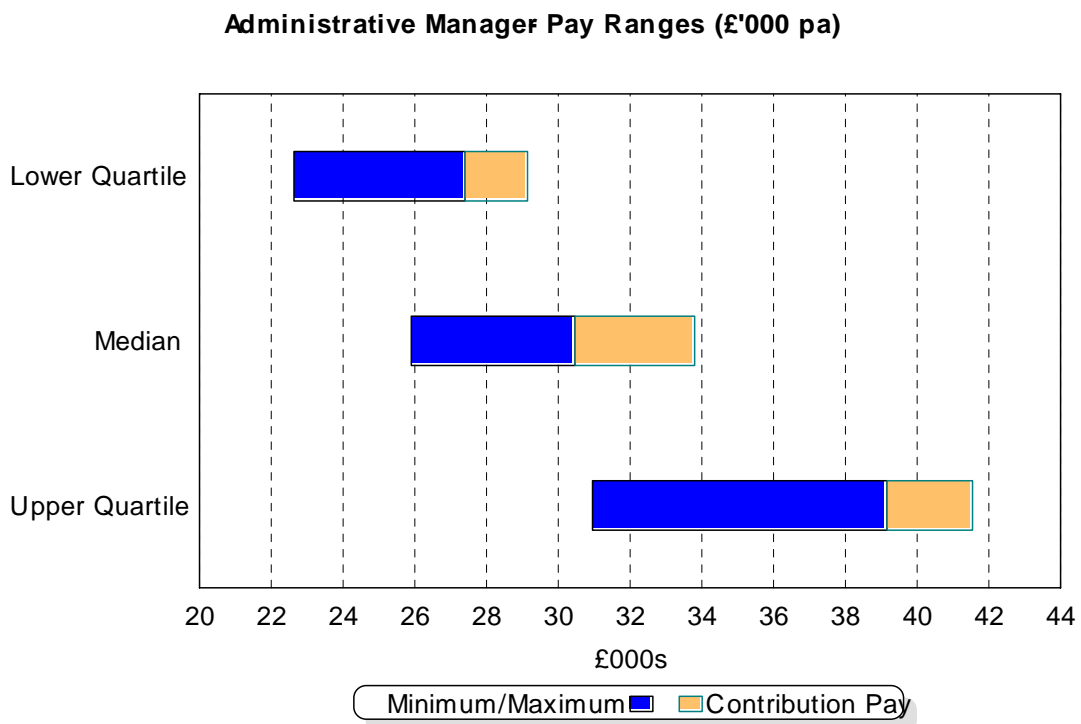
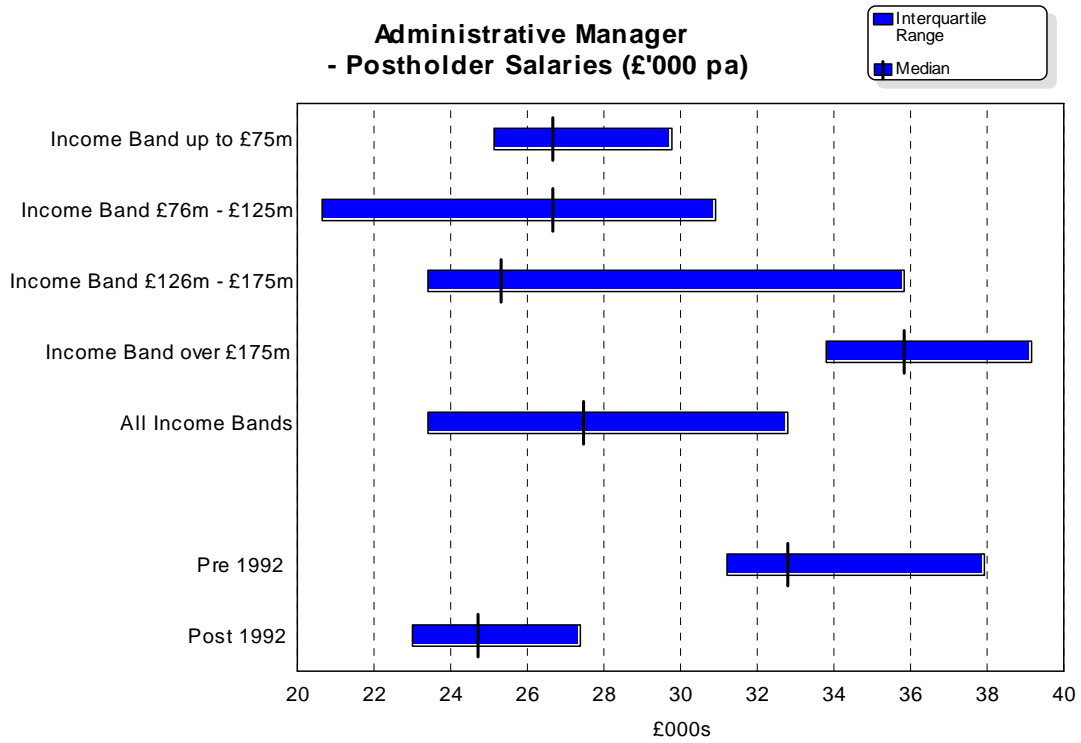
Level	<ul style="list-style-type: none"> Post holder will usually be responsible to a designated member of the faculty/department/school administration such as an Administrative Manager or Administrator.
Experience	<ul style="list-style-type: none"> Several years experience of broad based administrative work. Experience of using (and even managing) administrative processes and management information systems. Some staff supervisory/management skills.
Qualifications	<ul style="list-style-type: none"> Post holder will generally have a good standard of education (e.g. A levels). ECDL or other qualifications to show evidence of IT skills.
Role	<ul style="list-style-type: none"> Ensure efficient and effective operation of administrative services. Works with administrative colleagues within the faculty/department/school and central administrative services to ensure the provision of a professional administrative support service. Provides support service for range of committees, projects and groups including arranging meetings and producing minutes and reports. Prepares and processes faculty/school/department documents. Deals with general enquiries and maintains records/databases/spreadsheets for collating and analysing statistics and other information. May undertake the day to day supervision of designated junior administrative support staff and services in the faculty/department/school, scheduling and co-ordinating activities and balancing workloads as appropriate to meet internal and external requirements.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Administrative Officers is generally competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons. The salary range shown for Civil Service Executive Officers is range and the role of Executive Officer includes a wide range of both administrative and specialist roles.



Administrative Manager



ECC Survey Data

HEI Annual Income Analysis £

Administrative Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	25,134	26,666	27,634	29,774	46
Income Band £76m - £125m	20,645	26,666	26,945	30,913	119
Income Band £126m - £175m	23,408	25,318	29,533	35,836	117
Income Band over £175m	33,799	35,836	35,784	39,160	36
All Income Bands	23,408	27,465	28,997	32,795	318

HEI Type Analysis £

Administrative Manager	LQ	Median	Average	UQ	Count
Pre 1992	31,211	32,795	33,984	37,925	126
Post 1992	23,002	24,714	25,719	27,383	174

Summary Analysis of Pay Ranges £

Administrative Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	22,632	25,803	26,159	28,084	30
Normal Range Maximum Salary	26,845	30,013	31,454	38,982	30
Contribution Pay Maximum	29,357	32,820	34,241	40,770	14

The survey shows the inter-quartile range of salaries paid to individual post holders is £23,408 to £32,795, while the median salary is £27,465.

The data suggests that there may be a correlation between the size of HEI and salary levels, with the largest HEIs paying much higher salaries; however, the sample size for the group of the largest HEIs is considerably smaller than those for the other groups. Salary levels also appear to be significantly higher in pre-1992 HEIs than in post-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £25,803 to £30,013, with a median contribution pay maximum of £32,820.

The most common number of contracted hours for a full-time post is either 37 hours (13 HEIs) or 35 hours a week (9 HEIs).

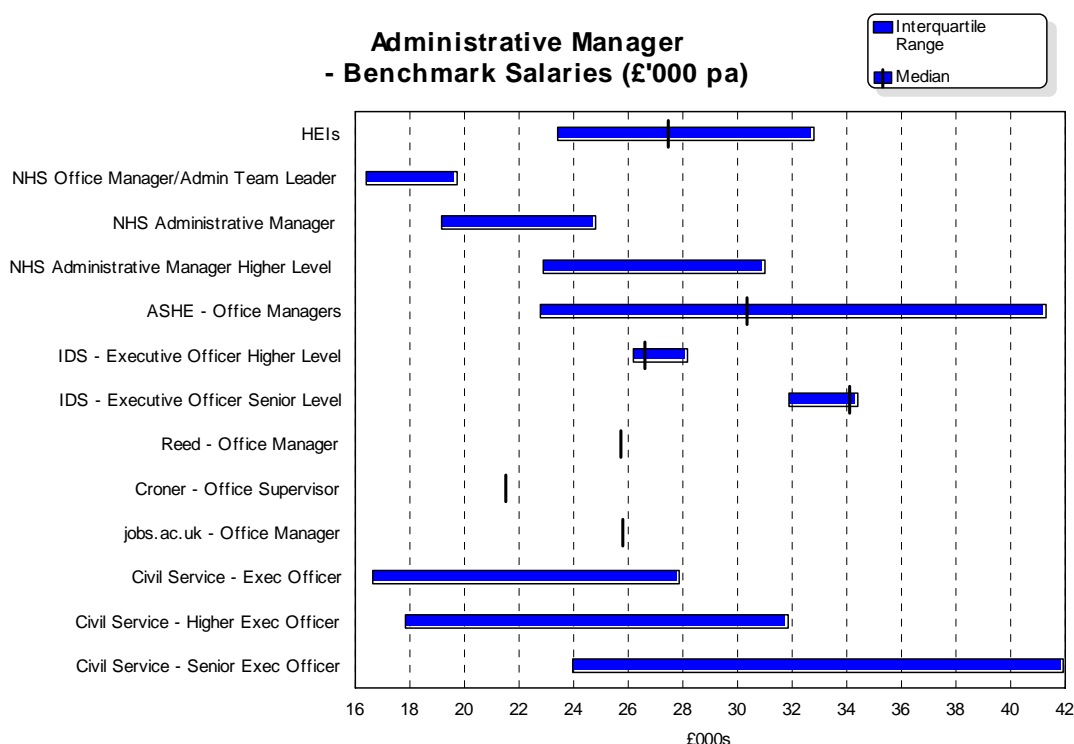
None of the HEIs participating in the survey reported paying a market premium for this post or having retention difficulties. One HEI reported having recruitment problems due to the competitive salary levels in London.

ECC Survey Job Description

Level	<ul style="list-style-type: none"> • Reports to Head of Faculty/Department/School.
Experience	<ul style="list-style-type: none"> • Role holder will require knowledge and experience of some/all of the following: <ul style="list-style-type: none"> • General office management and administration, • Organisational, planning, problem solving and time management skills, • Using financial systems, knowledge of account keeping, budgeting, etc., • Supervising and managing staff, • Working in the HE sector, • Range of IT systems and packages.
Qualifications	<ul style="list-style-type: none"> • Post holder will generally have a good standard of education (eg A levels) but may have a degree, professional qualification or equivalent qualification/experience.
Role	<ul style="list-style-type: none"> • Responsible for the management and co-ordination of a wide range of administrative services and functions across a faculty/department/school. • Managing a team of secretarial and administrative staff, in order to ensure that teaching and research activities are supported efficiently and effectively. • Monitoring and control of delegated budgets. • Assist in preparation of statistical and financial reports relevant to faculty/school/department.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Administrative Manager posts is reasonably competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons. The Civil Service pay comparisons contain a range of both administrative and specialist roles.



Benchmark Pay Data

Annual Survey of Hours and Earnings

The Annual Survey of Hours and Earnings provides the average gross full-time earnings (excluding overtime), 2006, for various administrative occupations.

Gross Annual Earnings for Full Time Employees (£pa)

Occupation	Lower Quartile	Median	Average	Upper Quartile
All Administrative occupations	14,655	17,877	19,080	22,292
Administrative Occupations: Government And Related Organisations	15,359	18,719	19,717	23,062
Civil Service executive officers	20,496	23,398	23,647	26,381
Civil Service administrative officers and assistants	14,307	16,880	17,243	19,481
Local government clerical officers and assistants	15,372	19,068	20,121	23,274
Officers of non-governmental organisations	19,608	24,335	25,306	31,092
Administrative Occupations: Records	14,595	17,651	18,986	21,951
Filing and other records assistants/clerks	14,431	17,551	18,737	21,588
Database assistants/clerks	13,601	16,071	17,943	19,819
Administrative Occupations: General	13,698	16,558	17,790	20,709
General office assistants/clerks	13,698	16,558	17,790	20,709
Office Managers	22,777	30,348	35,440	41,299

Source: ASHE

NHS

The national job profiles within the NHS indicate the following pay bands for administrative and clerical staff and managers:

Post	Pay Band	1 April 2006 Pay range*
Clerical Officer	2	£12,177 - £15,107
Clerical Officer Team Leader	3	£14,037 - £16,799
General Office Manager/Admin Team Leader	4	£16,405 - £19,730
Administrative Manager	5	£19,166 - £24,803
Administrative Manager Higher Level	6	£22,886 - £31,004

* The 1 April 2007 pay scales have yet to be published because of a dispute over the staging of a 2.5% pay increase for 2007.

The job outlines for these NHS job profiles are as follows:

Clerical Officer – types, word processes documents, letters; distributes, files documents, answers telephone enquiries and arranges meetings;

Clerical Officer Team Leader – provides a General Office/Cashier Service and manage reception;

General Office Manager/Admin Team Leader – manages the front of house reception and resource room and provides support to other management;

Administrative Manager – overall responsibility for managing, maintaining and developing the directorate database and filing system, provides supervision, training and support to own staff;

Administrative Manager Higher Level - overall responsibility for managing, maintaining and developing the directorate database and filing system, provides supervision, training and support to own staff.

Local Government

The Local Government Employment Digest 359, February 2007, shows that advertised salaries for Administrative Officers in local authorities England are in a median pay range of £16,100 to £18,000 (based on a sample 454 posts). The range of salaries is higher in London at £20,900 to £22,700 (based on a sample 141 posts). Advertised salaries for Administrators range from a median of £14,800 to £16,000 (based on a sample of 1,760 posts).

Advertised salaries for Clerical Officers in England are in a median range of £13,900 to £14,600 (based on a sample 132 posts). Advertised salaries for Clerical Assistants are similar at £13,800 to £14,500.

The IDS Local Government Pay Benchmarking Survey for 2006 found a median salary range of £16,137 to £17,985 for Administrative officers in England and Wales.

Civil Service

An analysis of the pay differentials between Government departments and agencies by IDS found some significant pay disparities for the same level jobs, as the table below shows:

Grade		Lowest rates (department) £pa	Highest rate (department) £pa	Pay differential £pa
Administrative Assistant	Minimum	10,947 (DFID)	13,950 (DCLG)	3,003
	Maximum	12,833 (Scottish Executive)	18,125 (Veterinary Laboratories)	5,292
Administrative Officer	Minimum	12,853 (ONS)	17,694 (DCLG)	4,841
	Maximum	15,987 (DVLA)	22,073 (Met Office)	6,084
Executive Officer	Minimum	16,641 (ONS)	21,892 (DEFRA)	5,251
	Maximum	21,892 (DEFRA)	27,860 (Valuation Office)	7,968
Higher Executive Officer	Minimum	17,837 (Met Office)	25,797 (DEFRA)	7,960
	Maximum	25,797 (DEFRA)	31,856 (Forestry Commission)	6,059
Senior Executive Officer	Minimum	23,965 (Department of Health)	31,880 (DFT)	7,915
	Maximum	32,217 (DVLA)	41,926 (Insolvency Service)	9,707

Croner Reward

The Croner Reward Clerical and Operative Rewards National Survey of Pay and Benefits January 2007, provides salary information for clerical and operative workers, as follows:

Basic Salary £pa

Position	Lower Quartile	Median	Upper Quartile	Sample
Clerk	10,208	11,655	12,744	48
General Clerk	11,696	13,274	14,516	250
Specialist Clerk	13,685	15,182	17,054	340
Senior Clerk	15,581	17,340	18,627	89

Hays

The Hays Office Support Salary Guide for Professional Services 2006 provides salary data for the following administrative roles.

Position	National Average £ pa
PA/Office Manager	£22,583
Office/Admin Manager	£21,833
Specialist Administrator	£17,000
Administrator	£14,875

Incomes Data Services

www.idspaybenchmark.co.uk Pay Benchmark Service shows the following salary information for administrative and clerical jobs. These figures are calculated using the midpoint salary levels where there is a salary range and actual spot rates where there is not a range.

Salary £pa				
Position	Lower Quartile	Median	Average	Upper Quartile
Administrative Assistant	£13,820	£15,184	£16,071	£17,050
Administrative Officer	£15,959	£17,780	£19,221	£20,518
Clerk	£13,296	£15,388	£15,642	£17,350
Clerk (Administrative)	£12,953	£14,586	£15,309	£19,110
Clerk (Data Entry)	£12,100	£14,663	£14,875	£16,804
Clerk (Junior)	£10,318	£13,156	£12,554	£13,342
Clerk (Senior)	£16,348	£21,152	£20,767	£23,000
Executive Officer	£20,710	£21,792	£22,401	£22,668
Executive Officer (Higher Level)	£26,188	£26,608	£27,055	£28,167
Executive Officer (Senior)	£31,880	£34,103	£34,507	£34,405

Reed.co.uk

The Reed Recruitment Salary Survey 2007 includes salary information for the following administrative and clerical staff:

Post	Average Salary	Salary Range
Administrator	£16,000	£14,000-18,000
Office Manager	£24,000	£21,000-28,000

Michael Page

The Michael Page Secretarial Salary Survey 2006 includes the following salary data for the posts of Administrator and Administration Manager:

Industry & Commerce	Administrator Salary Range £ pa	Administration Manager Salary Range £ pa
Junior Administrator	£16,000-£18,000	£35,000-£40,000
Team Administrator	£20,000-£22,000	£30,000-£35,000
Charities	£16,000-£19,000	£28,000-£32,000
Local Government	£16,000-£18,000	£28,000
Central government	£16,000-£18,000	£30,000
Education	£16,000-£18,000	£28,000
Housing Association	£15,000-£21,000	£26,000
NHS	£16,000-£18,000	£28,000

Jobs.ac.uk

The jobs.ac.uk website salary checker provides average salaries of £17,615 for an Administrative Assistant; £23,042 for an Administrator; and £27,572 for an Office Manager. The following salary data is provided by sector and by geographical area:

Sector	Administrative Assistant	Administrator	Office Manager
	Mean Average (sample)	Mean Average (sample)	Mean Average (sample)
Commercial	£17,967 (48)	£19,331 (113)	£24,066 (31)
Further Education	£17,160 (34)	£19,013 (47)	£22,126 (10)
Higher Education	£18,619 (138)	£26,035 (366)	£30,576 (93)
Public	£15,905 (82)	£19,322 (131)	£23,417 (28)

	Administrative Assistant	Administrator	Office Manager
Area	Mean Average (sample)	Mean Average (sample)	Mean Average (sample)
East Anglia	£16,762 (22)	£21,082 (42)	£22,337(8)
East Midlands	£15,896 (17)	£21,923 (42)	£22,900 (13)
North East	£18,018 (14)	£22,778 (11)	£29,600 (3)
North West	£15,207(27)	£22,615 (65)	£28,517 (17)
Scotland	£15,544 (18)	£23,731 (34)	£22,955 (12)
South East	£19,369 (128)	£24,990 (271)	£29,191 (70)
South West	£16,976 (17)	£18,150 (56)	£26,322 (9)
Wales	£17,050 (8)	£19,140 (18)	£33,475 (4)
West Midlands	£17,711 (22)	£21,830 (75)	£29,316 (12)
Yorkshire	£15,627 (27)	£23,205 (49)	£28,375 (12)

Careers Posts

The Labour Market

Increases in the numbers of higher education students and the growth of career choices open to students as well as greater interest in monitoring the destinations of students have seen greater importance being attached to the work of careers services.

Careers services are also seen as playing an important role within HEIs in establishing relationships with employers and other organisations.

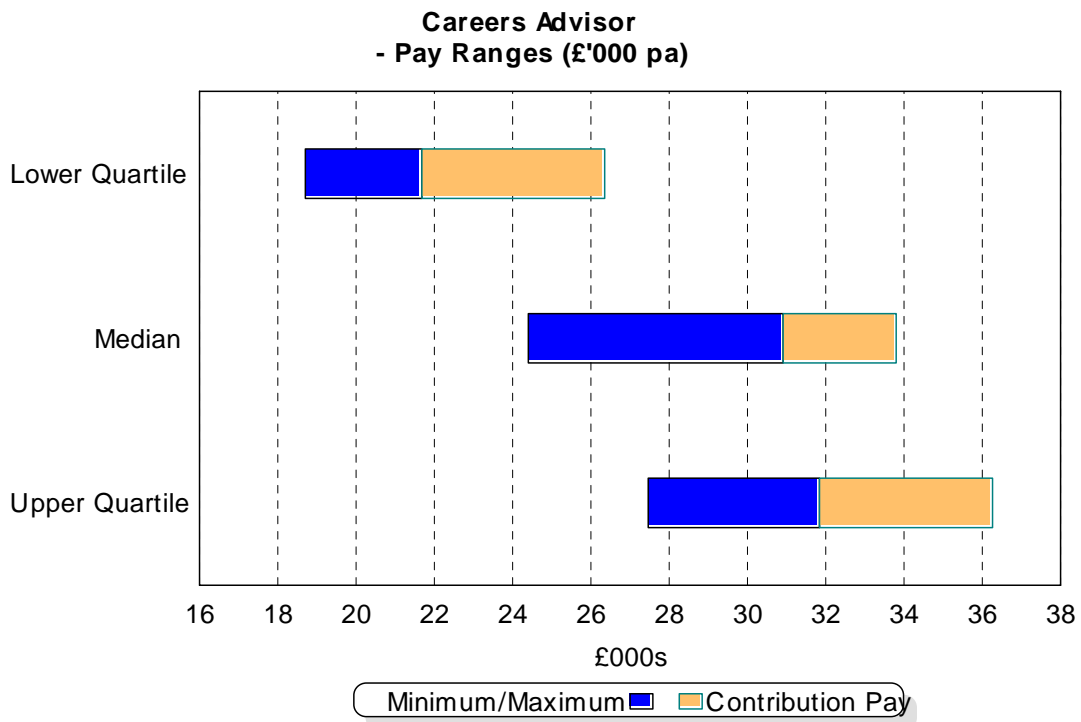
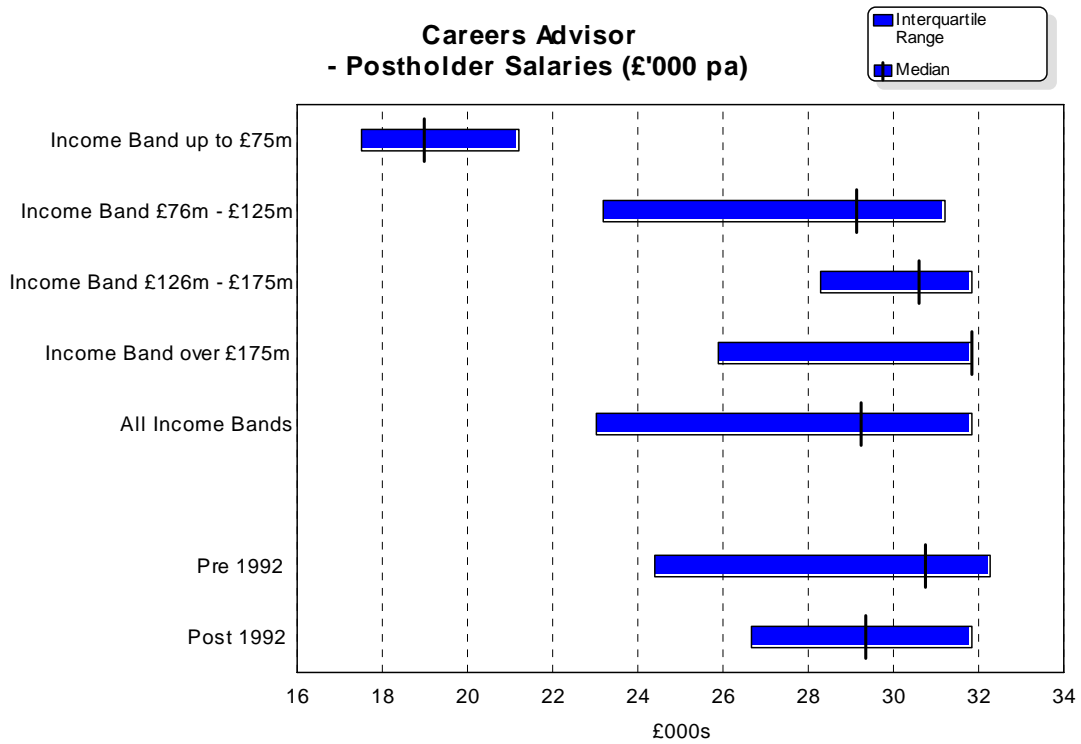
The latest research shows that the jobs that students get following graduation are affected by their age, ethnicity and socio-economic background even after taking into account other factors such as status of the university, subject studied and geographical region of the place of study. Improving careers services is seen as an important part of the strategy to enhance the employability of students and the responsiveness of universities to the needs of the economy.

In 2000 a review by Professor Sir Martin Harris, Vice Chancellor at Manchester University was commissioned to address concerns that careers services operated at the margins of the life of institutions, with insufficient influence on students and their preparation for working life. The review produced recommendations and a detailed checklist for HEIs to use to deliver careers services that are effective and fit for purpose.

The HE Careers Services & Diversity Report looked at how careers advisory services can enhance the employability of graduates from non-traditional backgrounds. Key findings from the report included integrating career planning and employability into the curriculum being seen by both careers staff and students as the most effective way of reaching students and local employer networks being seen as the most effective way of communicating information between students, careers advisers and employers.

Our monitoring of recent job advertisements suggests that there has been a high level of recruitment activity among HEIs for careers staff and managers.

Careers Advisor



ECC Survey Data

HEI Annual Income Analysis £

Careers Advisor	LQ	Median	Average	UQ	Count
Income Band up to £75m	17,511	18,983	19,961	21,208	12
Income Band £76m - £125m	23,187	29,137	28,125	31,211	17
Income Band £126m - £175m	28,290	30,603	30,024	31,840	26
Income Band over £175m	25,889	31,840	29,093	31,840	21
All Income Bands	23,025	29,244	27,753	31,840	76

HEI Type Analysis £

Careers Advisor	LQ	Median	Average	UQ	Count
Pre 1992	24,397	30,752	29,308	32,271	40
Post 1992	26,666	29,349	27,953	31,840	29

Summary Analysis of Pay Ranges £

Careers Advisor	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	17,636	22,111	23,441	27,465	28
Normal Range Maximum Salary	21,050	27,478	27,799	31,840	28
Contribution Pay Maximum	23,002	33,799	31,711	35,117	17

The survey shows the inter-quartile range of salaries paid to individual post holders is £23,025 to £31,840, while the median salary is £29,244.

The data suggests that the salaries paid to post holders are considerably lower in the smallest HEIs, although sample sizes are small, and that salaries are slightly higher in pre-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £22,111 to £27,478, with a median contribution pay maximum of £33,799.

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

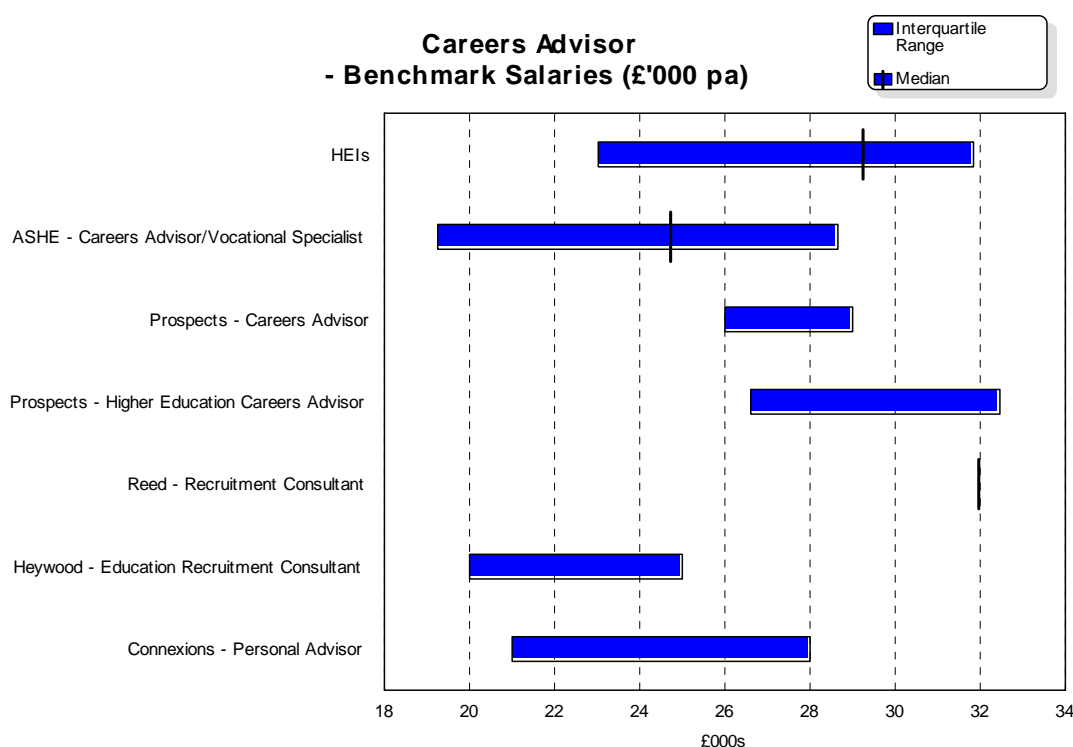
None of the HEIs participating in the survey reported paying a market premium for this post and none reported any difficulties in recruiting or retaining staff.

ECC Survey Job Description

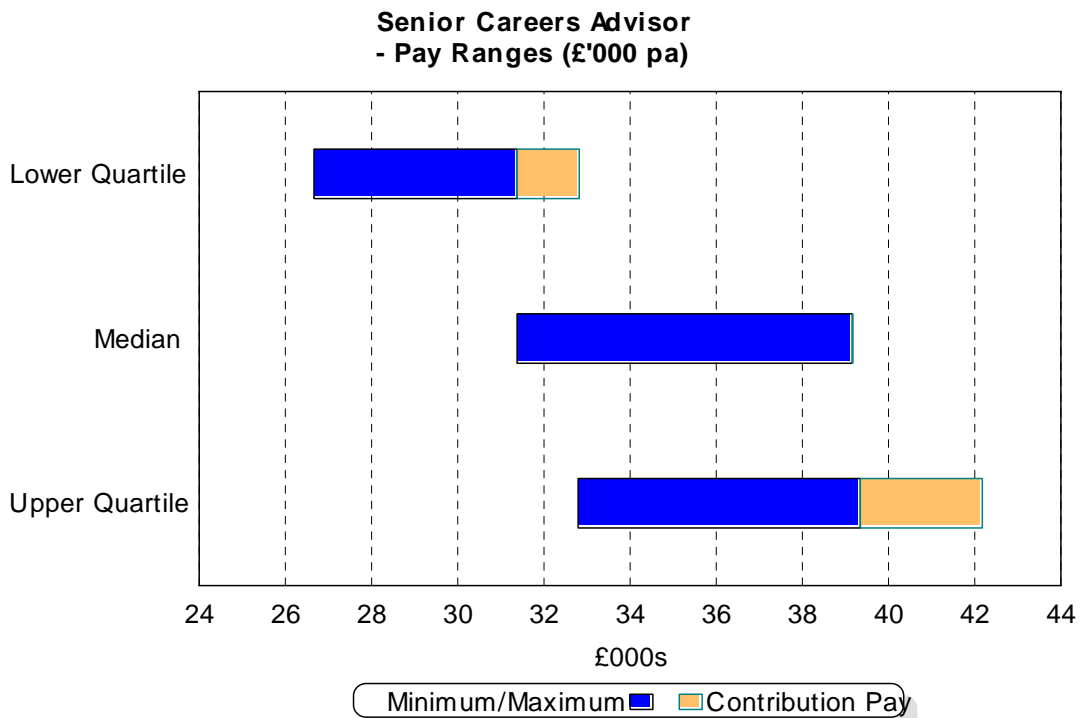
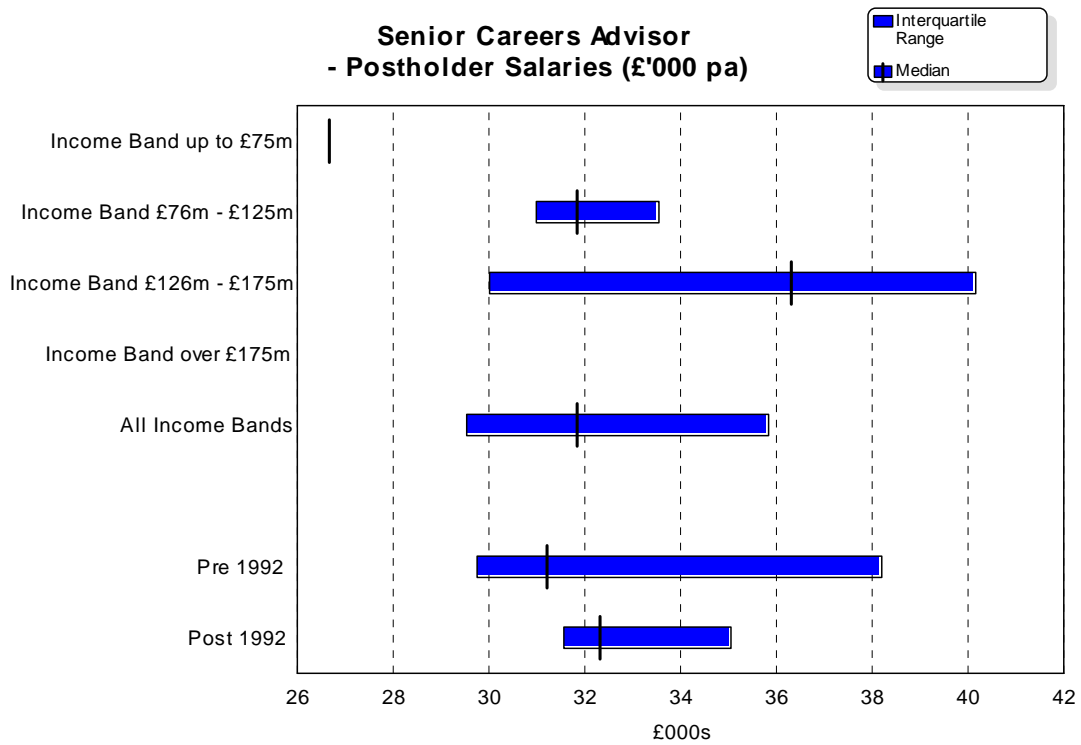
Level	<ul style="list-style-type: none"> • Entry level careers position although post holder to have some relevant work experience. • Post holder will generally work independently within established policy and guidelines and be expected to exercise initiative. • Overall management of post will be the responsibility of Head of Careers Service but post holder may be supervised by a Senior Careers Adviser.
Experience	<ul style="list-style-type: none"> • Knowledge of UK Higher Education system. • Understanding and/or experience of graduate recruitment and employment market and selection practices. • Running workshops/training sessions & preparing training materials.
Qualifications	<ul style="list-style-type: none"> • First degree or equivalent, and will have, or be working towards, relevant postgraduate or professional qualification e.g. Diploma in Careers Guidance. • Excellent IT skills
Role	<ul style="list-style-type: none"> • Provides careers advice, information and guidance to undergraduate and postgraduate students of the University (via one-to-one interviews/group workshops/advice sessions and responding to e-mail enquiries). • Develops and delivers employability skills, careers education and training via discipline-specific and self-help materials. • Produces careers information and resources on career planning, occupations and employability for library and information service. • Organises events such as workshops and seminars. • Assists in the collection of first destination returns. • Liaises with local, regional and national employers as appropriate.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Careers Advisors is generally competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons. The post of Recruitment Consultant is included for information and is not generally considered a close match.



Senior Careers Advisor



ECC Survey Data

HEI Annual Income Analysis £

Senior Careers Advisor	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	26,666	26,110	...	8
Income Band £76m - £125m	30,988	31,840	32,230	33,549	38
Income Band £126m - £175m	30,013	36,312	35,573	40,161	23
Income Band over £175m	2
All Income Bands	29,535	31,840	32,671	35,836	71

HEI Type Analysis £

Senior Careers Advisor	LQ	Median	Average	UQ	Count
Pre 1992	29,752	31,211	33,462	38,200	29
Post 1992	31,563	32,318	32,974	35,054	36

Summary Analysis of Pay Ranges £

Senior Careers Advisor	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	26,472	28,739	28,955	32,458	24
Normal Range Maximum Salary	30,013	31,840	34,310	39,160	23
Contribution Pay Maximum	31,608	36,480	37,051	41,863	12

The survey shows the inter-quartile range of salaries paid to individual post holders is £29,535 to £35,836, while the median salary is £31,840.

The data suggests salary levels are slightly higher in post-1992 HEIs than pre-1992 HEIs. There would appear to be a correlation between salary level and organisation size, although there was very little reporting of this post amongst the smallest and largest organisations participating in the survey.

The data on the pay ranges shows the median normal pay range is from £28,739 to £31,840, with a median contribution pay maximum of £36,480.

The most common number of contracted hours for a full-time post is 37 hours (11 HEIs); five HEIs indicated that there were no fixed hours for this post.

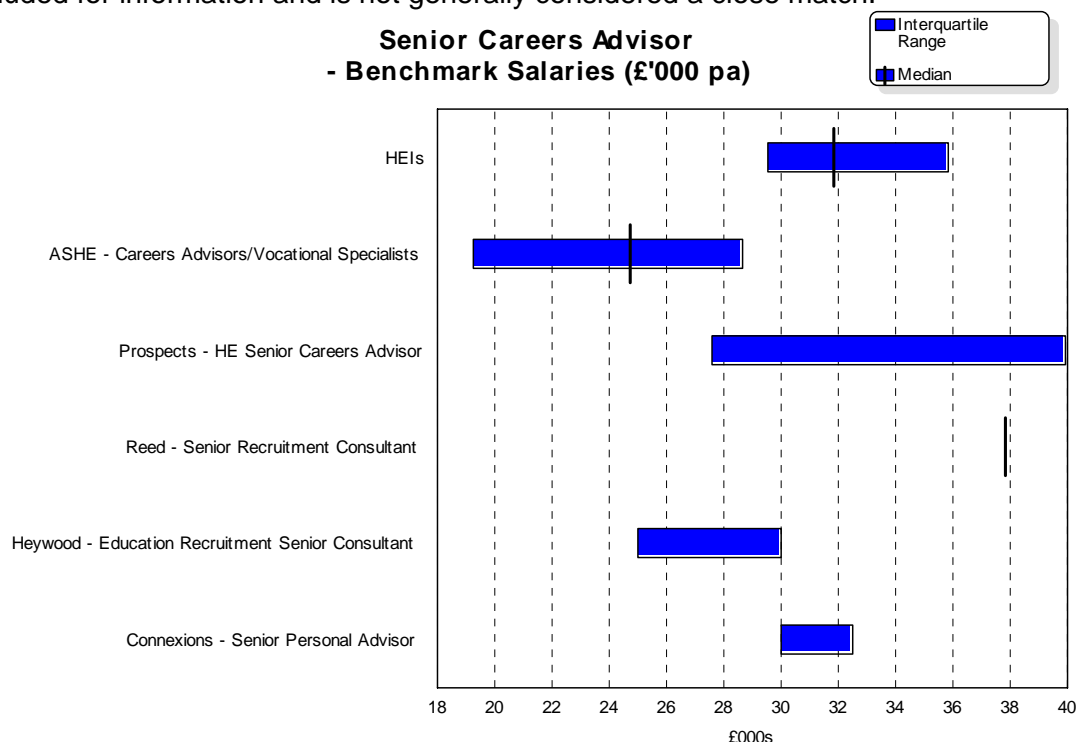
One of the HEIs participating in the survey reported having recruitment problems for this post. None of the participants reported retention problems or having to pay a market premium.

ECC Survey Job Description

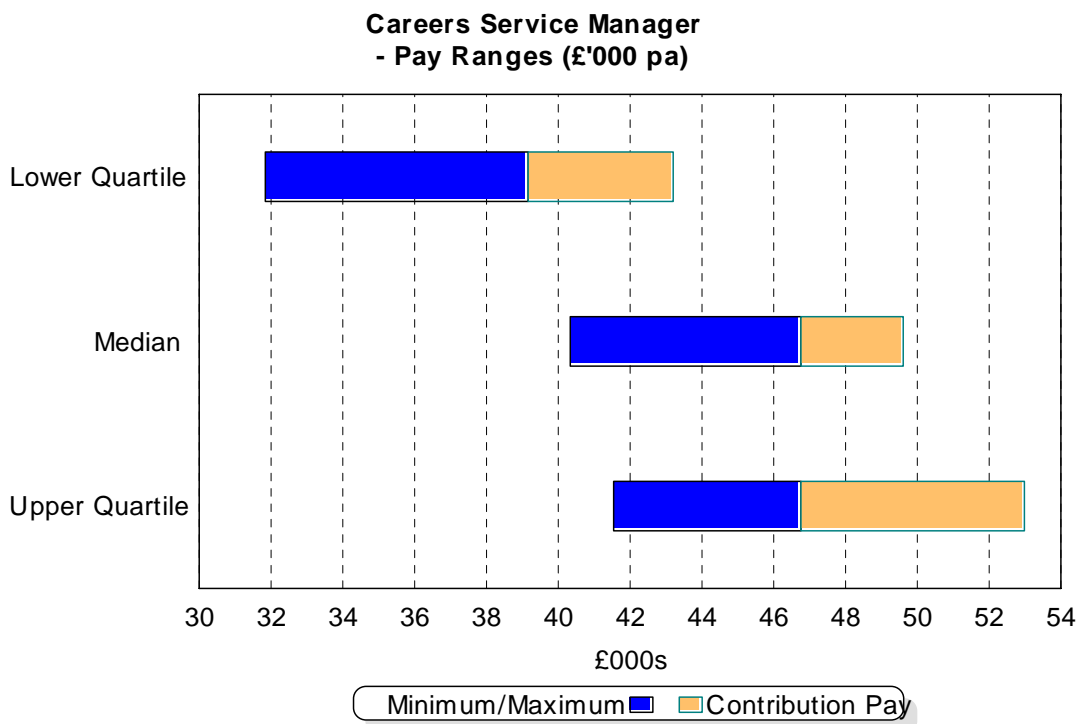
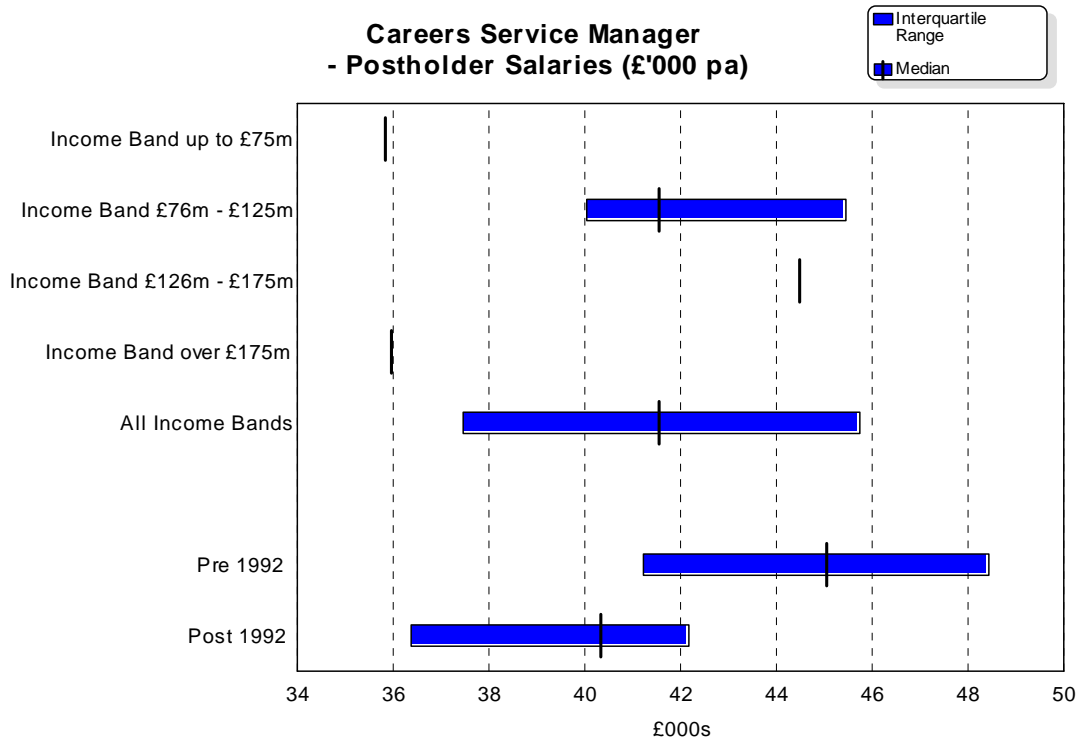
Level	<ul style="list-style-type: none"> • Reports to Careers Service Manager/Head of Careers Service.
Experience	<ul style="list-style-type: none"> • Several years' experience of working as careers advisor. • Designing & delivering careers guidance programmes to students. • Awareness of trends in graduate recruitment (at local and national level) and in recruitment and selection practices. • Providing one-to-one careers guidance. • Giving formal presentations to large audiences. • Running participative workshops with smaller groups.
Qualifications	<ul style="list-style-type: none"> • First degree or equivalent.Relevant postgraduate or professional qualification e.g. Diploma in Careers Guidance. • Excellent IT skills.
Role	<ul style="list-style-type: none"> • Provides careers advice, information and guidance to undergraduate and postgraduate students of the HEI • Specialist knowledge/experience of specific areas and leads provision of services in these areas. • Develops and delivers employability skills, careers education and training via discipline-specific and self-help materials. • Produces careers information and resources on career planning, occupations and employability for library and information service. • Supervises support staff in using administrative systems, maintaining employer/course information, recording/disseminating vacancy information. • Provides supervision and support for careers advisors. • Oversees organisation of events such as workshops and seminars. • Assists in the collection of first destination returns. • Responsible for liaising with key local, regional and national employers.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Senior Careers Advisors is generally competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons. The role of Senior Recruitment Consultant is included for information and is not generally considered a close match.



Careers Service Manager



ECC Survey Data

HEI Annual Income Analysis £

Careers Service Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	35,837	34,911	...	5
Income Band £76m - £125m	40,041	41,550	42,277	45,452	12
Income Band £126m - £175m	...	44,485	45,696	...	7
Income Band over £175m	...	35,965	4
All Income Bands	37,463	41,550	41,635	45,741	28

HEI Type Analysis £

Careers Service Manager	LQ	Median	Average	UQ	Count
Pre 1992	41,223	45,051	44,781	48,436	12
Post 1992	36,375	40,335	39,385	42,173	15

Summary Analysis of Pay Ranges £

Careers Service Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	31,840	40,335	37,509	41,544	30
Normal Range Maximum Salary	39,160	46,758	42,589	46,758	27
Contribution Pay Maximum	40,940	49,607	47,393	52,850	15

The survey shows the inter-quartile range of salaries paid to individual post holders is £37,463 to £45,741, while the median salary is £41,550.

It is difficult to identify any clear correlation between salary and HEI size due to the small sample sizes involved. The data suggests, however, that salary levels are higher in pre-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £40,335 to £46,758, with a median contribution pay maximum of £49,607.

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

One of the HEIs participating in the survey reports paying a market premium for this post whilst two report recruitment problems. None of the participants report having any recruitment difficulties.

ECC Survey Job Description

Level	<ul style="list-style-type: none"> • Reports to the Head of Student Support Services or Other Senior Manager.
Experience	<ul style="list-style-type: none"> • Several years' relevant experience of working in a senior careers role in higher education. • Experience of supervising/managing staff.
Qualifications	<ul style="list-style-type: none"> • First degree. • Professional qualification in Careers Guidance in Higher Education (eg. post-graduate diploma).
Role	<ul style="list-style-type: none"> • The post holder leads the strategic direction and manages the Careers Service and its staff, ensuring the delivery of high quality services to students, graduates, staff and employers. • Responsible for building links with employers, external organisations and relevant opportunity providers. • Developing and analysing first destination statistical and labour market information and providing senior managers, faculties/schools/departments with appropriate reports. • Advises the HEI on issues relevant to the employability and employment of graduates, and the promotion of career development planning in the learning and teaching environment to meet all relevant quality assurance standards. • Represents careers services within HEI and represents HEI on careers issues for external purposes. • Manages the performance of the careers service department and its staff to ensure service and quality targets are met. • Develops and manages externally funded projects and income streams.

Summary

There are few close pay benchmarks for the post of Careers Service Manager within HEIs and it not possible to produce a robust and reliable conclusion as to the competitiveness of the salaries paid.

Benchmark Pay Data

The Annual Survey of Hours and Earnings

The Annual Survey of Hours and Earnings 2006 show the following statistics for careers advice occupations:

Gross Annual Earnings for Full Time Employees (£pa)

Occupation	Lower Quartile	Median	Average	Upper Quartile
Careers advisers and vocational guidance specialists	19,251	24,726	24,732	28,655

Source: ASHE

Connexions

Connexions Personal Advisors provide careers advice and guidance and individual support services to a wide range of young people in schools and community settings.

Salary levels are generally within a range of £21,000 to £28,000, with trainees and part-qualified staff starting on a salary of around £21,000. Senior Advisors or Practitioners and Team Leaders generally from around £30,000 to £32,500.

Trainee advisors normally require one year of experience as well as a degree, and a qualification in Careers Guidance or NVQ level 3 in Advice & Guidance are desirable

Part-qualified advisors are expected to have some qualifications but not to have completed the NVQ level 4 or LDSS in Careers Guidance.

Qualified advisors have these qualifications, a diploma in Careers Guidance or equivalent professional qualifications in social work, youth work or teaching

Learn Direct

The LearnDirect website includes the following information regarding salary levels for Careers Advisors:

“Starting salaries can be around £18,000 to £20,000 a year. Qualified practitioners can earn around £24,000 a year. Progression to middle management and specialist posts can lead to a salary of up to £35,000 a year.”

Prospects

The Prospects graduates careers website includes information regarding salary levels for Careers Advisors, as follows:

“Typical starting salaries vary by location, entry level and type of employer but generally range from: £17,000 to £22,000 (salary data collected May 2006).

The range of typical salaries at senior level/with experience (e.g. after 10-15 years in the role) is £26,000 to £29,000. Salaries are often considerably higher in London and big cities (salary data collected May 2006).

There is no single or nationally recognised salary scale for careers advisers, although many services are still linked to local government administrative scales. The Connexions service in England indicates a salary for personal advisers of up to £25,000 (higher in London). National careers services and further education colleges may offer higher salaries than charities. Trainee advisers are paid less than their qualified/part qualified colleagues, but pay rises on qualification. Careers advisers in Northern Ireland are employed on civil service terms and conditions.”

The website also includes the following salary guidance for prospective Higher Education Careers Advisors:

“Range of typical starting salaries: £26,611 - £32,462 (salary data collected March 2007). Entrants usually have prior experience before joining this sector.

Range of typical salaries at senior level/with experience (e.g. after 10-15 years in the role): £27,588 - £39,929 (salary data collected March 2007).

In some institutions, salaries are linked to academic scales. Academic salaries tend to be lower than those in industry and commerce. There is considerable variation between the range of salaries and many posts are graded well below the maximum of this range. Old universities tend to offer higher salaries than post-1992 institutions.”

Recruitment Consultants

There are some similarities between careers posts and those of Recruitment Consultants and we have included some pay data on this group of staff.

The Reed Salary Index provides average salaries of recruitment consultancy staff, as follows:

Post	UK Average
All Recruitment Consultancy posts	£33,511
Researcher/Resourcer	£27,054
Recruitment Consultant	£31,967
On-site Consultant	£33,097
Senior Recruitment Consultant	£37,832
Branch/Recruitment Manager	£39,887
Team Leader Permanents	£50,038
Search & Selection Consultant	£53,048

The Heywood’s Associates Recruitment 2007 Salary Survey includes pay data for recruitment specialists working in various posts in different sectors, including the following data for staff employed in the education sector:

Education Sector	Basic Salary (£pa)	On Target Earnings (£pa)
Resourcer/Trainee Consultant (up to 12 months exp)	16,000 - 20,000	20,000 - 25,000
Consultant (1-3 years' exp)	20,000 - 25,000	25,000 - 28,000
Senior Consultant (3 years exp)	25,000 - 30,000	30,000 - 54,000
Divisional Manager	30,000 - 50,000	40,000 - 80,000

Human Resources Posts

The Labour Market

In the Public Sector, pay modernisation reforms and the need to demonstrate compliance with Equality and Diversity requirements have meant that there has been strong demand for HR staff.

Recruitment consultancies report that there are several skill sets currently in high demand, with compensation & benefits experience and a background of working within unionised environments being highly sought-after.

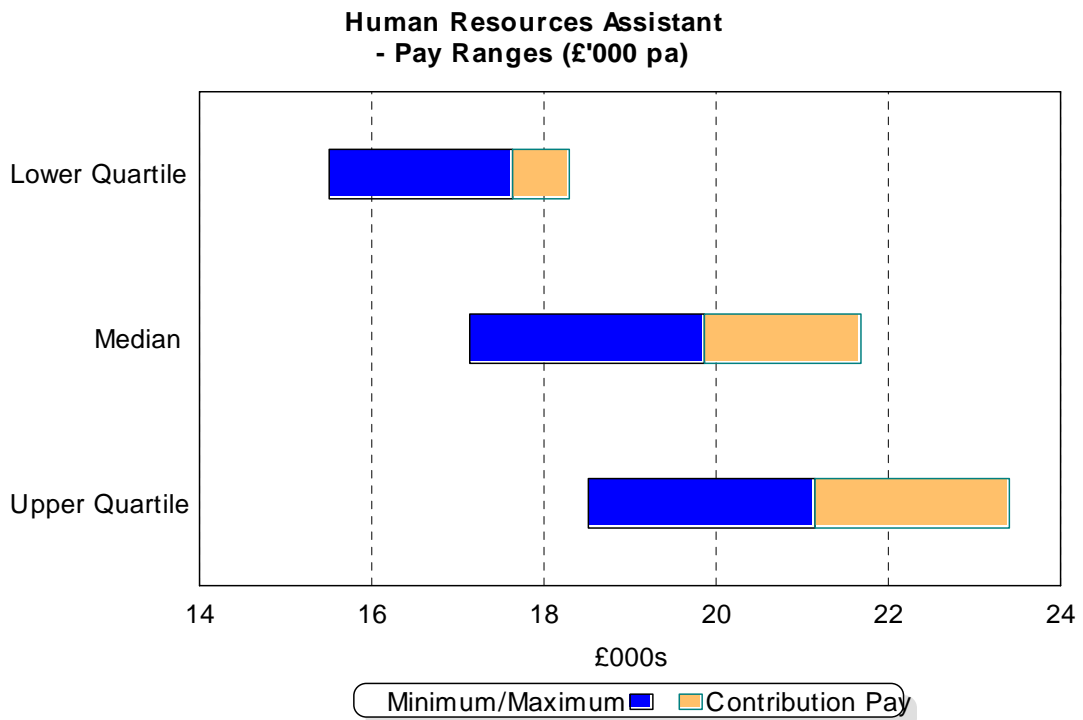
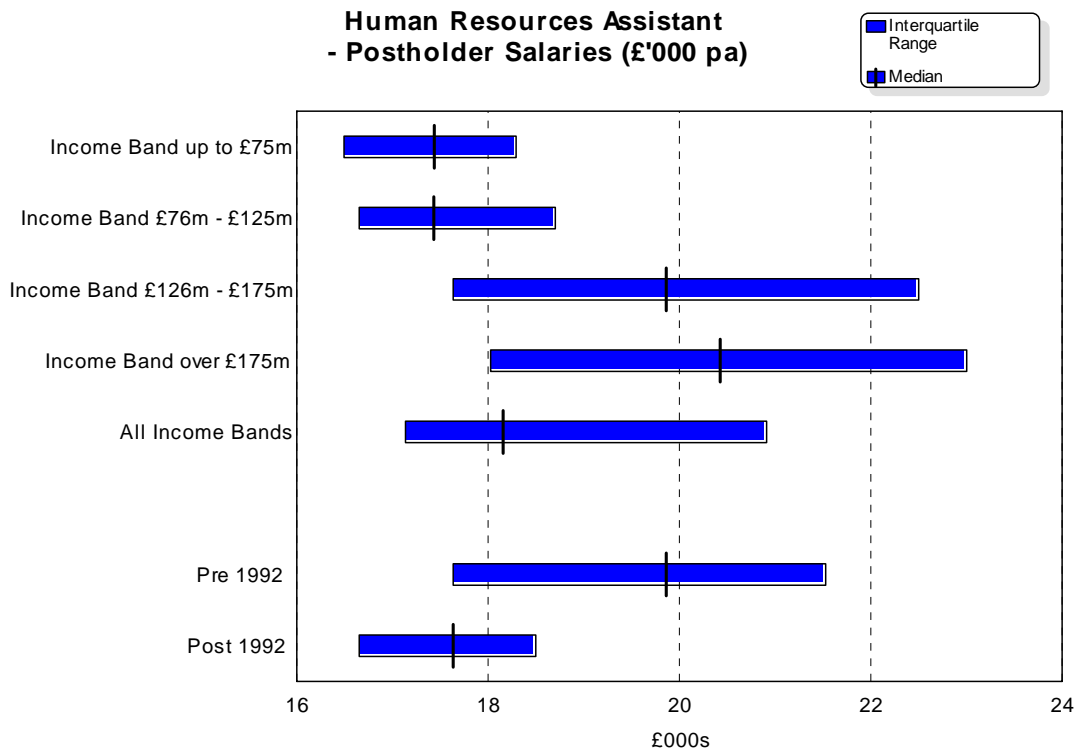
Similarly, experience of employment law, mergers and acquisitions, TUPE or change management are also highly desirable.

In the Public Sector, Job Evaluation, Equality and Diversity, and Recruitment Officers and Managers are all in short supply.

Skills shortages are generally expected to remain the same, as employers are increasingly appreciating the value in retaining their staff — meaning fewer qualified and /or experienced jobseekers are reaching the market. In turn, this has led to a demand for the best talent – a trend that is expected to grow for the foreseeable future. The interim market is also experiencing significant growth, which is expected to continue.

Amongst generalists (as opposed to specialists), experience of change management is in demand, particularly for those who can display a commitment to supporting an organisation's business goals.

Human Resources Assistant



ECC Survey Data

HEI Annual Income Analysis £

Human Resources Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	16,494	17,438	17,653	18,294	24
Income Band £76m - £125m	16,653	17,433	17,845	18,703	37
Income Band £126m - £175m	17,636	19,862	19,704	22,500	25
Income Band over £175m	18,028	20,425	20,834	23,002	44
All Income Bands	17,137	18,157	19,179	20,912	130

HEI Type Analysis £

Human Resources Assistant	LQ	Median	Average	UQ	Count
Pre 1992	17,636	19,862	19,875	21,529	85
Post 1992	16,653	17,636	17,985	18,499	39

Summary Analysis of Pay Ranges £

Human Resources Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	15,284	16,653	17,352	18,242	35
Normal Range Maximum Salary	17,636	19,862	20,158	21,050	35
Contribution Pay Maximum	18,158	21,682	21,546	23,116	19

The survey shows the inter-quartile range of salaries paid to individual HR Assistant post holders is quite narrow at £17,137 to £20,912, while the median salary is £18,157.

The data suggests that salaries are higher in the larger HEIs and in pre-1992 Universities.

The data on the pay ranges shows the median normal pay range is from £16,653 to £19,862, with a median contribution pay maximum of £21,682.

The most common number of contracted hours for a full-time post is 37 hours a week (13 HEIs) and then 35 hours (12 HEIs).

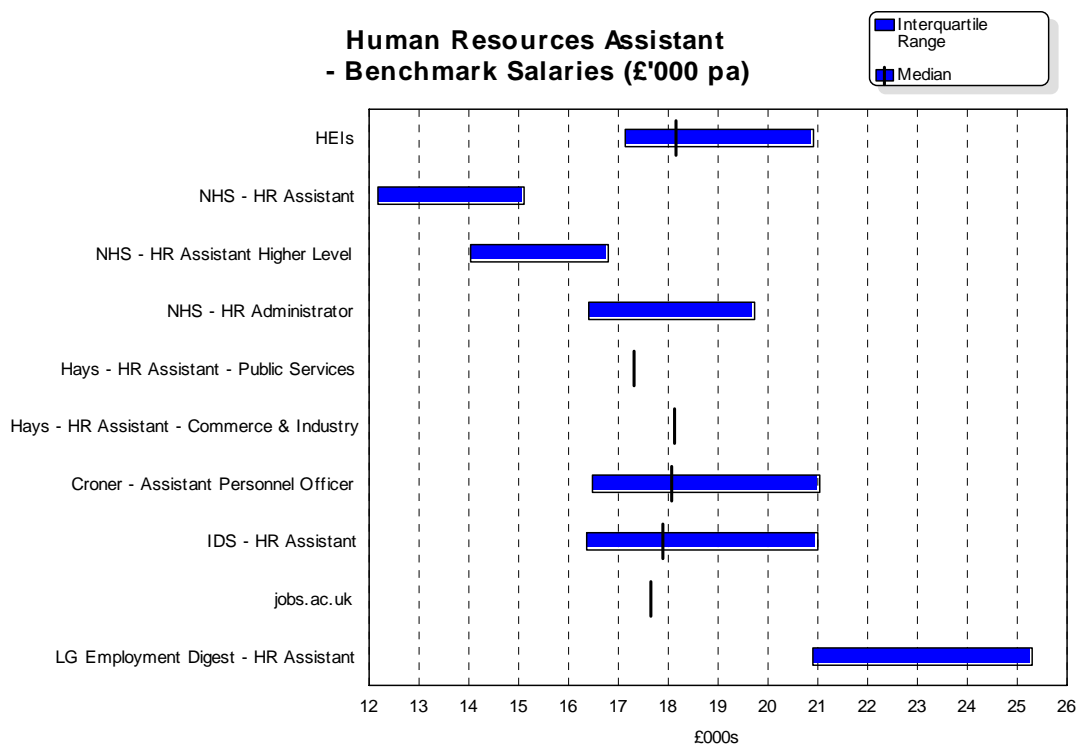
None of the HEIs participating in the survey report paying a market premium for this post. One HEI reports having a recruitment problem whilst two indicate that they have retention problems.

ECC Survey Job Description

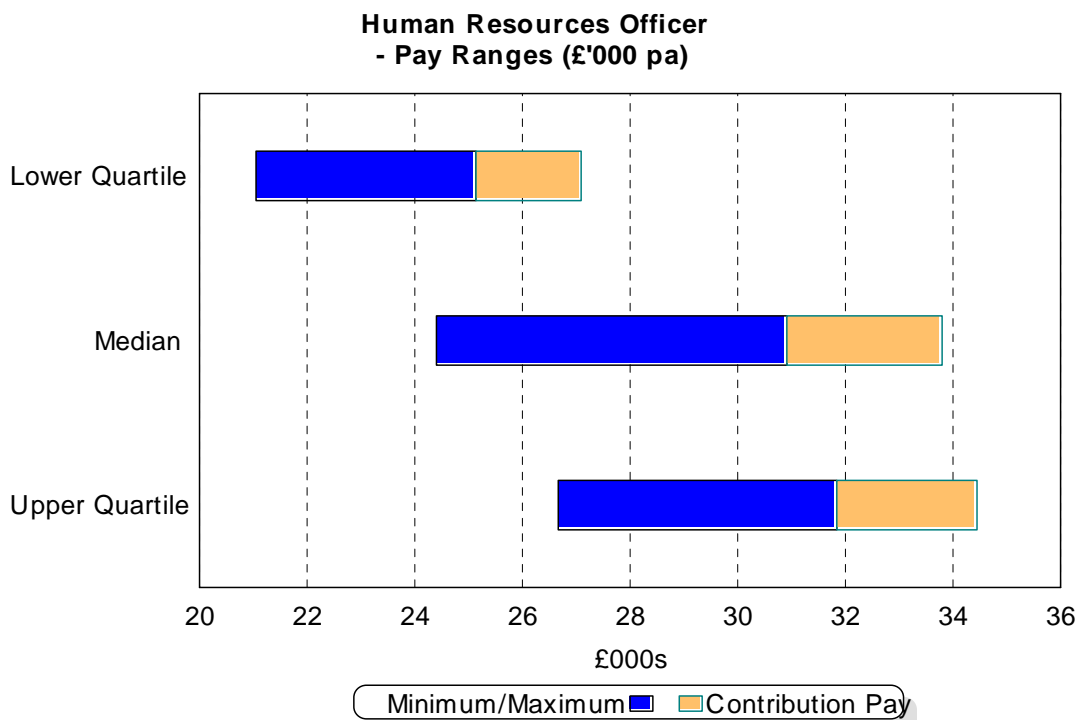
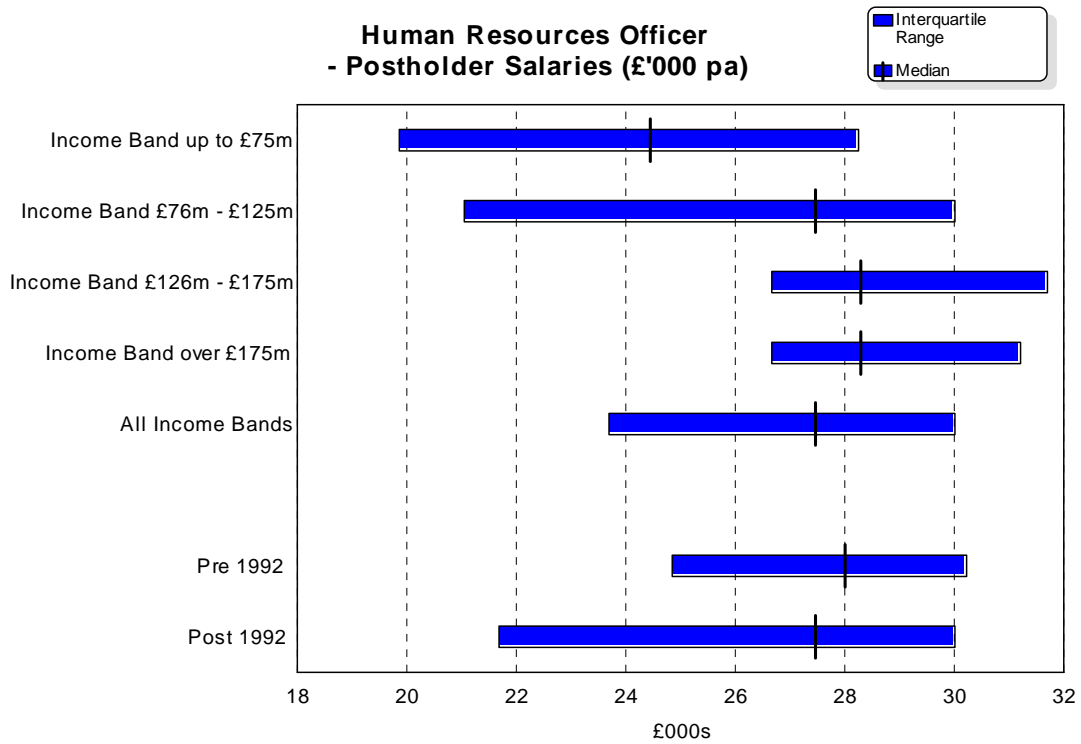
Level	<ul style="list-style-type: none"> Entry level position although post holder is likely to have some administrative experience. Reports to HR Adviser/Manager.
Experience	<ul style="list-style-type: none"> Some previous experience in an administrative role and HR/Personnel function may be desirable. Familiarity with a range of software packages e.g. Microsoft Office.
Qualifications	<ul style="list-style-type: none"> Intermediate qualifications (eg GCSE A Levels or equivalent). Likely to be studying towards support level qualifications such as Certificate in Personnel Practice and possible CIPD qualification.
Role	<ul style="list-style-type: none"> Helps to provide an efficient, effective and high quality Human Resources Service across the organisation. Works as part of a team to provide a quality administrative support service in relation to Human Resources systems and procedures. Duties/responsibilities of the post holder will include the following areas: Compiling HR information e.g. on recruitment, workforce, absence, Responding to routine enquiries, Entering staffing data on HR information systems, Maintaining HR records & databases, Servicing Committees and Meetings.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for HR Assistants is generally competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons, with the exception of the advertised salaries data from the Local Government Employers' organisation.



Human Resources Officer



ECC Survey Data

HEI Annual Income Analysis £

Human Resources Officer	LQ	Median	Average	UQ	Count
Income Band up to £75m	19,862	24,446	24,996	28,250	35
Income Band £76m - £125m	21,050	27,465	26,247	30,013	39
Income Band £126m - £175m	26,666	28,290	29,184	31,701	30
Income Band over £175m	26,666	28,290	28,341	31,211	28
All Income Bands	23,692	27,465	27,027	30,013	132

HEI Type Analysis £

Human Resources Officer	LQ	Median	Average	UQ	Count
Pre 1992	24,848	28,006	27,961	30,225	64
Post 1992	21,682	27,465	26,699	30,013	57

Summary Analysis of Salary Ranges £

Human Resources Officer	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	21,259	24,402	24,063	26,666	35
Normal Range Maximum Salary	25,512	30,912	28,878	31,840	35
Contribution Pay Maximum	27,690	33,297	30,860	34,448	20

The survey shows the inter-quartile range of salaries paid to individual post holders is £23,692 to £30,013 and the median salary is £27,465.

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 £24,402 to £30,912, and the median contribution pay maximum is £33,297.

The most common number of contracted hours for a full-time post is 37 hours a week (13 HEIs) and then 35 hours (9 HEIs).

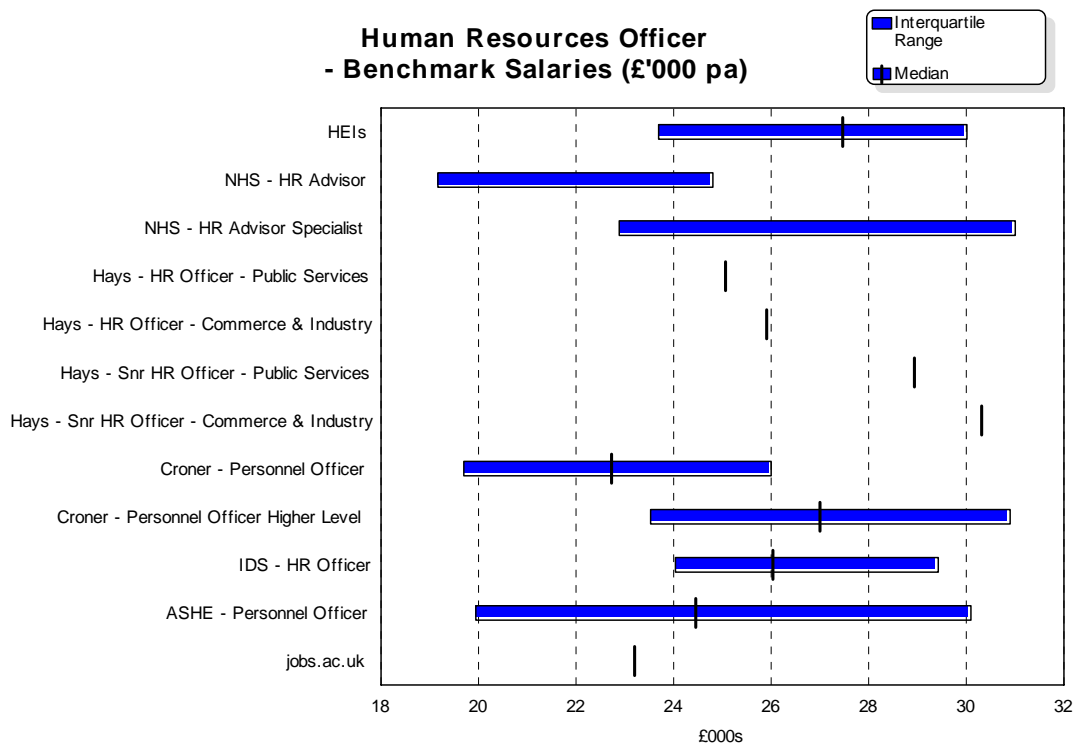
None of the HEIs participating in the survey report paying a market premium for this post; one reports recruitment problems and one has retention problems.

ECC Survey Job Description

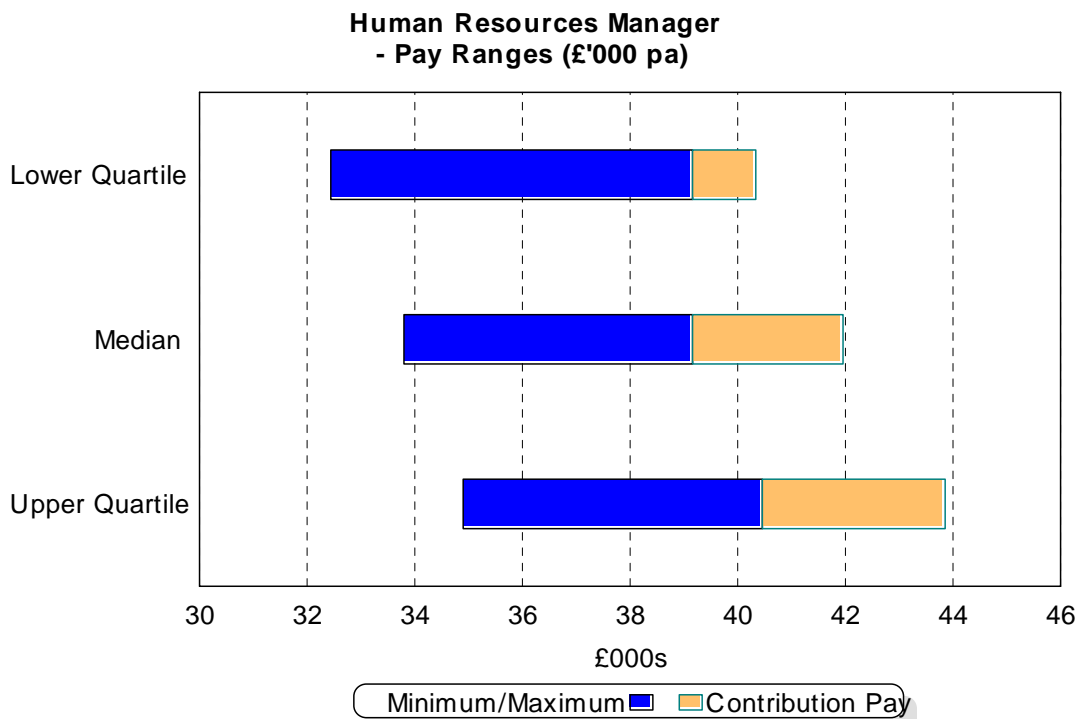
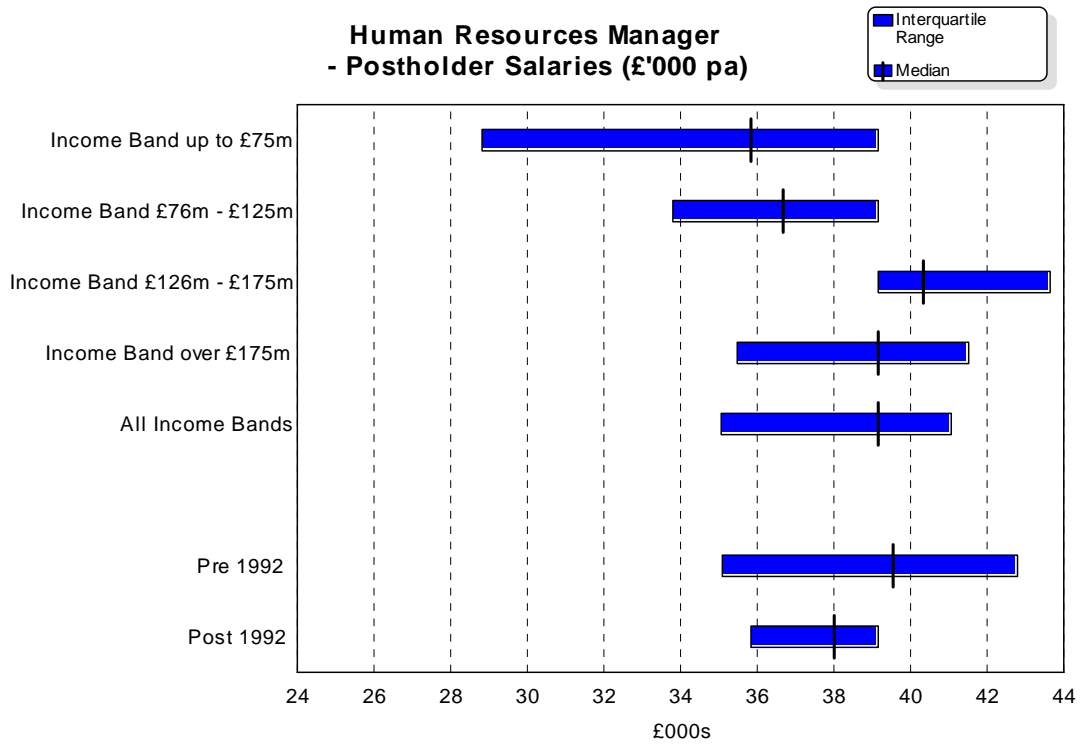
Level	<ul style="list-style-type: none"> • Reports to Head of Human Resources/HR Manager.
Experience	<ul style="list-style-type: none"> • Experience of working in HR/Personnel department. • Computer literate with experience of MS Office including Word, Access, Excel and using HR Information Systems.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

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for HR Officers is generally competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons.



Human Resources Manager



ECC Survey Data

HEI Annual Income Analysis £

Human Resources Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	28,820	35,836	34,445	39,160	19
Income Band £76m - £125m	33,799	36,675	36,735	39,160	39
Income Band £126m - £175m	39,160	40,335	41,677	43,644	35
Income Band over £175m	35,480	39,160	38,606	41,517	34
All Income Bands	35,060	39,160	38,255	41,063	127

HEI Type Analysis £

Human Resources Manager	LQ	Median	Average	UQ	Count
Pre 1992	35,088	39,546	39,384	42,791	76
Post 1992	35,836	38,010	37,298	39,160	43

Summary Analysis of Salary Ranges £

Human Resources Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	32,093	33,799	33,754	34,898	35
Normal Range Maximum Salary	39,160	39,160	39,742	40,459	35
Contribution Pay Maximum	40,335	41,544	42,345	43,632	19

The survey shows the inter-quartile range of salaries paid to individual post holders is £35,060 to £41,063, while the median salary is £39,160.

Median salaries are higher for HEIs with an income of more than £125m and for pre-1992 Universities.

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 £41,544.

The most common number of contracted hours for a full-time post is 37 hours (15 HEIs) and then 35 hours a week (9 HEIs).

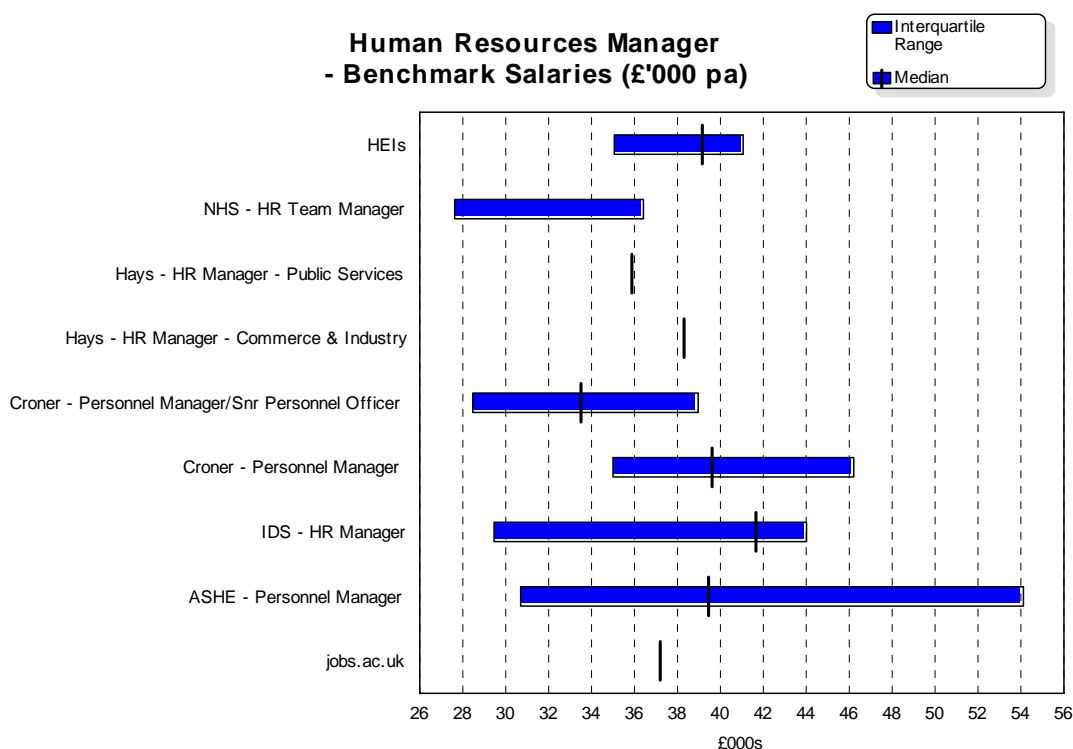
None of the HEIs participating in the survey reports paying a market premium for this post. One reports recruitment problems and one has retention problems, reflecting general HR retention difficulties experienced by the organisation.

ECC Survey Job Description

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

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for HR Managers appears to be broadly competitive with the salary ranges for similar posts although there are higher salaries on offer elsewhere, according to the pay benchmark data used to make comparisons.



Benchmark Pay Data

ASHE

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

Gross Annual Earnings for Full Time Employees (£pa)

	Lower Quartile £	Median £	Average £	Upper Quartile £
Personnel Managers	30,694	39,451	49,449	54,114
Personnel Officers	19,944	24,454	28,076	30,093

Source: ASHE

NHS

The national job profiles within the NHS indicate the following pay bands for HR staff

Post	Pay Band	1 April 2006 Pay range*
HR Assistant	2	£12,177 - £15,107
HR Assistant Higher Level	3	£14,037 - £16,799
HR Administrator	4	£16,405 - £19,730
HR Advisor	5	£19,166 - £24,803
HR Advisor Specialist	6	£22,886 - £31,004
HR Team Manager	7	£27,622 - £36,416
HR Adviser Advanced	7	£27,622 - £36,416
HR Manager Principal (Assistant Director)	8a – 8b	£35,232 - £50,733

* The 1 April 2007 pay scales have yet to be published because of a dispute over the staging of a 2.5% pay increase for 2007.

The following job outlines apply for these NHS job profiles:

HR Assistant – compiles HR information, enters employee data onto HR systems, responds to routine enquiries, types, processes standard documents

HR Assistant Higher Level – provides administrative HR support to staff, advises on queries arising from staffs terms and conditions/recruitment issues, maintains HR records and databases.

HR Administrator – provides administrative service to the HR department, may supervise a team of administrative staff and HR, responsible for HR administrative systems, deals with a range of queries arising from staff terms and conditions, HR policies etc.

HR Advisor – provides advice and support to line managers and employees across a range of HR services or advice in a specific area, delivers HR training and staff development courses, may manage a team of HR staff which may be within a discrete section

HR Advisor Specialist – provides a range of HR advice may design and deliver staff development and training courses, may manage a section of the HR directorate, may implement all/part of a specific HR strategy.

HR Team Manager – Manages the performance of a discrete section of an HR department and provides highly specialist HR advice.

HR Advisor Advanced– provides highly specialist advice and may design and deliver specialist staff development and training courses.

HR Manager Principal (Assistant Director) – manages the performance and direction of part of a large HR function or all of a smaller function, investigates and advises on very complex issues and leads on strategic HR development, advises on very complex employment issues.

Local Government

The Local Government Employment Digest 359, February 2007 shows that advertised salaries for HR Assistants in England are in a median range of £20,100 to £24,700 (based on a sample size of 285 posts). In London the median range is £23,900 to £27,800 (sample of 79 posts).

Croner Reward

Croner Management Rewards (March 2007) provides salary information for the following personnel posts.

Basic Salary (£pa)

	Lower Quartile £ pa	Median £ pa	Upper Quartile £ pa	Sample
Assistant Personnel Officer	16,480	18,070	21,038	137
Personnel Officer	19,700	22,728	26,000	126
Personnel Officer (Higher Level)	23,528	27,000	30,900	167
Personnel Manager/Senior Personnel Officer	28,471	33,507	38,960	142
Personnel Manager	35,000	39,616	46,211	167

Hays Guide to Salaries in Human Resources

The Hays Guide to Salaries in Human Resources (2007) includes salary data for a number of HR posts in the Public Services and Commerce & Industry sectors. The table below summarises the data for these posts on a regional basis.

HR Administrator/Assistant

	Public Services		Commerce & Industry	
	Salary Range (£pa)	Typical Salary (£pa)	Salary Range (£pa)	Typical Salary (£pa)
Central London	18,000 - 23,000	21,000	18,000 - 24,000	22,000
SE Coast	12,000 - 18,000	14,500	14,000 - 18,000	16,000
Southern Home Counties	16,000 - 21,000	18,000	15,000 - 22,000	20,000
Northern Home Counties	16,000 - 22,000	17,500	17,000 - 22,000	19,000
Thames Valley	17,000 - 23,000	20,000	16,500 - 22,000	19,000
M1 Corridor	15,000 - 20,000	17,000	16,000 - 20,000	17,000
East Anglia	13,000 - 17,000	16,000	15,000 - 22,000	18,000
West Midlands	15,000 - 19,000	17,000	15,000 - 20,000	18,000
East Midlands	14,000 - 20,000	16,000	14,000 - 20,000	16,000
South West	14,000 - 19,000	16,000	16,000 - 20,000	18,000
North East	12,000 - 16,000	15,000	12,000 - 16,000	15,000
Yorkshire	13,000 - 18,000	15,000	14,000 - 20,000	16,000
North West	14,000 - 18,000	17,000	14,000 - 20,000	17,000
Wales	14,000 - 18,000	16,000	14,000 - 18,000	16,000
Scotland	13,000 - 17,000	15,000	15,000 - 21,000	17,000
National Average		17,313		18,125

HR Adviser/Officer

	Public Services		Commerce & Industry	
	Salary Range (£pa)	Typical Salary (£pa)	Salary Range (£pa)	Typical Salary (£pa)
Central London	23,000 - 30,000	28,000	27,000 - 35,000	30,000
SE Coast	17,000 - 25,000	23,000	19,000 - 25,000	22,000
Southern Home Counties	20,000 - 28,000	24,000	22,000 - 30,000	27,000
Northern Home Counties	21,000 - 28,000	26,000	22,000 - 28,000	25,000
Thames Valley	22,000 - 30,000	25,000	20,000 - 27,000	23,500
M1 Corridor	19,000 - 28,000	24,000	24,000 - 28,000	26,000
East Anglia	16,000 - 25,000	22,000	23,000 - 28,000	25,000
West Midlands	19,000 - 28,000	26,000	21,000 - 30,000	26,000
East Midlands	20,000 - 26,000	23,000	20,000 - 28,000	25,000
South West	19,000 - 28,000	26,000	22,000 - 30,000	25,000
North East	17,000 - 25,000	23,000	17,000 - 26,000	23,000
Yorkshire	18,000 - 25,000	23,000	18,000 - 28,000	26,000
North West	18,000 - 26,000	25,000	18,000 - 28,000	25,000
Wales	17,000 - 25,000	24,000	15,000 - 26,000	25,000
Scotland	18,000 - 27,000	24,000	20,000 - 30,000	26,000
National Average		25,063		25,906

Senior HR Officer

	Public Services		Commerce & Industry	
	Salary Range (£pa)	Typical Salary (£pa)	Salary Range (£pa)	Typical Salary (£pa)
Central London	27,000 - 35,000	32,000	30,000 - 40,000	34,000
SE Coast	22,000 - 28,000	24,000	24,000 - 35,000	30,000
Southern Home Counties	25,000 - 35,000	28,000	25,000 - 40,000	32,000
Northern Home Counties	25,000 - 33,000	28,000	25,000 - 35,000	28,000
Thames Valley	28,000 - 35,000	30,000	25,000 - 35,000	30,000
M1 Corridor	25,000 - 32,000	28,000	28,000 - 33,000	30,000
East Anglia	23,000 - 28,000	26,000	25,000 - 33,000	30,000
West Midlands	25,000 - 32,000	28,000	25,000 - 35,000	29,000
East Midlands	23,000 - 35,000	28,000	23,000 - 35,000	28,000
South West	22,000 - 32,000	28,000	28,000 - 35,000	30,000
North East	23,000 - 32,000	28,000	23,000 - 35,000	28,000
Yorkshire	23,000 - 32,000	28,000	24,000 - 32,000	28,000
North West	25,000 - 32,000	28,000	20,000 - 35,000	28,000
Wales	20,000 - 32,000	27,000	22,000 - 30,000	26,000
Scotland	23,000 - 30,000	27,000	25,000 - 34,000	29,000
National Average		28,938		30,313

HR Manager

	Public Services		Commerce & Industry	
	Salary Range (£pa)	Typical Salary (£pa)	Salary Range (£pa)	Typical Salary (£pa)
Central London	33,000 - 45,000	38,000	35,000 - 50,000	45,000
SE Coast	25,000 - 40,000	32,000	28,000 - 40,000	34,000
Southern Home Counties	30,000 - 45,000	37,000	28,000 - 55,000	40,000
Northern Home Counties	27,000 - 40,000	33,000	32,000 - 45,000	36,000
Thames Valley	30,000 - 45,000	33,000	32,000 - 45,000	36,000
M1 Corridor	27,000 - 42,000	33,000	30,000 - 45,000	37,000
East Anglia	24,000 - 35,000	29,000	32,000 - 45,000	38,000
West Midlands	27,000 - 45,000	35,000	28,000 - 45,000	35,000
East Midlands	30,000 - 40,000	35,000	28,000 - 45,000	35,000
South West	30,000 - 45,000	37,000	30,000 - 45,000	37,000
North East	28,000 - 40,000	35,000	30,000 - 40,000	35,000
Yorkshire	28,000 - 40,000	35,000	28,000 - 45,000	35,000
North West	30,000 - 40,000	35,000	28,000 - 45,000	35,000
Wales	25,000 - 40,000	35,000	30,000 - 45,000	35,000
Scotland	28,000 - 45,000	32,000	30,000 - 50,000	40,000
National Average		35,875		38,313

Hudson

The Hudson HR Salary Survey 2007 shows salary information for the posts of HR Manager and HR Officer in various sectors.

Sector	Region	HR Manager	HR Officer
		Range £ pa	Range £ pa
Public Sector	North	£35,000-£45,000	£22,000-£28,000
	London & South	£36,000-£40,000	£26,000-£30,000
	Midlands/East	£35,534-£52,500	£24,000-£28,646
Professional Services	North	£35,000-£60,000	£18,000-£29,000
	London & South	£40,000-£60,000	£32,000-£40,000
	Midlands/East	£30,000-£37,000	£25,000-£25,000
Manufacturing/Engineering, etc	North	£29,000-£40,500	£16,500-£20,000
	London & South	£40,000-£46,000	£28,500-£32,500
	Midlands/East	£35,000-£45,000	£24,000-£27,000
IT/Telecomm	North	£35,000-£55,000	£28,000-£34,000
	London & South	£45,000-£63,000	£32,000-£36,000
	Midlands/East	£53,000-£53,000	£34,000-£34,000
FMCG/Retail/Leisure/Media	North	£35,000-£55,000	£18,000-£30,000
	London & South	£36,000-£50,000	£25,000-£36,000
	Midlands/East	£37,000-£45,000	£19,500-£29,000
Energy & Utilities	North	£34,000-£40,000	£25,000-£29,000
	London & South	£43,000-£67,000	£33,000-£37,000
	Midlands/East	£30,000-£40,000	£25,000-£28,000

Frazer Jones

The Frazer Jones HR Salary Guide 2006 shows salary information for HR posts by sector:

HR Administrator – Salary Range £pa

Sector	South East/London	South West/Wales	Midlands	North	Scotland
Energy	18,000 - 25,000	16,200 - 22,500	14,000 - 18,000	14,000 - 18,000	14,000 - 18,000
FMCG	18,000 - 28,000	16,200 - 25,200	14,000 - 18,000	14,000 - 18,000	14,000 - 18,000
Investment Banking	22,000 - 33,000	19,800 - 29,700	16,000 - 21,000	16,000 - 21,000	16,000 - 21,000
IT/Telcomm	18,000 - 27,000	16,200 - 24,300	14,000 - 18,000	14,000 - 18,000	14,000 - 18,000
Manufacturing	18,000 - 22,000	16,200 - 19,800	14,000 - 18,000	14,000 - 18,000	14,000 - 18,000
Media	20,000 - 23,000	18,000 - 20,700	14,000 - 18,000	14,000 - 18,000	14,000 - 18,000
Pharmaceutical	20,000 - 27,000	18,000 - 24,300	15,000 - 19,000	15,000 - 19,000	15,000 - 19,000
Professional Services	20,000 - 28,000	18,000 - 19,800	16,000 - 21,000	16,000 - 21,000	16,000 - 21,000
Public Sector/NFP	16,000 - 22,000	14,400 - 19,800	14,000 - 18,000	14,000 - 18,000	14,000 - 18,000
Retail Banking	20,000 - 27,000	18,000 - 24,300	15,000 - 20,000	15,000 - 20,000	15,000 - 20,000

HR Officer/Adviser – Salary Range £pa

Sector	South East/London	South West/Wales	Midlands	North	Scotland
Energy	26,000 - 37,000	23,400 - 33,300	20,000 - 25,000	20,000 - 25,000	20,000 - 25,000
FMCG	27,000 - 37,000	24,300 - 33,300	20,000 - 25,000	20,000 - 25,000	20,000 - 25,000
Investment Banking	35,000 - 45,000	31,500 - 40,500	21,000 - 27,000	21,000 - 27,000	21,000 - 27,000
IT/Telcomm	28,000 - 43,000	25,200 - 38,700	20,000 - 25,000	20,000 - 25,000	20,000 - 25,000
Manufacturing	23,000 - 37,000	20,700 - 33,300	20,000 - 25,000	20,000 - 25,000	20,000 - 25,000
Media	23,000 - 35,000	20,700 - 31,500	20,000 - 25,000	20,000 - 25,000	20,000 - 25,000
Pharmaceutical	28,000 - 44,000	25,200 - 39,600	20,000 - 26,000	20,000 - 26,000	20,000 - 26,000
Professional Services	30,000 - 38,000	27,000 - 34,200	22,000 - 27,000	22,000 - 27,000	22,000 - 27,000
Public Sector/NFP	23,000 - 29,000	20,700 - 26,100	20,000 - 25,000	20,000 - 25,000	20,000 - 25,000
Retail Banking	28,000 - 45,000	25,200 - 40,500	21,000 - 26,000	21,000 - 26,000	21,000 - 26,000

HR Manager – Salary Range £pa

Sector	South East/London	South West/Wales	Midlands	North	Scotland
Energy	43,000 - 55,000	38,700 - 49,500	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000
FMCG	43,000 - 55,000	37,800 - 54,000	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000
Investment Banking	50,000 - 70,000	45,000 - 63,000	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000
IT/Telcomm	48,000 - 60,000	43,200 - 54,000	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000
Manufacturing	40,000 - 55,000	36,000 - 49,500	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000
Media	40,000 - 55,000	36,000 - 49,500	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000
Pharmaceutical	49,000 - 56,000	44,100 - 50,400	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000
Professional Services	45,000 - 65,000	40,500 - 58,500	35,000 - 52,000	35,000 - 52,000	35,000 - 52,000
Public Sector/NFP	49,000 - 56,000	44,100 - 50,400	30,000 - 43,000	30,000 - 43,000	30,000 - 43,000
Retail Banking	49,000 - 65,000	44,100 - 58,500	35,000 - 48,000	35,000 - 48,000	35,000 - 48,000

Incomes Data Services

The Incomes Data Services Pay benchmark service shows the following salaries for HR/Personnel posts.

	Lower Quartile £ pa	Median £ pa	Average £ pa	Upper Quartile £ pa
HR/Personnel Assistant	£16,362	£17,892	£18,925	£21,000
HR/Personnel Officer	£24,038	£26,035	£27,007	£29,424
HR/Personnel Manager	£29,460	£41,659	£38,581	£44,016

These figures are calculated using the midpoint salary levels where there is a salary range and actual spot rates where there is not a range.

SF Group

The SF Group provides regional salary data for a number of HR generalist positions, as follows:

Basic Salary (£pa)

Region	HR Administrator	HR Officer	Senior HR Officer	HR Manager
East Midlands				
Salary Range	12,000 - 20,000	15,000 – 30,000	22,000 - 38,000	25,000 - 40,000
Average salary	15,000	23,000	29,000	35,000
West Midlands				
Salary Range	12,000 - 20,000	16,000 – 28,000	20,000 - 38,000	24,000 - 40,000
Average salary	15,000	23,000	28,000	35,000
North West				
Salary Range	12,000 - 18,000	18,000 – 28,000	24,000 - 30,000	25,000 - 40,000
Average salary	15,000	23,000	25,000	35,000
Yorkshire				
Salary Range	12,000 - 16,000	16,000 – 24,000	23,000 - 35,000	30,000 - 40,000
Average salary	14,000	20,000	29,000	35,000

Robert Walters

The Robert Walters Salary Survey 2006 shows the following salary ranges for HR Managers in commerce and industry and financial and professional services.

Post	Sector	Range £ pa
HR Manager (5+yrs exp)	Commerce and Industry	£40,000-£60,000
HR Manager (5+yrs exp)	Financial and Professional Services	£40,000-£60,000

Michael Page

The Michael Page HR Salary Survey 2007 gives the following salary data for HR posts:

Area	HR Assistant		HR Officer		HR Manager	
	Min	Max	Min	Max	Min	Max
London	£22,000	£26,000	£26,000	£36,000	£35,000	£55,000
South	£20,000	£25,000	£25,000	£35,000	£35,000	£55,000
Midlands	£16,000	£20,000	£25,000	£35,000	£30,000	£45,000
North	£16,000	£20,000	£25,000	£35,000	£30,000	£45,000
Scotland	£16,000	£20,000	£24,000	£28,000	£28,000	£45,000

Secretarial Jobs

The Labour Market

The Reed Employment Salary Survey 2007 found that the majority of respondents (53%) are experiencing shortages of suitably skilled applicants for job vacancies and the roles suffering from the greatest shortages include administrative/secretarial jobs. Roles are taking longer to fill and employers are finding that they have to be more creative and look further afield for staff by advertising nationally and offering competitive relocation packages. The lack of suitable staff is also pushing up salary levels.

Hays reports that the number of PAs employed has increased as the role has developed in recent years, making it an increasingly popular career choice. Organisations have recognised the changing role of the PA and have acknowledged the added value a high quality PA or secretary can bring, leading to the creation of more positions.

With the development of the PA role, it is now considered more of a career than a “job” with many graduates opting for a career as a PA/Executive Assistant. There is more movement in the market with individuals moving in order to gain more experience and higher salaries.

Hays reports the PA/secretarial markets in the areas surrounding London are gradually catching up with the capital. With candidates relocating from London, higher skilled candidates are entering the local market place, creating a demand for their skills and experience. The competition for quality candidates is getting tougher and some organisations will pay a higher salary for the right individual.

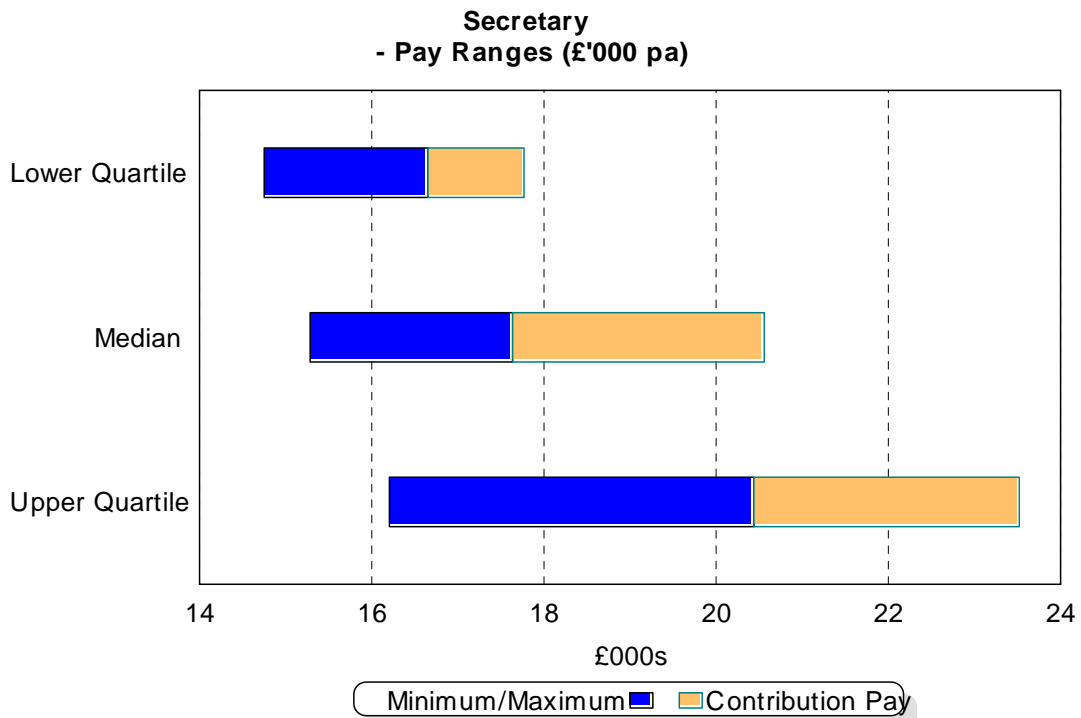
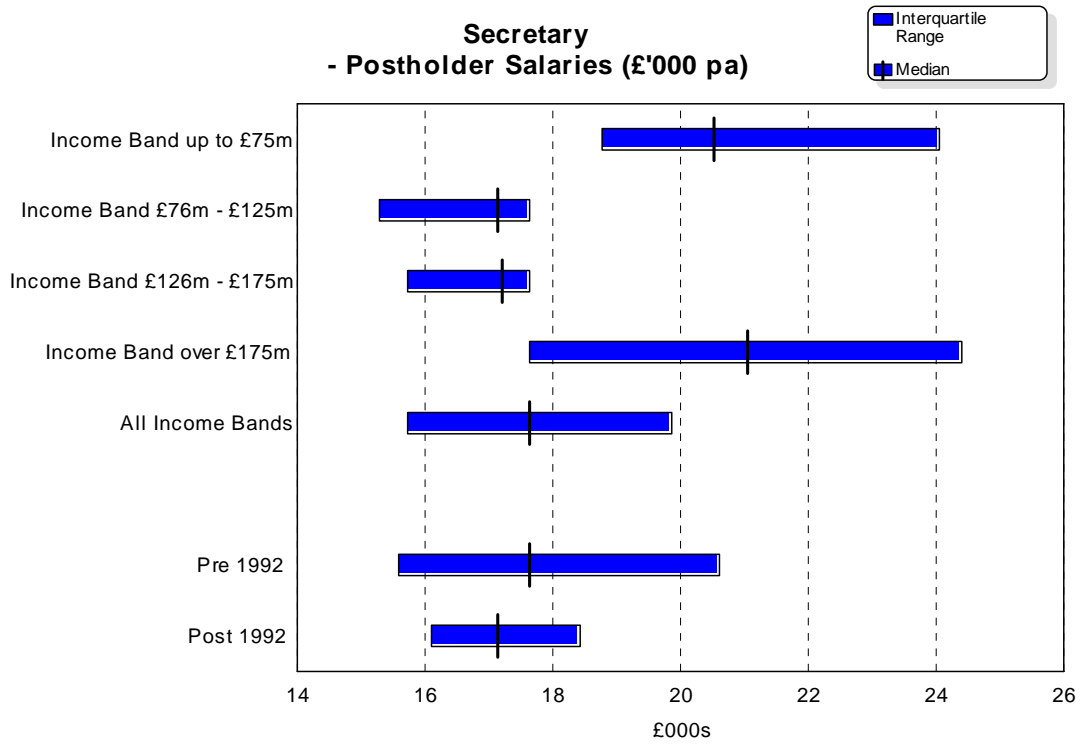
The market is particularly strong at the senior end (£27,000 plus) in the areas surrounding London, where a premium is being paid for the job seeker who has a strong “name” organisation as their current or most recent employer.

Hays suggests low unemployment across the UK has also led to a predominantly candidate led market and to an increase in salaries. High calibre candidates tend to remain in employment and so there are fewer candidates who are immediately available, and they are not leaving roles without the security of a new role to go to. When they become available, many employers will try to secure them especially if they have relevant experience.

Staff retention rarely comes down to remuneration. PAs and secretarial staff are concerned with actual job content and ambitious staff want a post that is varied and challenging. However it is important not to overload staff, as another common reason for seeking another role is the feeling of being taken advantage of and doing multiple people’s jobs. Employers generally have a higher turnover at the lower end of the market in the more junior roles. Poor retention may be due to offering a lack of progression and either failing to understand the career needs of the candidates or being unable to accommodate them. Candidates at this level also quickly gain experience and skills and outgrow the job they are doing. It is crucial for employers to be aware of this so that they can develop the roles of the individual once they have reached the required level of proficiency.

There are some technical skills which are in demand. Fewer candidates are studying at secretarial college and more are learning ‘on the job’ with in house training. Fewer candidates are acquiring shorthand and audio skills at work, meaning there are fewer skilled candidates on the market. Candidates with these skills, in some circumstances, can obtain higher salaries. Other IT skills such as Advanced Word, Excel and (advanced) PowerPoint skills are particularly sought after at the moment.

Secretary



ECC Survey Data

HEI Annual Income Analysis £					
Secretary	LQ	Median	Average	UQ	Count
Income Band up to £75m	18,771	20,523	20,996	24,052	54
Income Band £76m - £125m	15,284	17,137	16,807	17,636	134
Income Band £126m - £175m	15,727	17,206	17,178	17,636	94
Income Band over £175m	17,636	21,050	20,941	24,402	42
All Income Bands	15,727	17,636	18,149	19,862	324

HEI Type Analysis £					
Secretary	LQ	Median	Average	UQ	Count
Pre 1992	15,586	17,636	18,496	20,609	211
Post 1992	16,098	17,137	17,458	18,429	111

Summary Analysis of Salary Ranges £					
Secretary	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	14,541	15,284	16,011	17,159	26
Normal Range Maximum Salary	16,653	17,636	18,732	20,437	26
Contribution Pay Maximum	17,767	20,558	20,994	23,520	14

The survey shows the inter-quartile range of salaries paid to individual post holders is quite narrow - between £15,727 and £19,862, whilst the median salary is £17,636.

The data suggest salary levels are slightly higher in pre-1992 HEIs than in post-1992 HEIs. It is difficult, however, to discern any relationship between salary level and organisation size.

The data on the pay ranges used by HEIs suggests the median normal pay range is from £15,284 to £17,636, with a median contribution pay maximum of £20,558.

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

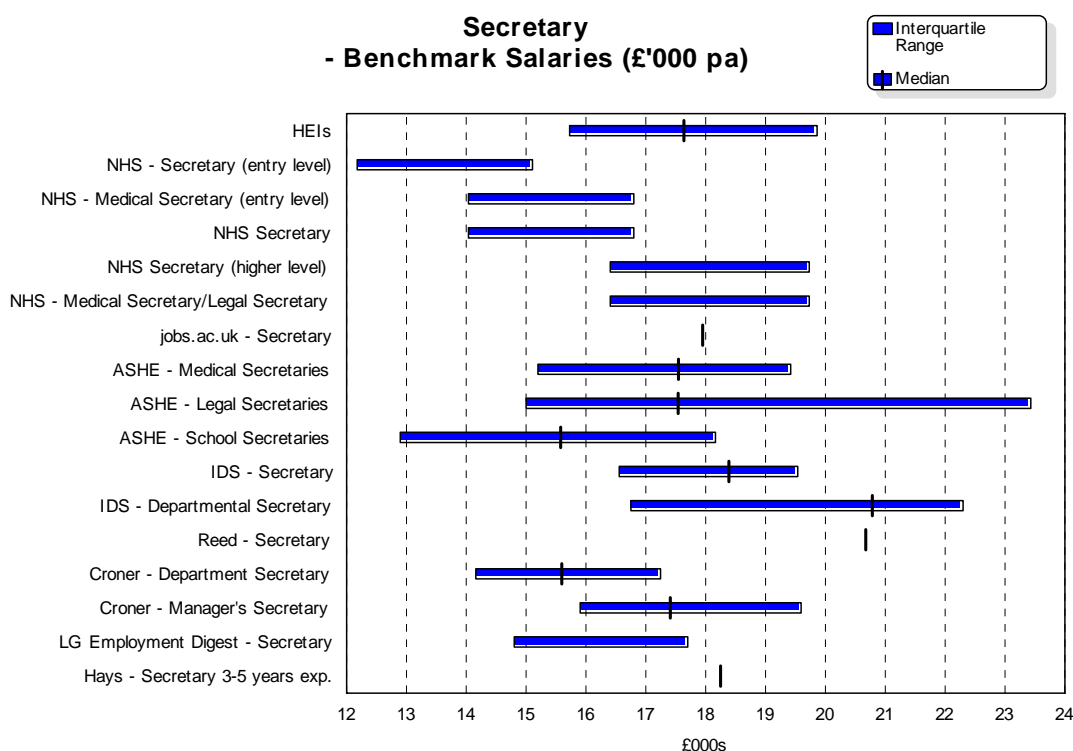
One of the HEIs participating in the survey reports paying a market premium for this post but none indicate that they have any recruitment or retention problems.

ECC Survey Job Description

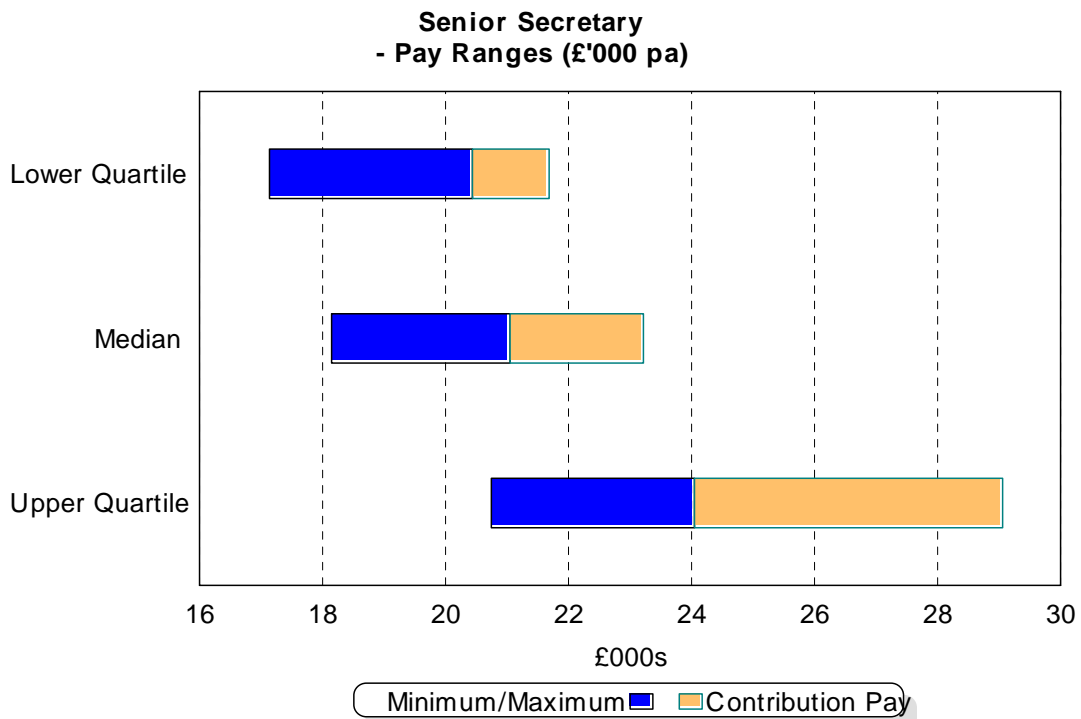
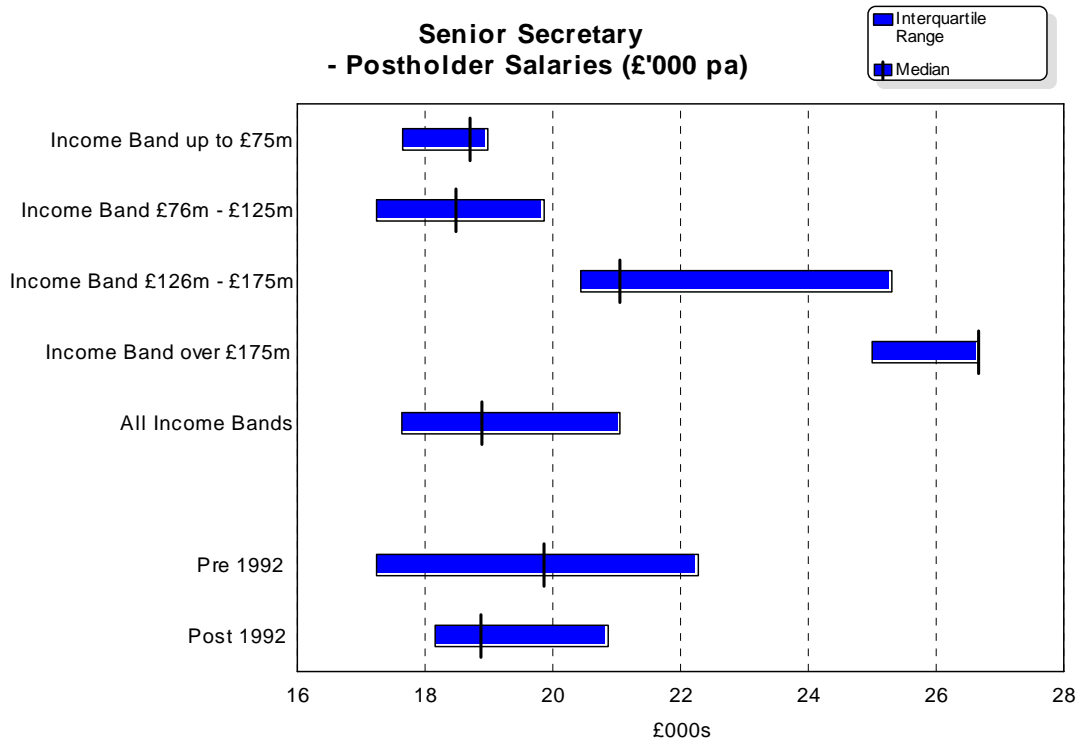
Level	<ul style="list-style-type: none"> • Reports to PA /Senior Secretary/Administrator.
Experience	<ul style="list-style-type: none"> • Several years of administrative/secretarial experience. • Maintaining & developing systems for record keeping & data management • Administering budgets. • Use of MS Office.
Qualifications	<ul style="list-style-type: none"> • Educated to GCSE level or NVQ equivalent, or able to demonstrate a comparable level of ability, e.g. through relevant experience. • ECDL.
Role	<ul style="list-style-type: none"> • Provides secretarial support to managers or senior staff including diary management, arranging meetings, and dealing with correspondence. • Provides administrative support to teams e.g. arranging & attending meetings, setting up agendas, taking minutes, logging progress, following up action items etc. • Contributes towards the provision of an effective reception service ensuring that visitors are received appropriately, telephones are appropriately covered and all enquiries are dealt with quickly and effectively. • Responsible for the prompt and accurate production and presentation of letters, reports, documents etc. • Assists in uploading information to the departmental website as required. • Assists colleagues with research work, liaising with external organisations and internal departments as appropriate.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Secretaries are broadly competitive with the salary ranges for similar posts paid by other organisations, according to the pay benchmark data used to make comparisons.



Senior Secretary



ECC Survey Results

HEI Annual Income Analysis £					
Senior Secretary	LQ	Median	Average	UQ	Count
Income Band up to £75m	17,647	18,703	19,228	18,981	48
Income Band £76m - £125m	17,239	18,484	18,991	19,863	198
Income Band £126m - £175m	20,437	21,050	22,458	25,309	41
Income Band over £175m	25,000	26,666	25,727	26,666	20
All Income Bands	17,636	18,888	19,930	21,050	307

HEI Type Analysis £					
Senior Secretary	LQ	Median	Average	Uq	Count
Pre 1992	17,239	19,862	20,398	22,278	144
Post 1992	18,157	18,873	19,569	20,865	146

Summary Analysis of Salary Ranges £					
Senior Secretary	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	17,137	17,636	19,077	20,744	27
Normal Range Maximum Salary	20,437	21,050	22,428	24,047	27
Contribution Pay Maximum	21,208	23,110	24,883	28,264	14

The survey shows the inter-quartile range of salaries paid to individual post holders is from £17,636 to £21,050, with a median salary of £18,888. The data also suggests that the salaries paid to post holders are higher in larger HEIs and in pre-1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £17,636 to £21,050, with a median contribution pay maximum of £23,110.

The most common contracted full-time hours are 37 hours (12 HEIs) and 35 hours (8 HEIs).

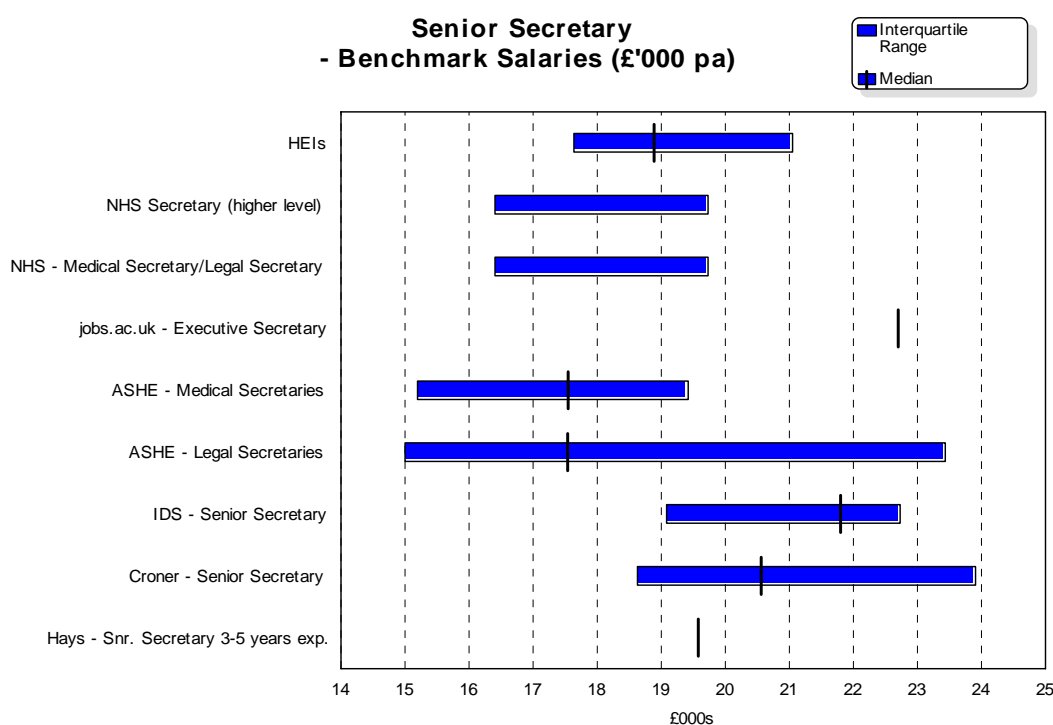
One participating HEI reports paying a market premium for this post. One of the HEIs participating in the survey reports having recruitment problems whilst none has any retention difficulties.

ECC Survey Job Description

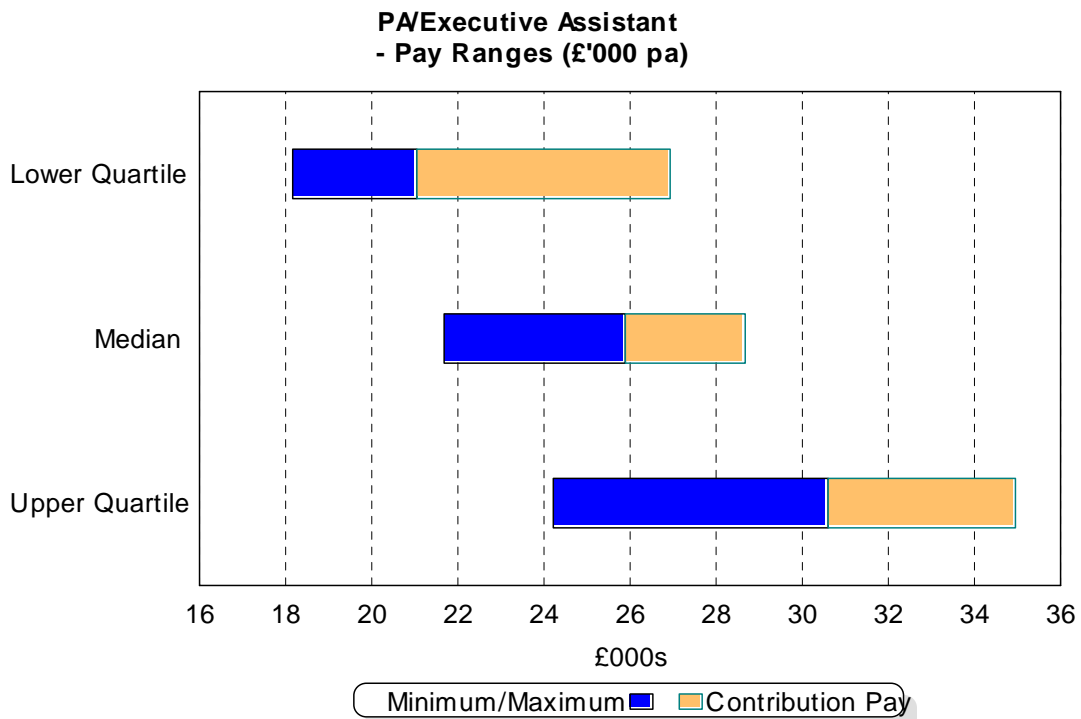
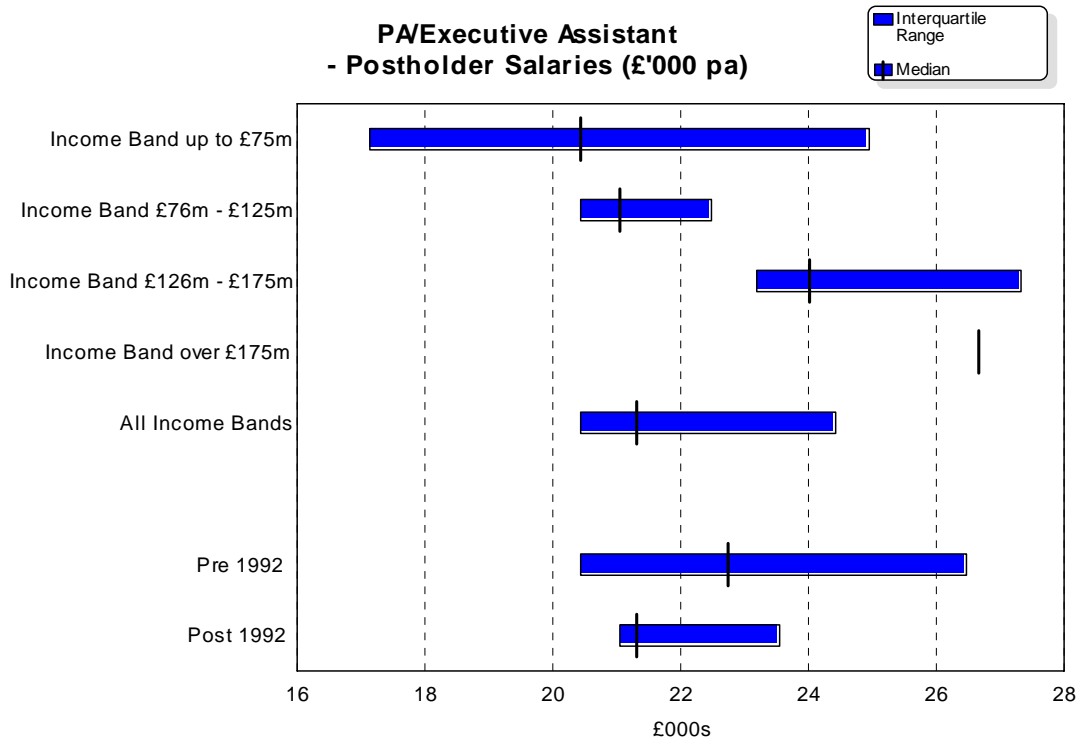
Level	<ul style="list-style-type: none"> • Reports to Administration Manager/Administrator – usually within department, faculty or school.
Experience	<ul style="list-style-type: none"> • Significant experience of using administrative systems/procedures. • Excellent secretarial and administrative skills. • Excellent level of IT skills. • Supervisory skills. • Planning and organisational skills, time management and ability to work to deadlines.
Qualifications	<ul style="list-style-type: none"> • Education to 'A' level standard. • RSA Secretarial/Administration or equivalent.
Role	<ul style="list-style-type: none"> • Administers and co-ordinates service or office providing one or more services to managers, staff and/or students. • Managing and maintaining databases. • Produces relevant documentation such as handbooks, syllabus documents, course materials, publicity and/or marketing materials. • Organises Departmental Open Days, Interview Days, Departmental visits, Committee & Board meetings, etc. • Supervises administrative staff within the service office. • Provides full secretarial support to managers or senior staff including diary management, arranging meetings, and dealing with correspondence. • Provides administrative support to teams including arranging and attending meetings, setting up agendas, taking minutes, logging progress, following up action items etc. • Assists colleagues with research work, liaising with external organisations and internal departments as appropriate.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Senior Secretaries are competitive with the salary ranges for similar posts in the NHS and specialist posts but they are not competitive with the salaries offered for Senior Secretary posts.



Personal Assistant/Executive Assistant



ECC Survey Data

HEI Annual Income Analysis £					
PA/Executive Assistant	LQ	Median	Average	UQ	Count
Income Band up to £75m	17,137	20,437	21,720	24,952	30
Income Band £76m - £125m	20,437	21,050	21,691	22,482	60
Income Band £126m - £175m	23,191	24,019	25,882	27,325	16
Income Band over £175m	...	26,666	27,569	...	9
All Income Bands	20,437	21,311	22,741	24,424	115

HEI Type Analysis £					
PA/Executive Assistant	LQ	Median	Average	UQ	Count
Pre 1992	20,437	22,741	23,646	26,472	50
Post 1992	21,050	21,311	22,493	23,550	47

Summary Analysis of Salary Ranges £					
PA/Executive Assistant	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	18,162	21,682	22,139	24,446	31
Normal Range Maximum Salary	21,050	25,889	26,317	29,781	31
Contribution Pay Maximum	25,534	28,290	30,312	34,783	15

The survey shows the inter-quartile range of salaries paid to individual post holders is from £20,437 to £24,424, with a median salary of £21,311.

The data suggest a clear correlation between salary levels and size of organisation and that 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 £21,682 to £25,889, with a median contribution pay maximum of £28,290.

The most common number of contracted hours for a full-time post is 37 hours (12 HEIs) and then 35 hours a week (11 HEIs).

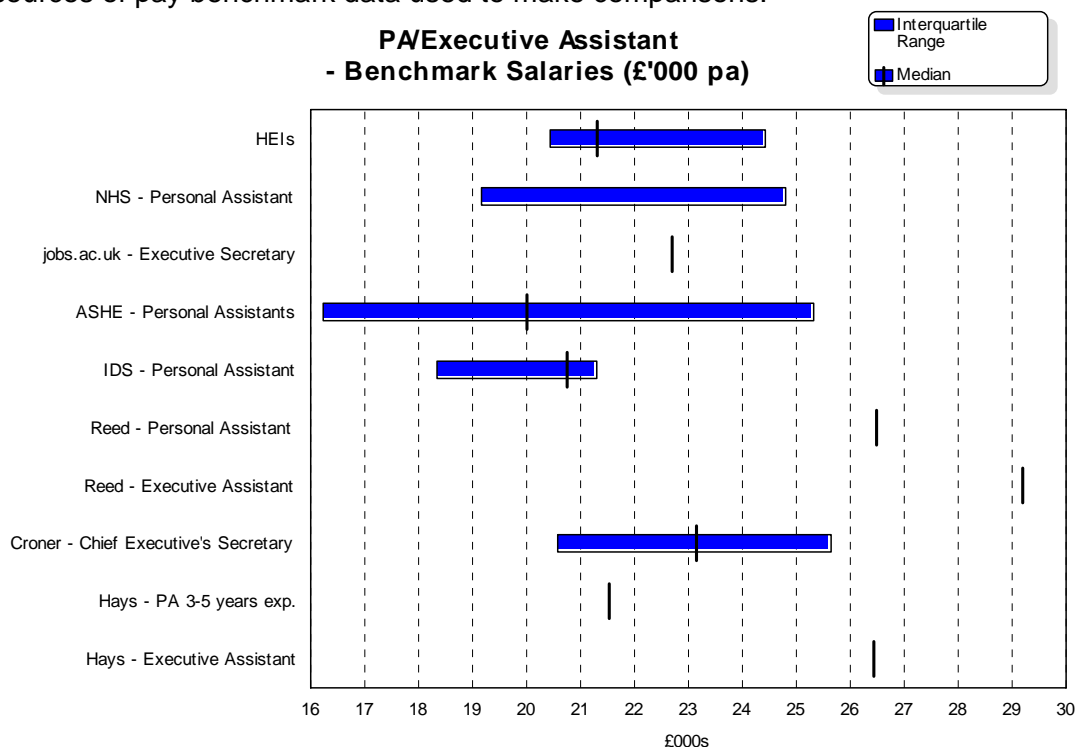
Three HEIs participating in the survey report paying a market premium for this post and one reports recruitment problems.

ECC Survey Job Description

Level	<ul style="list-style-type: none"> The post holder is generally managed by the Director/Vice Chancellor.
Experience	<ul style="list-style-type: none"> Several years of IT/ secretarial/administrative experience at senior level.
Qualifications	<ul style="list-style-type: none"> Information technology/secretarial/ office administration qualifications to NVQ Level 3 or equivalent training or experience in information technology and office administration. Post holder may have a degree or equivalent qualifications/experience.
Role	<ul style="list-style-type: none"> Provides secretarial and administrative support to Director/VC and organises the office including developing, implementing and maintaining of effective administrative systems and procedures. Assists Director/VC by arranging, taking minutes/notes and producing records of meetings. Conducts, collates and presents results of research and investigations as required by the Director/VC, including extracting information from the Course and Student Management System, HEI records, the Internet etc. May include drafting reports, speeches and policy documents. Maintains and check records of expenditure from the budgets for the office. Co-ordinates, compiles and maintains records and reports of the Directorate's activities, staff and resources as required. Ensures effective reception service, telephones are always covered and all enquiries are dealt with both quickly and effectively. Manages diary and ensure that the Director/VC is appropriately prepared and briefed prior to diary commitments, and kept in touch with internal and external issues. Organises key events. Prioritise and take appropriate action, including independent action, in relation to correspondence and enquiries. Maintains effective communications and links between office and senior secretaries/senior managers. Post holder handles wide range of confidential, sensitive and commercial issues where discretion and good judgement are vital.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Personal Assistants/Executive Assistants are competitive with the salary ranges for some PA and Executive Secretary roles but not competitive with the salary levels shown by some the sources of pay benchmark data used to make comparisons.



Benchmark Pay Data

Annual Survey of Hours and Earnings

The Annual Survey of Hours and Earnings provides the average gross full-time earnings (excluding overtime), 2006, for various secretarial occupations.

Gross Annual Earnings for Full Time Employees (£pa)

Occupation	Lower Quartile	Median	Average	Upper Quartile
All Secretarial and related occupations	14,262	17,580	19,317	22,659
Medical secretaries	15,196	17,546	18,016	19,420
Legal secretaries	15,000	17,539	20,037	23,433
School secretaries	12,896	15,577	16,123	18,163
Company secretaries	18,558	24,408	27,980	na
Personal assistants and other secretaries	16,231	20,006	21,320	25,320

Source: ASHE

NHS

The national job profiles within the NHS indicate the following pay bands for secretarial staff

Post	Pay Band	1 April 2006 Pay range*
Secretary (Entry Level)	2	£12,177 - £15,107
Medical Secretary (Entry Level)	3	£14,037 - £16,799
Secretary	3	£14,037 - £16,799
Secretary (Higher Level)	4	£16,405 - £19,730
Medical Secretary	4	£16,405 - £19,730
Legal Secretary	4	£16,405 - £19,730
Personal Assistant	5	£19,166 - £24,803

* The 1 April 2007 pay scales have yet to be published because of a dispute over the staging of a 2.5% pay increase for 2007.

The following job outlines apply for these NHS job profiles:

Secretary (Entry Level) – provides secretarial support, liaises with other departments and maintains records.

Medical Secretary (Entry Level) – provides secretarial support, assists in organisation of Consultant's workload and communicates appointment and admission of patients

Secretary – provides secretarial support, liaises with other departments, maintains records and may supervise support secretaries.

Secretary (Higher Level) - provides secretarial support, liaises with other departments and may plan and co-ordinate conferences and events

Medical Secretary - provides secretarial support, assists in organisation of Consultant's workload and communicates appointment and admission of patients and may supervise a team of secretaries

Legal Secretary – provides secretarial support service for a legal team of solicitors, prepares, types and creates legal documents and all support documentation for court and tribunal proceedings, maintains and collates legal documentation and information for legal proceedings.

Personal Assistant – coordinates administrative and secretarial services, supervises and coordinates admin/secretarial staff and undertakes management of projects and gathers information and/or undertakes enquiries.

Local Government

The Local Government Digest 359, February 2007 shows advertised salaries for Secretaries in England fall within a median range of £15,000 to £17,600 (based on a sample of 178 posts). Advertised salaries for PAs in England falls within a median range of £20,900 to £23,900 (based on sample of 191 posts).

Incomes Data Services

www.idspaybenchmark.co.uk Pay Benchmark Service shows more advanced and further detailed salary information for secretarial jobs.

These figures are calculated using the midpoint salary levels where there is a salary range and actual spot rates where there is not a range.

Salary £pa

Position and Region	Lower Quartile	Median	Average	Upper Quartile
Secretary	£16,557	£18,388	£18,257	£19,538
Secretary – Departmental	£16,750	£20,784	£20,155	£22,300
Secretary – Senior	£19,084	£21,801	£21,537	£22,730
Secretary/PA	£15,748	£22,550	£23,076	£27,972
Personal Assistant	£18,340	£20,752	£21,301	£23,130

Croner Reward

The Croner Reward Clerical and Operative Rewards National Survey of Pay and Benefits January 2007, provides salary information for clerical and operative workers, as follows:

Basic Salary £pa

Position	Lower Quartile	Median	Upper Quartile	Sample
Departmental Secretary	14,326	16130	18,114	110
Manager's Secretary	16,798	18,492	20,874	175
Director's/Senior Secretary	19,361	21,665	24,782	180
Chief Executive's Secretary	21,988	23,842	26,430	27

Hays

Hays Office Support Salary Guide 2005/6 provides salary data for the following Secretarial roles.

Secretary

Position	Average Salary £ pa
Team Secretary	£16,813
Secretary 1-3 years experience	£16,600
Secretary 3-5 years experience	£18,250
Secretary 5+ years experience	£19,906
Secretary – Public Sector	£16,915

Senior Secretary

Position	Average Salary £ pa
Senior Secretary 1-3 years experience	£18,375
Senior Secretary 3-5 years experience	£19,578
Senior Secretary 5+ years experience	£20,875

PA/Senior PA

Position	Average Salary £ pa
PA 1-3 years experience	£18,922
PA 3-5 years experience	£21,531
PA 5+ years experience	£24,031
PA/Office Manager	£24,313
Senior PA (Manager level)	£19,922
Senior PA (Director level)	£22,938
Executive Assistant	£26,438
PA – Public Sector	£19,777

Jobs.ac.uk

The jobs.ac.uk website salary checker provides the following salary data for secretarial posts.

Secretary: Average salary: £18,448 Median salary: £17,950

Executive Secretary: Average salary: £23,151 Median salary: £22,700

Sector	Secretary	Executive Secretary
	Mean Average	Mean Average
Commercial	£17,488 (35)	£24,275 (16)
Further Education	£19,250 (4)	£21,600 (5)
Higher Education	£19,341 (50)	£22,455 (26)
Public	£18,129 (45)	£23,756 (13)

Michael Page

The Michael Page Secretarial Salary Survey 2006 includes the following salary data for these Secretarial posts:

Administrator	Team Secretary	Senior Secretary	Personal Assistant	Executive Assistant
Industry & Commerce	£20,000 - £25,000	£25,000 - £28,000	£26,000 - £30,000	£28,000 - £35,000
Charities	£19,000 - £22,000		£26,000	£27,000
Local Government	£20,000 - £23,000		£24,000	£26,000
Central government	£20,000 - £23,000		£25,000	£27,000
Education	£20,000 - £21,000		£26,000	£27,000
Housing Association	£21,000 - £23,000		£27,000	£25,000
NHS	£18,000 - £20,000		£25,000	£24,000

Reed.co.uk

The Reed Recruitment Salary Survey 2007 includes salary information for the following secretarial staff:

Post	Average Salary	Salary Range
Specialist Secretary	£17,000-£22,000	£20,000
Secretary	£16,000-£19,000	£17,000

Adecco

The Adecco recruitment agency's 2006-7 salary survey includes the following average salary data for secretarial posts:

Average Salary £pa

Region	Junior Secretary	Team Secretary	Professional Secretary	Senior Secretary	Personal Assistant
East Anglia	12,500	15,166	16,422	16,833	19,527
East Midlands	14,500	15,916	20,000	20,000	21,500
London (City)	21,500	25,000	31,000	30,000	30,500
London (Suburbs)	15,000	20,000	23,000	23,000	24,000
London (West End)	18,500	23,000	25,000	27,000	28,500
North East	11,100	15,830	14,350	16,000	20,024
North West	13,000	17,000	17,000	17,000	19,000
Northern Ireland	12,448	15,800	17,238	16,224	19,055
Scotland	12,200	16,360	18,100	17,600	19,200
South Coast	14,500	16,250	18,500	17,500	19,750
Northern Home Counties	14,000	18,333	19,333	19,166	21,333
Southern Home Counties	14,000	17,500	18,000	17,310	23,025
South West	12,250	15,150	16,000	16,550	17,125
West	12,666	16,683	17,750	18,433	19,810
Wales	12,700	14,500	16,500	18,000	18,333
West Midlands	14,332	18,100	20,000	18,700	21,389

The Adecco survey uses the following job descriptors:

Professional Secretaries (Legal, Medical, Financial, Bilingual)

A minimum of two years' experience in the relevant environment with specialist qualifications and high levels of MS Office and audio skills is normally required.

PAs

Exceptional administrative, organisational and communication skills are needed to work on a one to one basis with senior management. Duties often include diary and travel management.

Senior Secretaries

A minimum of two years' secretarial experience is required. High levels of MS Office skills are essential and audio typing and shorthand are desirable.

Team Secretaries

At least six months' secretarial experience is required. Team secretaries typically provide administrative and secretarial support to a small team of professionals.

Junior Secretaries

No experience is necessary, although basic typing and secretarial skills are required. Junior secretaries typically work under the supervision of more senior secretarial staff.

Sports Jobs

The Labour Market

SkillsActive, the Sector Skills Council for Active Leisure and Learning, reports that the Health and Fitness Sector is a growing sector, especially with government policy intent on promoting the need for regular exercise. This has increased demand for skilled exercise professionals to fill the growing employment vacancies, to implement new initiatives and cater for the growing number of fitness club and leisure centre users.

SkillsActive estimates that the Sport and Recreation sector has a workforce of 363,100 people in paid employment, working in 25,000 businesses and organisations throughout the UK. This is forecast to grow to 442,500 in paid employment by 2012.

SkillsActive's Fitness Industry Survey survey suggests 9 out of 10 staff expect to remain in the industry for the next three years. However, the industry has a reputation for low pay, and the key factor that would persuade staff to leave the industry is low pay (cited by 59% of respondents) followed by better career prospects elsewhere (41%) and unsocial hours (34%)

Around 230,000 people work as sports coaches in the UK, and the vast majority are volunteers. Many work part time and combine coaching with another job but there are around 60,000 coaches working full time.

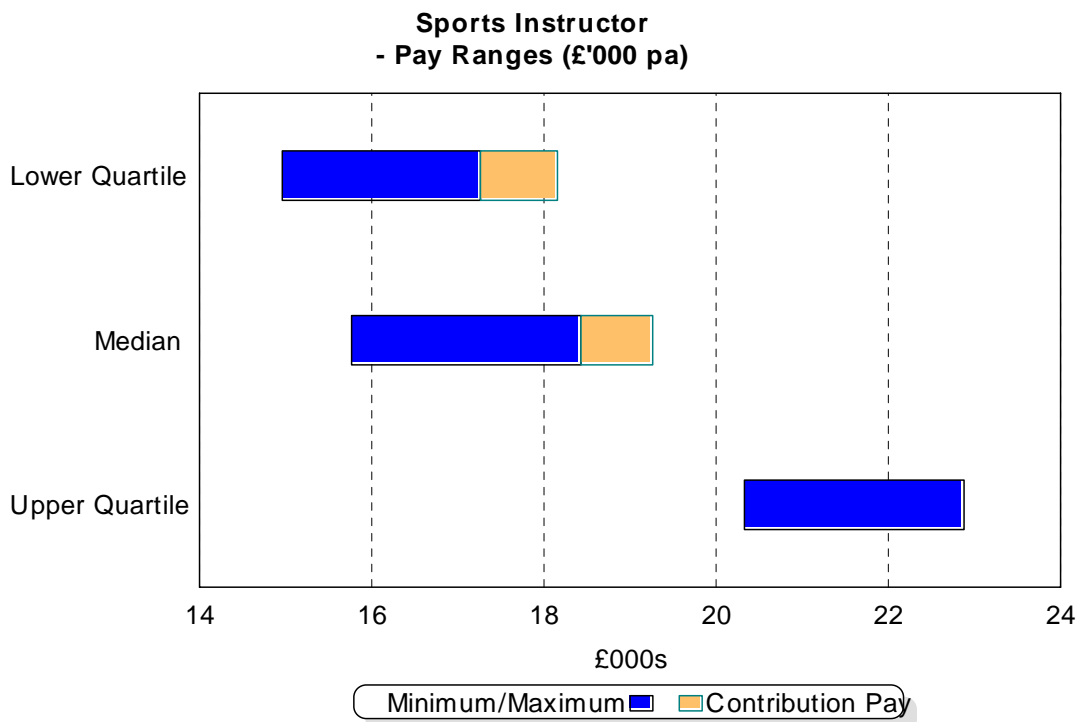
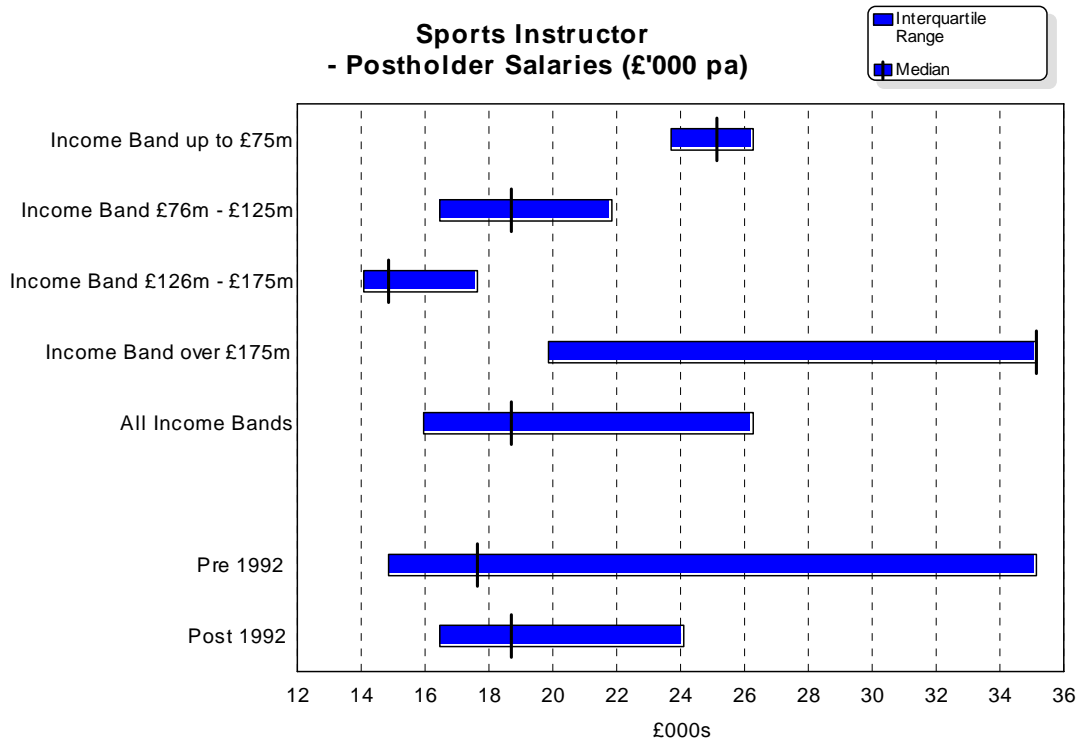
The number of coaches is likely to rise as sport becomes more popular due to government programmes aimed at encouraging people to take more exercise, and the fact London is to host the 2012 Olympic games. Employers include local authorities, sports councils, National Governing Bodies (NGBs), sports centres and private health clubs as well as HEIs.

Sports development is one of the fastest growing areas of the sports industry, with jobs available in all areas of the UK. Many sports development staff and managers work for local authorities, the new County Sports Partnerships, and NGBs.

Although there are no set entry qualifications, sports development is increasingly becoming a graduate profession. Applicants usually have a first degree in a subject such as sports development, sports studies, or physical education and experience (for example in coaching) is an advantage. There are growing number of training qualifications in sports development and management.

Some sports development staff may move into leisure management, while others become further involved in community-based work. Promotion prospects for some sport-specific development officers can be limited.

Sports Instructor



ECC Survey Data

HEI Annual Income Analysis £					
Sports Instructor	LQ	Median	Average	UQ	Count
Income Band up to £75m	23,702	25,135	24,590	26,278	11
Income Band £76m - £125m	16,457	18,702	18,881	21,846	59
Income Band £126m - £175m	14,081	14,854	18,115	17,636	35
Income Band over £175m	19,862	35,144	29,823	35,144	34
All Income Bands	15,955	18,702	21,816	26,278	139

HEI Type Analysis £					
Sports Instructor	LQ	Median	Average	UQ	Count
Pre 1992	14,854	17,636	22,286	35,144	79
Post 1992	16,457	18,702	20,371	24,100	50

Summary Analysis of Salary Ranges £					
Sports Instructor	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	15,069	16,183	17,208	21,050	19
Normal Range Maximum Salary	17,387	18,703	20,137	24,414	19
Contribution Pay Maximum	...	19,263	21,339	...	9

The survey shows the inter-quartile range of salaries paid to individual post holders is £15,955 to £26,278, while the median salary is £18,702. This postholder salary data should be treated with caution since it includes a number of posts for which annual salary levels have been calculated from an hourly rate.

The data on the pay ranges shows the median normal pay range is from £16,183 to £18,703, with a median contribution pay maximum of £19,263.

Many Sports Instructors are employed on a casual contract. Where they are employed on a full time contract, the most common number of contracted hours is 37 hours a week (7 HEIs) and then 35 hours (4 HEIs).

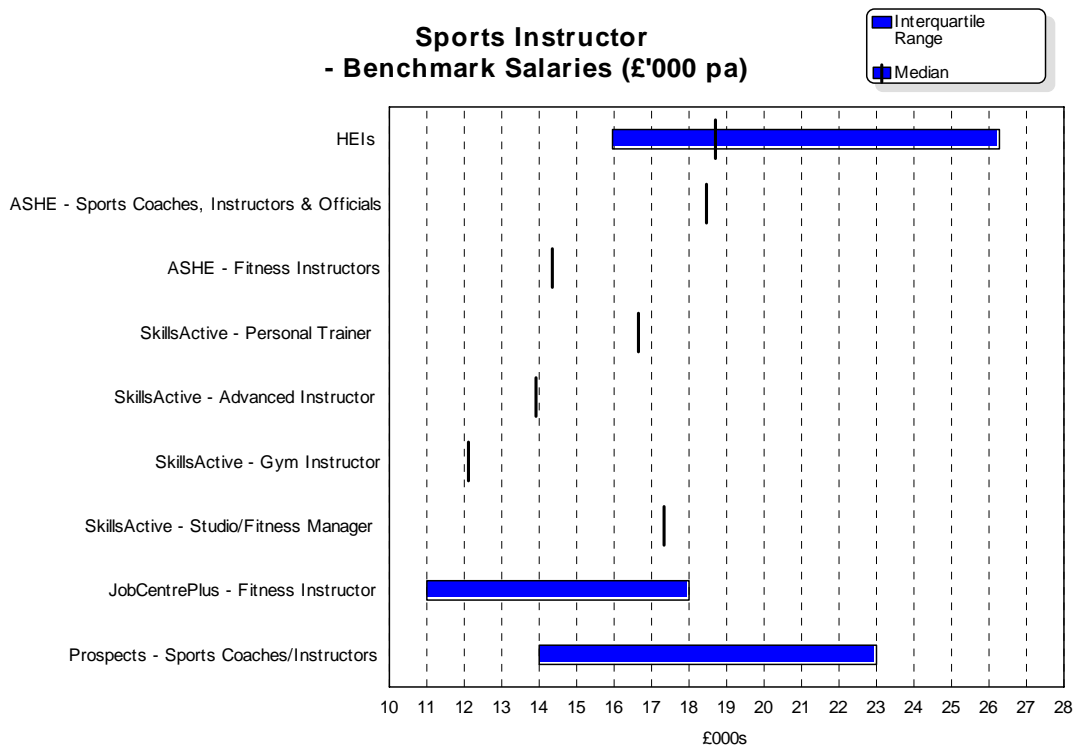
One participating HEI reports paying a market premium for this post, whilst two HEIs report having recruitment problems.

ECC Survey Job Description

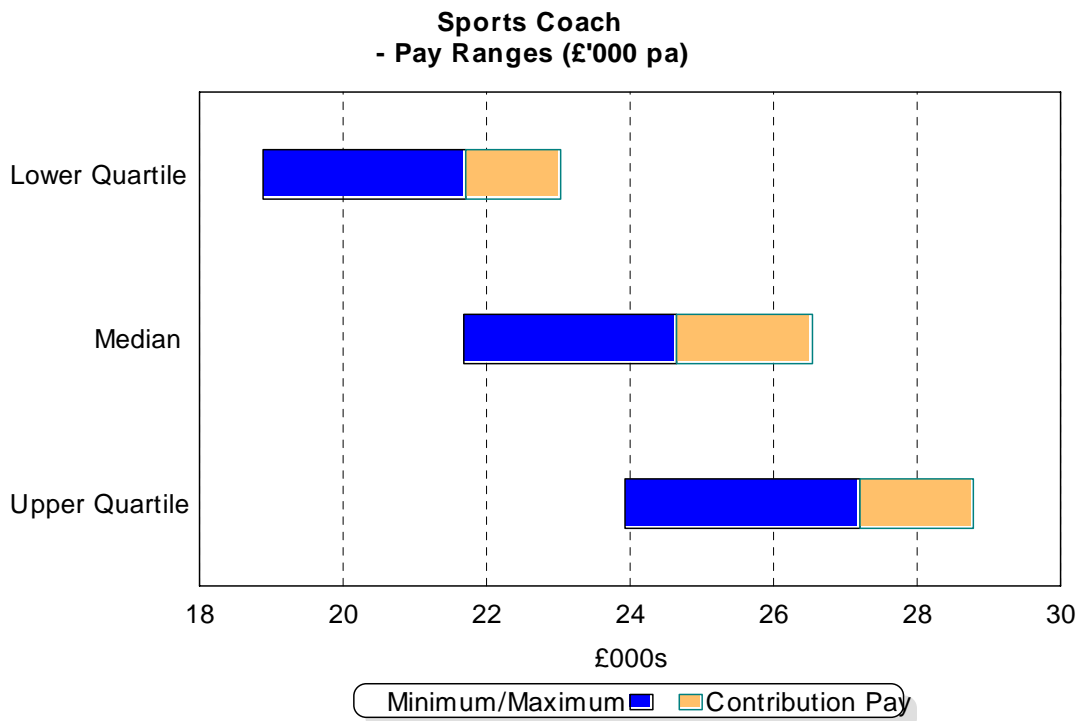
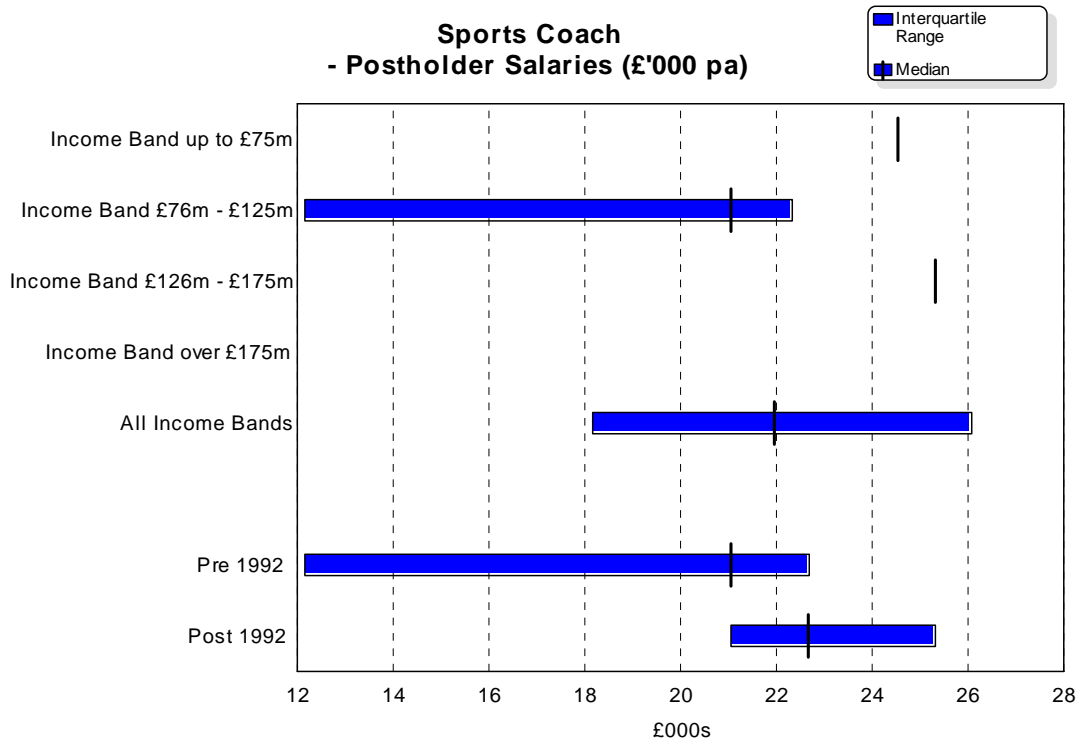
Level	<ul style="list-style-type: none"> • Reports to Sports Development Officer/Manager or Fitness Centre Manager.
Experience	<ul style="list-style-type: none"> • Previous experience of working in a sports environment. • Excellent communication and customer care skills from working in a customer service role.
Role	<ul style="list-style-type: none"> • Relevant sports/fitness qualification such as YMCA part 1 Gym Instructor Certificate or REPS level 2 or National Pool Lifeguard Qualification. • Current First Aid certificate. • Knowledge of Health and Safety regulations.
Role	<ul style="list-style-type: none"> • Instructs all users and participants involved in the class being delivered in a safe effective manner. • Prepares and oversee fitness/training programmes • Sets up and dismantle exercise equipment specific to the class being delivered. • Ensures all relevant equipment is checked regularly and is safe to use, and required standards of health and safety are maintained at all times.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Sports Instructors appears to be broadly competitive with the salary ranges for similar posts, according to the pay benchmark data used to make comparisons.



Sports Coach



ECC Survey Data

HEI Annual Income Analysis £					
Sports Coach	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	24,539	24,694	...	6
Income Band £76m - £125m	12,155	21,050	19,089	22,332	17
Income Band £126m - £175m	...	25,318	24,759	...	8
Income Band over £175m	3
All Income Bands	18,165	21,957	21,797	26,077	34

HEI Type Analysis £					
Sports Coach	LQ	Median	Average	UQ	Count
Pre 1992	12,155	21,050	19,014	22,687	15
Post 1992	21,050	22,667	22,639	25,318	16

Summary Analysis of Salary Ranges £					
Sports Coach	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	18,886	21,682	21,695	23,929	14
Normal Range Maximum Salary	21,711	24,648	24,908	27,204	14
Contribution Pay Maximum	23,033	26,541	26,153	28,784	10

The survey shows an inter-quartile range of salaries paid to individual post holders of £18,165 to £26,077, while the median salary is £21,957. Sample sizes are too small to comment on any correlation between salary level and organisation size.

The data on the pay ranges shows the median normal pay range is from £21,682 to £24,648, with a median contribution pay maximum of £26,541

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

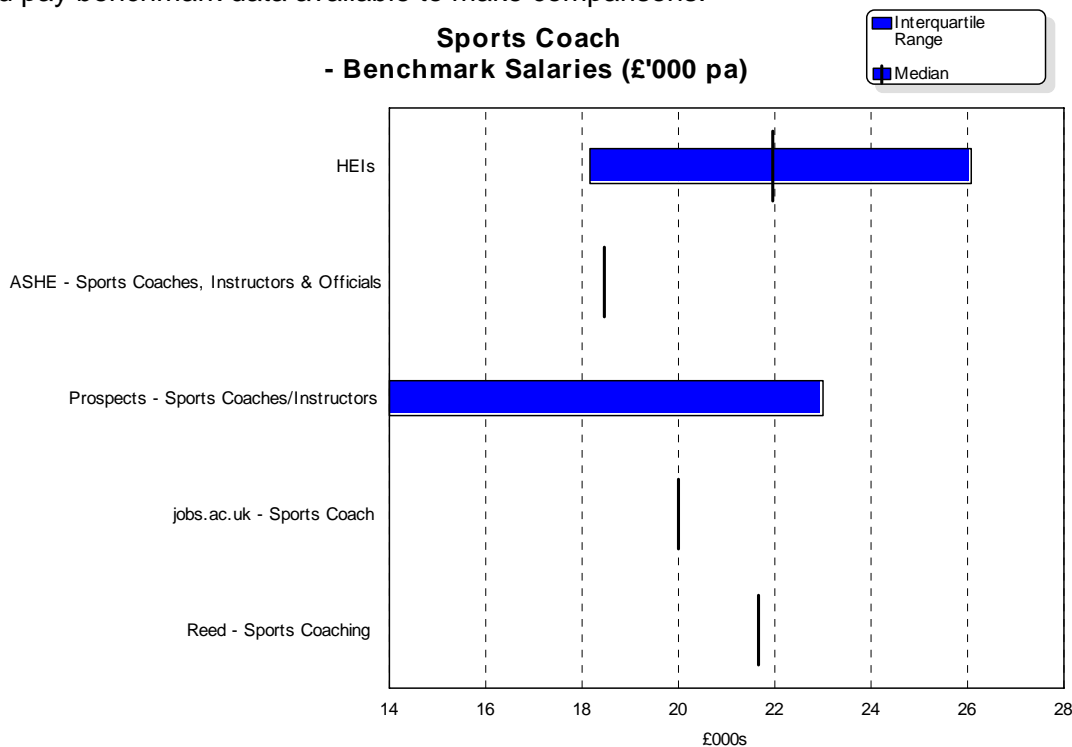
None of the HEIs participating in the survey report paying a market premium for this post or having any recruitment or retention problems.

ECC Survey Job Description

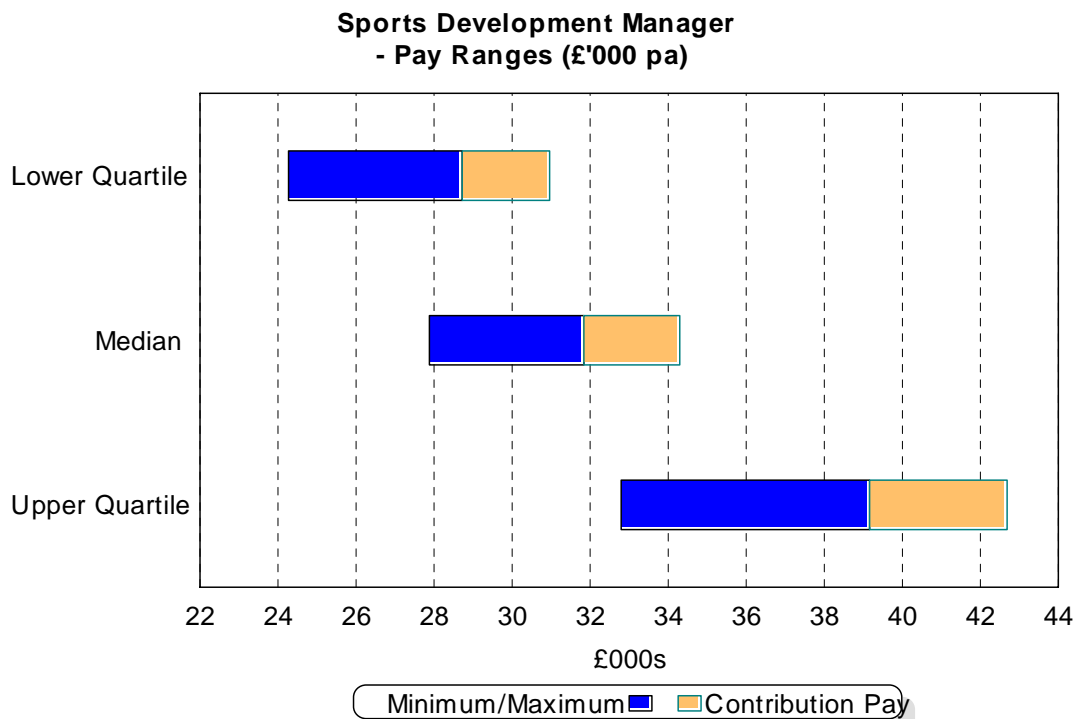
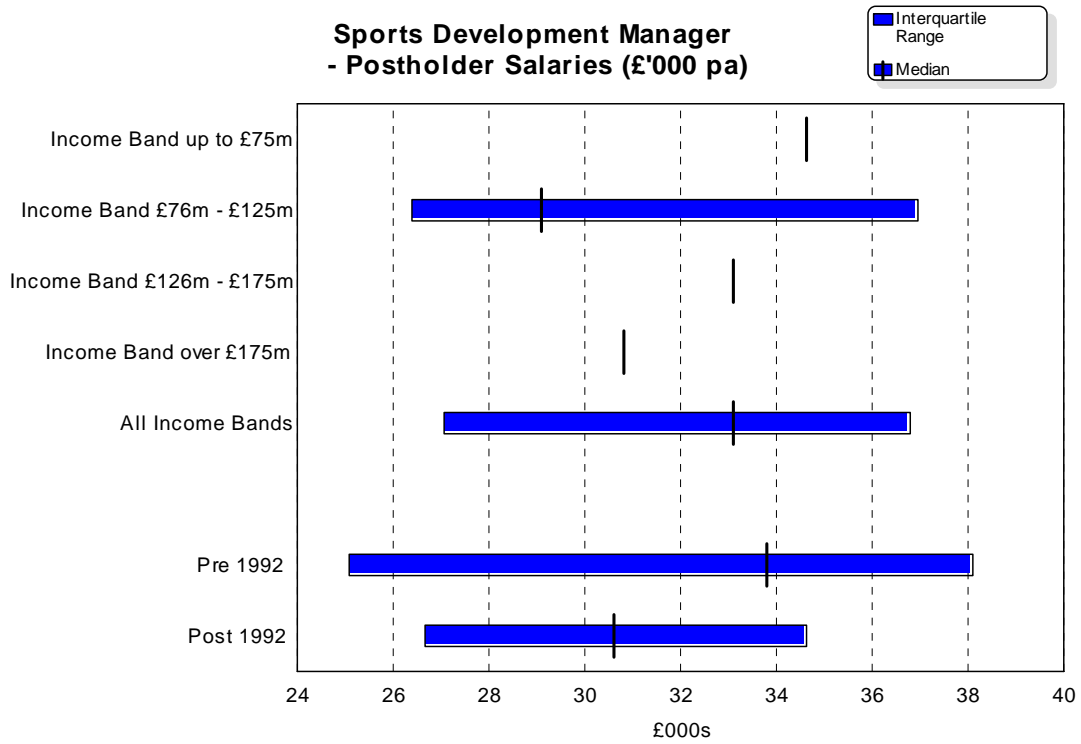
Level	<ul style="list-style-type: none"> • Reports to Sports Development Manager.
Experience	<ul style="list-style-type: none"> • Relevant sports coaching, refereeing and officiating structures. • Issues and codes of ethics and conduct for sports coaches. • Participation in high level competition as an athlete, coach or manager.
Qualifications	<ul style="list-style-type: none"> • Knowledge and understanding of the Active Sports programme. • National Governing Body Coach Award to level commensurate with activity to be delivered as detailed in the Active Sports Sport Specific Framework. • Current HSE Approved First Aid Certificate. • Post Secondary Qualification in Coaching/Sports Science/Medicine/Management.
Role	<ul style="list-style-type: none"> • Strength and Conditioning qualification, Gym Instruction Certification. • Takes a Professional approach to the planning/preparation/organisation of coaching sessions. • Designs & implements training programmes for squads/teams/partner clubs • Develops, mentors and assists student coaches/umpires/administrators. • Assists in the organisation and delivery of festivals, tournaments and player development courses as required. • Ensures accurate records are maintained and appropriate paperwork is completed in relation to participation and player development profiles. • Ensures the safety and welfare of all participants in coaching and coach education sessions is considered at all times. • Tutors coach education and sports leadership courses for teachers, students and volunteers. • Understands and implement policies and procedures as they relate to the delivery of services to young people; in particular the Data Protection Act., Health and Safety, Equal Opportunities and Child Protection policies, and codes of conduct as they relate to coaches. • Liaises with local authorities, schools, sports clubs and other organisations.

Summary

The chart below shows that the inter-quartile salary range paid by HEIs for Sport Coaches appears to be broadly competitive with the salary ranges for similar posts although there is very limited pay benchmark data available to make comparisons.



Sports Development Manager



ECC Survey Data

HEI Annual Income Analysis £					
Sports Development Manager	LQ	Median	Average	UQ	Count
Income Band up to £75m	...	34,631	30,070	...	5
Income Band £76m - £125m	26,393	29,097	31,872	36,955	12
Income Band £126m - £175m	...	33,101	35,782	...	7
Income Band over £175m	...	30,817	28,555	...	6
All Income Bands	27,066	33,101	32,009	36,794	31

HEI Type Analysis £					
Sports Development Manager	LQ	Median	Average	UQ	Count
Pre 1992	25,083	33,799	32,422	38,100	15
Post 1992	26,666	30,610	30,506	34,631	13

Summary Analysis of Salary Ranges £					
Sports Development Manager	LQ	Median	Average	UQ	Count
Normal Range Minimum Salary	24,272	27,878	29,016	32,795	24
Normal Range Maximum Salary	28,720	31,840	34,146	39,160	24
Contribution Pay Maximum	30,960	34,297	37,141	42,685	14

The survey shows that the inter-quartile range of salaries paid to individual post holders is £27,066 to £36,794, while the median salary is £33,101. Sample sizes are too small to comment on any correlation between salary level and organisation size.

The data on the pay ranges shows the median normal pay range is from £27,878 to £31,840, with a median contribution pay maximum of £34,297.

The most common number of contracted hours for a full-time post is 37 hours (9 HEIs) and then 35 hours a week (4 HEIs).

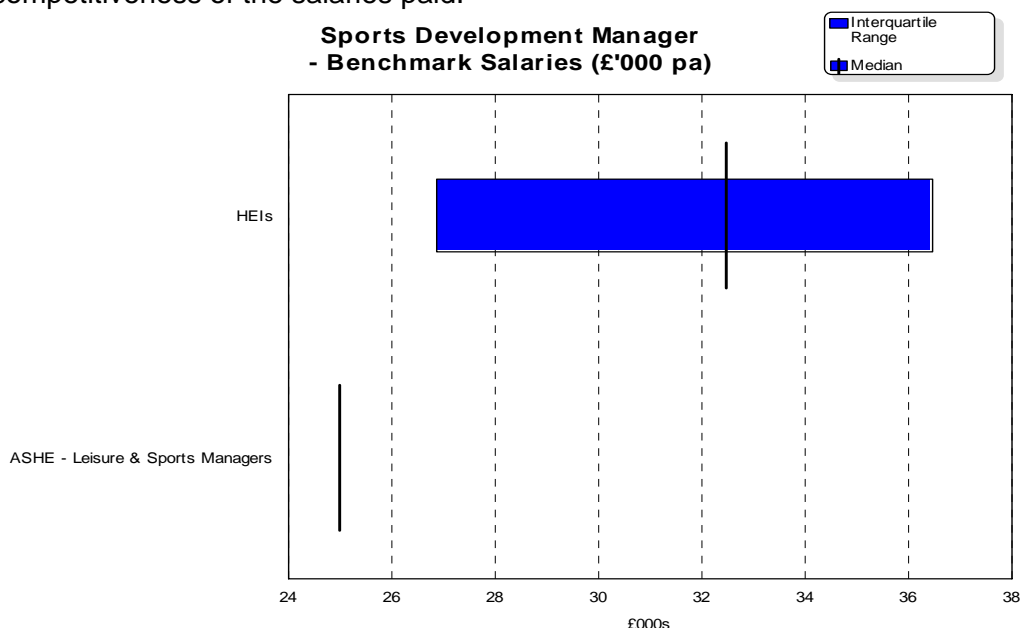
None of the HEIs participating in the survey report paying a market premium for this post or having any retention problems. Two HEIs indicate that they have recruitment difficulties with this post.

ECC Survey Job Description

Level	<ul style="list-style-type: none"> Responsible to the Head of Sports and Recreation.
Experience	<ul style="list-style-type: none"> Professional experience of working within a sport development setting at a managerial level. Knowledge of community and national sporting initiatives as well as partnership building, and networking. Experience of sports development projects such as coach education, grass roots coaching schemes, competitive sporting leagues, event management and volunteer development.
Qualifications	<ul style="list-style-type: none"> Degree (or equivalent) in an appropriate subject.
Role	<ul style="list-style-type: none"> Responsible for the development of staff, programmes and services for physical recreation and the management of day-to-day operational matters within the recreation/sports centre and facilities on other sites. Member of the centre's Senior Management team and to take a lead role in projects as required. Work to support the growth of the HEI's role within local sporting community. Manage Sports Development Officer(s) and coaches involved in sports development activities. Directly responsible for the work of the office administrator. Responsible for all aspects of the recruitment, selection and management of reception staff team, Sports Development/fitness staff. Responsible for the recruitment and development of the sports coaching team in consultation with Sports Development Officers. Manage budgets in line with HEI policy and procedures, and provide management information regarding these budgets as appropriate. Act as Safety Co-ordinator for physical recreation in line with HEI safety policies e.g. carrying out risk assessments for current/new activities, overseeing/co-ordinating work place inspections/legal requirements, and taking necessary risk reduction/prevention actions as necessary. Advise and link the HEI to local, regional and national sporting plans and schemes, activity programmes and funding initiatives. Initiate, develop & maintain links with other faculties/services to develop opportunities for staff & students to engage in sports & activities. Liaise, and develop partnerships, with sports clubs and organisations in the local community. Lead the development of student sport through the Students Union Clubs.

Summary

The limited amount of pay benchmark data for the post of Sports Development Manager means it is not possible to produce a robust and reliable conclusion as to the competitiveness of the salaries paid.



Benchmark Pay Data

The Annual Survey of Hours and Earnings

The Annual Survey of Hours and Earnings 2006 show the following statistics for sports and fitness occupations:

Gross Annual Earnings for Full Time Employees (£pa)

Occupation	Lower Quartile	Median	Average	Upper Quartile
Sports coaches, instructors and officials	15,117	18,461	24,082	na
Fitness instructors	na	14,350	15,863	na
Leisure and sports managers	19,468	24,988	28,932	na

Source: ASHE

SkillsActive

SkillsActive is the Sector Skills Council for Active Leisure and Learning, and its Working in Fitness 2006 Survey includes the following salary data:

Post	Average Salary 2006	Average Salary 2006 (including bonus/commission)
	£ pa	£ pa
Personal Trainer	16,649	17,171
Advanced Instructor (level 3)	13,915	14,605
Gym Instructor (level 2)	12,111	12,283
Studio or Fitness Manager	17,332	18,290

Reed.co.uk

The Reed Salary Index provides average salaries for Leisure and Tourism Staff:

Sector	Average Salary £ pa	Sample size
Health and Fitness	£24,107	293
Sports Coaching	£21,661	14

Local Government Careers

Local Government Careers provide information for the posts of Sports Facility Manager and also Leisure Attendants. The estimated salary range for Sports Facility Manager is £19,101-£22,194 on a normal 37 hour per week pattern, whilst the estimated salary range for Leisure Attendants is £10,278-£13,044 on varied shift patterns.

The Local Employment Digest 359, February 2007 shows advertised hourly pay rates fall within a median range of £6.04 to £6.43 per hour for Leisure Assistants in England. These rates are equivalent to £11,652 to £12,405, based on a 37-hour week.

IDS Pay Benchmark

The IDS Pay Benchmark Service shows the range of pay for a variety of leisure staff in various sectors of employment:

Type of Employment	Position	Average Salary/Rate per hour
Sixth Form Colleges	Sports Centre Manager	£21,162
Ashdown Park Hotel	Supervisor	£15,500
Ashdown Park Hotel	Attendant	£12,000
Crieff Hydro Hotel	Supervisor	£5.90
De Vere Grand Harbour Hotel	Supervisor	£6.24
Gleneagles Hotel	Supervisor	£7.20
The Langham Hotel	Supervisor	£5.94
Rembrandt Hotel	Instructor	£7.39

JobcentrePlus

The Jobcentreplus website includes a number of Fitness Instructor vacancies, with annual salaries ranging between around £11,000 to £18,000.

Jobs.ac.uk

The jobs.ac.uk website salary checker shows an average salary of £20,906 for a Sports Coach. The following table shows the salary data by sector but the sample sizes are too small to provide reliable data by geographical area:

Sector	Mean Average	Sample
Commercial	£19,784	11
Further Education	£27,309	10
Higher Education	£17,419	13
Public	£20,602	21

Prospects

The Prospects graduates careers website includes the following information regarding salary levels for Sports Coaches/Instructors:

“Starting salaries range from hourly rates of around £10 to annual salaries of £14,000 - £23,000, depending on location and qualifications (salary data collected March 2006).

Senior coaches might expect £25,000 - £32,000 (salary data collected March 2006).

Experienced coaches working at national level have the potential to earn in excess of £40,000 (salary data collected March 2006).”

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 2007.

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 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.

¹ This data is available from the Office for National Statistics, although it is not published on the website.
Prepared by Capita, July 2007

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.

Adecco

The survey provides an annual guide to office salaries throughout the UK and Ireland. It presents salary information for a comprehensive range of roles, broken down by salary, growth and region. The survey is based on data from companies who worked with our branch network in 2005/6. Information is gathered from organisations ranging in size from 10 to 100,000. The survey can be accessed at: www.adecco.co.uk.

Croner Management Rewards 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

Croner Clerical and Operative Rewards 2007

The survey published by Croner Reward includes data collected on over 7,453 jobs provided by 663 companies between 1 July 2006 and 1 December 2007. The survey is available from Croner Reward on 01785 813566 or www.croner-reward.co.uk

Frazer Jones; HR Salary Guide 2006

The Frazer Jones Salary Guide has been based on assignments handled over the last 12 months and from information provided by HR specialists. The survey breaks down analysis of salary levels by sector and by region. The survey can be accessed via www.frazerjones.com where further contact details are also provided.

Hays Guide to HR Salaries (2005)

The guide shows salary information for HR roles, displayed by category and by region within each sector. The survey can be accessed at www.hays.com.

Hays Office Support Salary Guide 2005/06

The guide shows salary information for Office Support roles, displayed by category and by region within each sector. The survey can be accessed at www.hays.com.

Hudson HR Salary Survey 2007

The survey covers information relating to all positions within HR, from HR Officer/Advisor and L&D Officer/Advisor to Heads of Diversity and HR Directors. The survey provides a review of salaries, and also provides an insight into the changing nature of benefits and bonuses, in many companies across commerce & industry, banking & finance, professional services and the public sector.

Incomes Data Services

IDS provides information and analysis on pay, conditions, pensions, employment law and personnel policy and practice.

IDS Pay Benchmark Service

The IDS Pay Benchmark service provides a check for pay levels for scores of everyday jobs in named organisations throughout the country. This can be found by region or by industrial sector. Data can also be summarised to get average salary levels. This is a subscribed service and can be accessed at: www.idspaybenchmark.co.uk.

IDS Local Government Pay Benchmarking Survey

The results of the IDS local government pay benchmarking survey are published in IDS Pay Report. The survey includes details of pay levels, recruitment and retention issues, and the strategies adopted by local authorities.

Michael Page

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 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.

Reed Salary Guide 2007

The annual Reed Employment Salary Survey provides a review of market-led salaries for job roles across secretarial, office, contact centre, human resources, sales, marketing and purchasing fields throughout the United Kingdom. Salary data is provided by region and industry group in order to allow employers to find the salary indicators which are most applicable to their job roles. Information is given for each of the twelve government office regions in the United Kingdom and for seven major industry groups. The data for the survey has been generated through Reed Employment's network of branches across the United Kingdom. The survey can be requested at: reed.consulting@reed.co.uk

Robert Walters

The Robert Walters Salary Guide 2007 provides salary information for various posts in a wide range of sectors. The survey covers UK and other European Countries. The survey can be found at: www.robertwalters.com.

SF Group

SF Group Human Resources Recruitment provides salary information for a range of HR posts in the UK. The survey can be accessed at: www.sfgroup.com.

Skills Active – Working in Fitness Survey 2006

The annual Working in Fitness survey is a web based survey conducted by the Register of Exercise Professionals and SkillsActive, the sector skills council for active leisure and learning. The survey was carried out by SkillsActive in association with REPS and the business intelligence specialists Leisure-net Solutions. This report is based on 1,202 UK responses. The survey can be accessed at: www.skillsactive.com.