



## Pay and Labour Market Report Spring 2008 Issue 6

**CAPITA**

**ECC**® Educational Competencies  
Consortium Ltd



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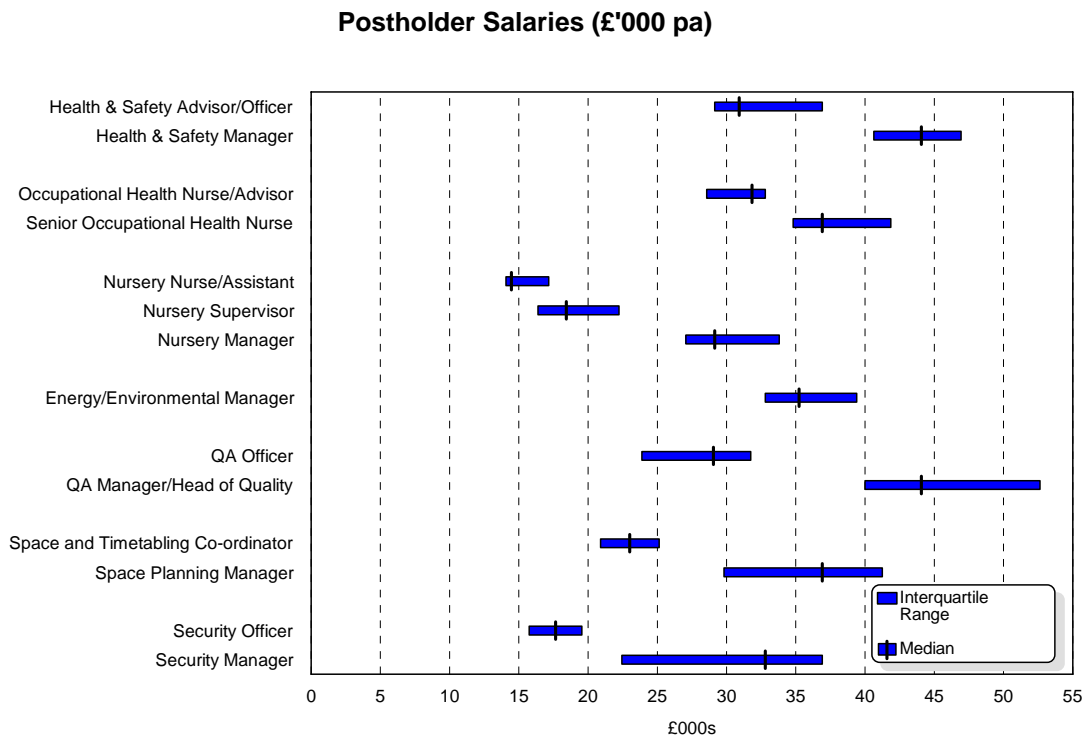
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## Executive Summary

The research results suggest that very few HEIs are currently paying market premia or experiencing recruitment or retention problems for the roles included in the survey.

Overall, the survey results suggest that salary levels in HEIs are generally competitive with those of other employers.

The summary chart below shows the inter-quartile range of salaries paid by HEIs for the jobs included in the survey.



The chart highlights the pay differentials between the difference levels for posts.

The table overleaf includes the detailed figures used to compile the chart. Some 40 HEIs participated in the survey and many employed more than one individual in some posts (particularly security officers and nursery nurses/assistants) 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. This was generally because some HEI did not have matching roles or because they did not employ staff in these roles because they had contracted out these services.

The sample sizes (or counts) for data on post holder salaries refer to the number of posts included, while the sample sizes for salary ranges refer to the number of HEIs included.

## Whole Sample Analysis

### Postholder Salaries (£pa)

	LQ	Median	Average	UQ	Count (Posts)
Health & Safety Advisor/Officer	£29,139	£30,913	£32,167	£36,911	53
Health & Safety Manager	£40,637	£44,074	£44,017	£46,929	34
Occupational Health Nurse/Advisor	£28,570	£31,840	£30,401	£32,796	21
Senior Occupational Health Nurse	£34,814	£36,911	£39,593	£41,857	12
Nursery Nurse/Assistant	£14,069	£14,462	£15,510	£17,152	153
Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	£16,380	£18,434	£19,417	£22,237	30
Nursery Manager	£27,066	£29,139	£31,028	£33,805	19
Energy/Environmental Manager	£32,795	£35,237	£35,403	£39,403	26
Quality Assurance Officer	£23,883	£29,056	£28,600	£31,747	71
Quality Assurance Manager/Head of Quality & Standards	£40,000	£44,075	£45,741	£52,629	29
Space and Timetabling Co-ordinator	£20,902	£23,002	£23,778	£25,134	52
Space Planning Manager	£29,814	£36,911	£36,296	£41,243	18
Security Officer	£15,743	£17,651	£17,599	£19,551	437
Security Manager	£22,442	£32,796	£31,440	£36,911	41

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

Analysis of the data by type of HEI suggests that 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 size and type, are small.

## HEI Type Analysis

Pre 1992 HEIs	Postholder Salaries £				
	LQ	Median	Average	UQ	Count
Health & Safety Advisor/Officer	£29,495	£32,796	£34,098	£40,041	26
Health & Safety Manager	£44,074	£46,148	£46,801	£47,867	14
Occupational Health Nurse/Advisor	£32,318	£32,796	£33,107	£32,796	11
Senior Occupational Health Nurse	...	£44,152	...	...	4
Nursery Nurse/Assistant	£13,008	£14,069	£14,674	£14,767	54
Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	£15,642	£19,003	£18,507	£20,902	10
Nursery Manager	...	£30,968	£31,946	...	6
Energy/Environmental Manager	£32,913	£35,087	£37,122	£40,335	10
Quality Assurance Officer	£25,180	£30,427	£30,177	£33,533	10
Quality Assurance Manager/Head of Quality & Standards	...	£43,168	£42,733	...	9
Space and Timetabling Co-ordinator	...	£27,762	£30,016	...	6
Space Planning Manager	...	£37,057	...	...	4
Security Officer	£14,869	£17,152	£17,247	£20,123	193
Security Manager	£22,026	£33,262	£31,737	£36,205	19

Post 1992 HEIs	Postholder Salaries £				
	LQ	Median	Average	UQ	Count
Health & Safety Advisor/Officer	£27,836	£30,012	£30,306	£34,296	27
Health & Safety Manager	£38,019	£41,545	£42,068	£44,745	20
Occupational Health Nurse/Advisor	£25,517	£29,144	£27,423	£30,688	10
Senior Occupational Health Nurse	...	£35,863	£36,549	...	8
Nursery Nurse/Assistant	£14,069	£16,199	£15,966	£17,152	99
Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	£17,027	£18,434	£19,873	£23,870	20
Nursery Manager	£26,666	£29,056	£30,604	£31,840	13
Energy/Environmental Manager	£30,470	£35,237	£34,329	£38,075	16
Quality Assurance Officer	£23,883	£28,289	£28,341	£31,653	61
Quality Assurance Manager/Head of Quality & Standards	£39,790	£45,481	£47,095	£56,286	20
Space and Timetabling Co-ordinator	£20,607	£23,002	£22,964	£25,134	46
Space Planning Manager	£29,814	£36,911	£36,048	£40,387	14
Security Officer	£16,488	£17,651	£17,878	£19,551	244
Security Manager	£23,304	£30,926	£31,183	£36,911	22

## Salary Ranges

The survey also collected details of the 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 below summarises the median pay ranges based on the information provided. Where the median contribution pay maximum is shown to be below the median of the normal salary range maximum, this reflects the different composition of the samples for each data item – ie not all HEIs giving normal salary range details also provided contribution pay details.

### Summary Analysis of Median Pay Ranges

	Median Normal Range Minimum Salary £	Median Normal Range Maximum Salary £	Median Contribution Pay Maximum £
Health & Safety Advisor/Officer	28,073	32,796	31,840
Health & Safety Manager	39,277	48,161	48,974
Occupational Health Nurse/Advisor	27,466	32,796	34,296
Senior Occupational Health Nurse	34,297	40,335	42,791
Nursery Nurse/Assistant	15,743	17,651	19,264
Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	18,702	21,682	22,332
Nursery Manager	28,073	32,796	36,092
Energy/Environmental Manager	33,056	40,335	36,629
Quality Assurance Officer	27,466	31,840	34,813
Quality Assurance Manager/Head of Quality & Standards	41,545	48,161	51,095
Space and Timetabling Co-ordinator	22,332	26,666	29,139
Space Planning Manager	31,840	38,623	40,335
Security Officer	15,964	17,651	18,165
Security Manager	29,667	37,574	39,851



## Market Premia and Recruitment and Retention Problems

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

Job Title	Number of HEIs paying market premia	Number of HEIs reporting recruitment problems	Number of HEIs reporting retention problems	Number of HEIs providing data
Health & Safety Advisor/Officer	1	1	1	34
Health & Safety Manager	1	1	0	30
Occupational Health Nurse/Advisor	0	1	1	16
Senior Occupational Health Nurse	0	1	1	10
Nursery Nurse/Assistant	0	0	0	16
Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	0	0	0	17
Nursery Manager	0	0	0	18
Energy/Environmental Manager	0	0	0	28
Quality Assurance Officer	0	0	0	31
Quality Assurance Manager/Head of Quality & Standards	0	0	0	27
Space and Timetabling Co-ordinator	0	0	0	27
Space Planning Manager	0	0	0	22
Security Officer	1	0	0	27
Security Manager	0	0	0	28

## Introduction

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

Survey questionnaires were distributed to 125 ECC member HEIs in January 2008 to collect pay information for selected posts. Following a series of reminders, responses were received from 40 HEIs – a response rate of 32% - and the data covers nearly 1,000 posts. A profile of the 40 survey participants is given at the end of the report.

The report allows pay comparisons to be made among HEIs as well as looking at how salaries compare with those in other sectors. It contains separate sections for each set of jobs, and for each job or group of jobs there is:

- Detailed analysis of the HEI survey data.
- An overview of the competitiveness of salaries within HEIs and background information on recruitment and retention.
- 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 and 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, please contact the ECC Helpdesk at [ecc@capita.co.uk](mailto:ecc@capita.co.uk) or on 01423 720200.

## Introduction to the Salary Data Pages

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

### Job title

- HEI annual income analysis of post holder salaries
- Type of HEI analysis of post holder 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:**

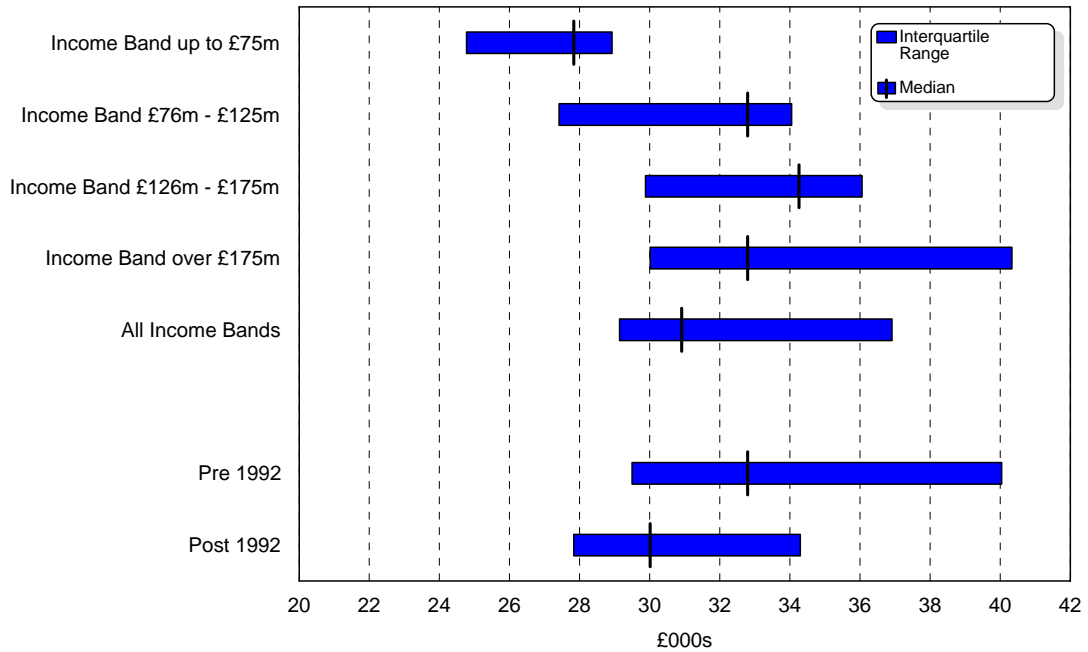
Sample size	Statistical detail provided
More than 9	Full statistics - Minimum, Maximum, Median, Average and Inter-quartile ranges
5 – 9	Minimum, Maximum, Median and Average
4	Median
Less than 4	None

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

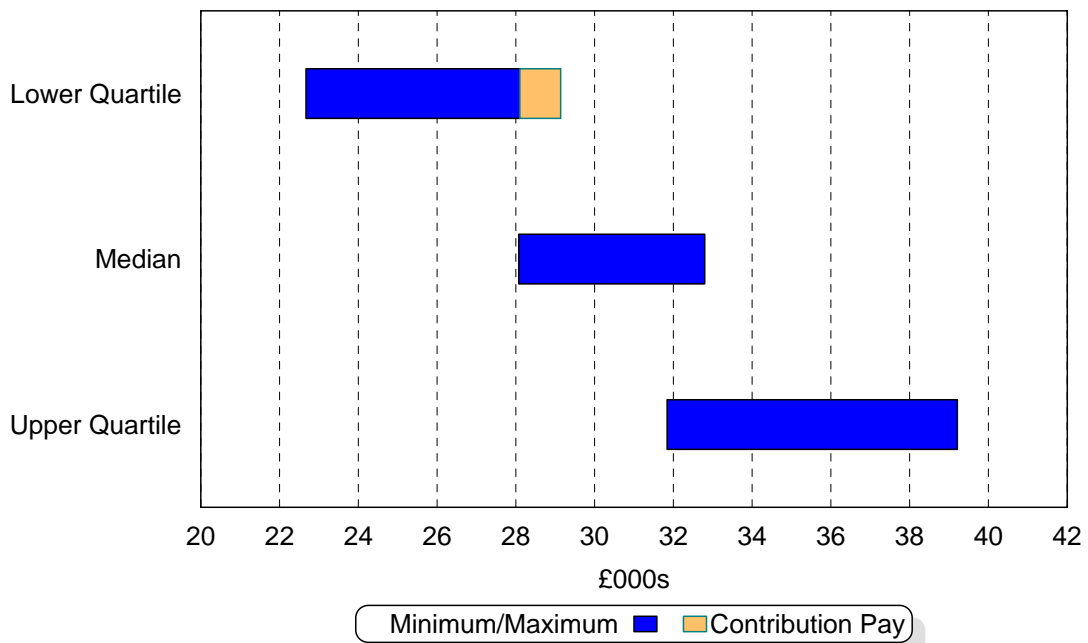
## Health & Safety Roles

### Health & Safety Advisor/Officer

Health & Safety Advisor/Officer  
- Postholder Salaries (£'000 pa)



Health & Safety Advisor/Officer  
- Pay Ranges (£'000 pa)



## ECC Survey Data

### HEI Annual Income Analysis £

Health & Safety Advisor/Officer	LQ	Median	Average	UQ	Posts
Income Band up to £75m	24,774	27,836	27,495	28,927	10
Income Band £76m - £125m	27,413	32,796	30,645	34,053	11
Income Band £126m - £175m	29,881	34,260	32,811	36,059	11
Income Band over £175m	30,012	32,796	34,851	40,335	21
All Income Bands	29,139	30,913	32,167	36,911	53

### HEI Type Analysis £

Health & Safety Advisor/Officer	LQ	Median	Average	UQ	Posts
Pre 1992	29,495	32,796	34,098	40,041	26
Post 1992	27,836	30,012	30,306	34,296	27

### Summary Analysis of Pay Ranges £

Health & Safety Advisor/Officer	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	22,672	28,073	27,681	31,840	34
Normal Range Maximum Salary	28,103	32,796	33,110	39,211	34
Contribution Pay Maximum	29,139	31,840	32,525	36,911	17

The survey shows the inter-quartile range of salaries paid to individual post holders is from £29,139 to £36,911, while the median salary is £30,913.

Average salary levels are higher in larger HEIs and in pre 1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £28,073 to £32,796, with a median contribution pay maximum of £31,840. Where the data for contribution pay maximum is shown to be below the normal salary range maximum, this reflects the differing composition of the samples used for each data item.

The most common number of contracted hours for a full-time post is 37 hours (16 HEIs) and then 35 hours a week (8 HEIs) and there was a range of hours between 35 and 38.

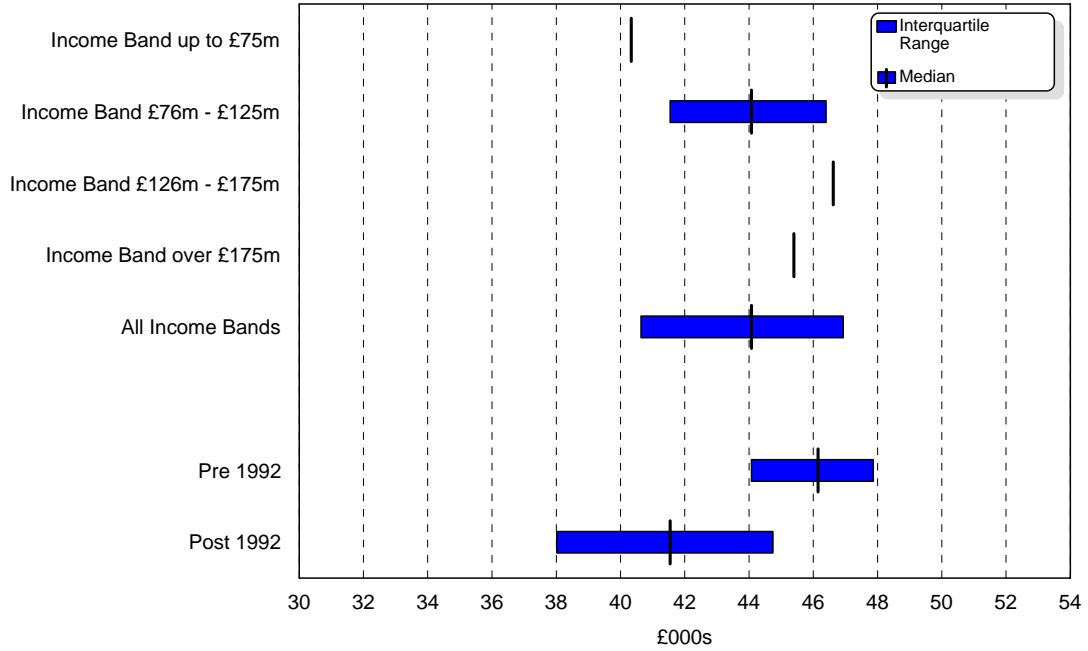
One of the HEIs participating in the survey reported paying a market premium, whilst one HEI reported recruitment and retention problems for this post due to competition from a large local industry paying higher salaries.

## ECC Survey Job Description for Health & Safety Advisor/Officer

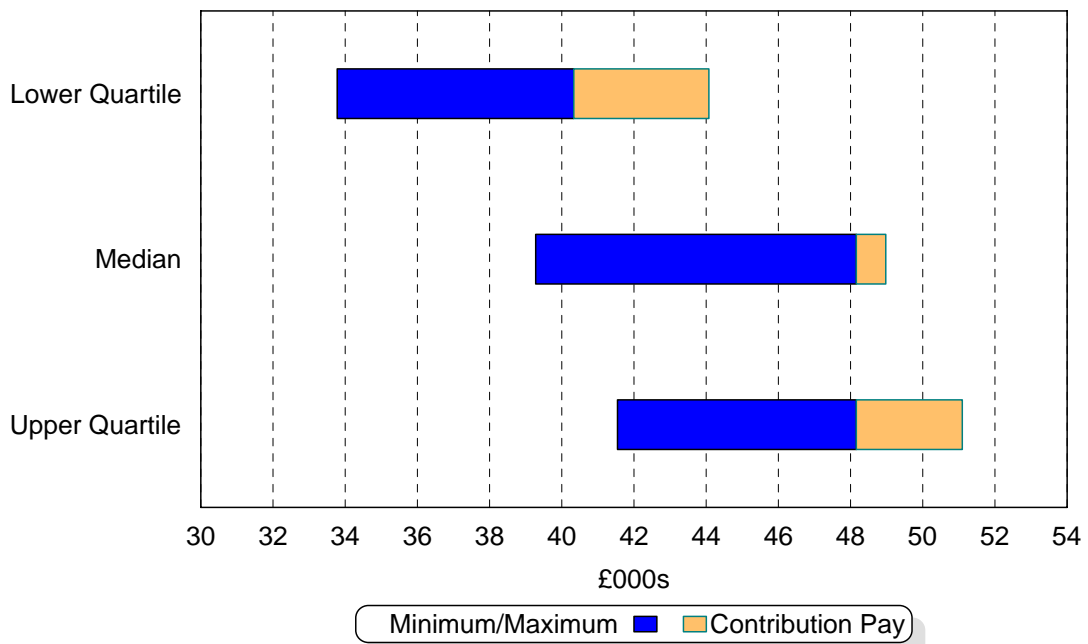
<b>Job Title</b>	Health & Safety Advisor/Officer
<b>Level</b>	Reports to Health & Safety Manager
<b>Experience</b>	<ul style="list-style-type: none"> <li>• 2 - 3 years experience of working in H&amp;S in complex environment</li> <li>• Risk assessment</li> <li>• Designing and delivering training</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Diploma/Degree level qualification in Health &amp; Safety or equivalent</li> <li>• Member of Institute of Occupational Safety &amp; Health (IOSH)</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Provides advice, guidance and information in response to queries from staff and students</li> <li>• Compiles statistics of accidents, incidents and fire with departmental contacts</li> <li>• Writes guidance information from policies and procedures</li> <li>• Designs, develops and delivers H&amp;S training for staff across University and inductions for students and contractors</li> <li>• Investigates accidents and incidents</li> <li>• Carries out risk assessments and H&amp;S audits, advises managers on appropriate standards and action plans to ensure compliance</li> </ul>

## Health & Safety Manager

**Health & Safety Manager  
- Postholder Salaries (£'000 pa)**



**Health & Safety Manager  
- Pay Ranges (£'000 pa)**



## ECC Survey Data

### HEI Annual Income Analysis £

Health & Safety Manager	LQ	Median	Average	UQ	Posts
Income Band up to £75m	...	40,335	39,181	...	8
Income Band £76m - £125m	41,545	44,074	43,890	46,401	11
Income Band £126m - £175m	...	46,620	46,044	...	8
Income Band over £175m	...	45,397	47,426	...	7
All Income Bands	40,637	44,074	44,017	46,929	34

### HEI Type Analysis £

Health & Safety Manager	LQ	Median	Average	UQ	Posts
Pre 1992	44,074	46,148	46,801	47,867	14
Post 1992	38,019	41,545	42,068	44,745	20

### Summary Analysis of Pay Ranges £

Health & Safety Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	33,779	39,277	38,457	41,545	30
Normal Range Maximum Salary	40,335	48,161	44,868	48,161	30
Contribution Pay Maximum	44,074	48,974	47,620	51,095	16

The survey shows the inter-quartile range of salaries paid to individual Health & Safety Manager post holders is £40,637 to £46,929, while the median salary is £44,074.

The data suggests that salaries are higher in pre-1992 Universities and in the larger HEIs, although sample sizes are small.

The data on the pay ranges shows the median normal pay range is from £39,277 to £48,161, with a median contribution pay maximum of £48,974.

The most common number of contracted hours for a full-time post is either 37 hours (15 HEIs) or 35 hours a week (reported by 5 HEIs).

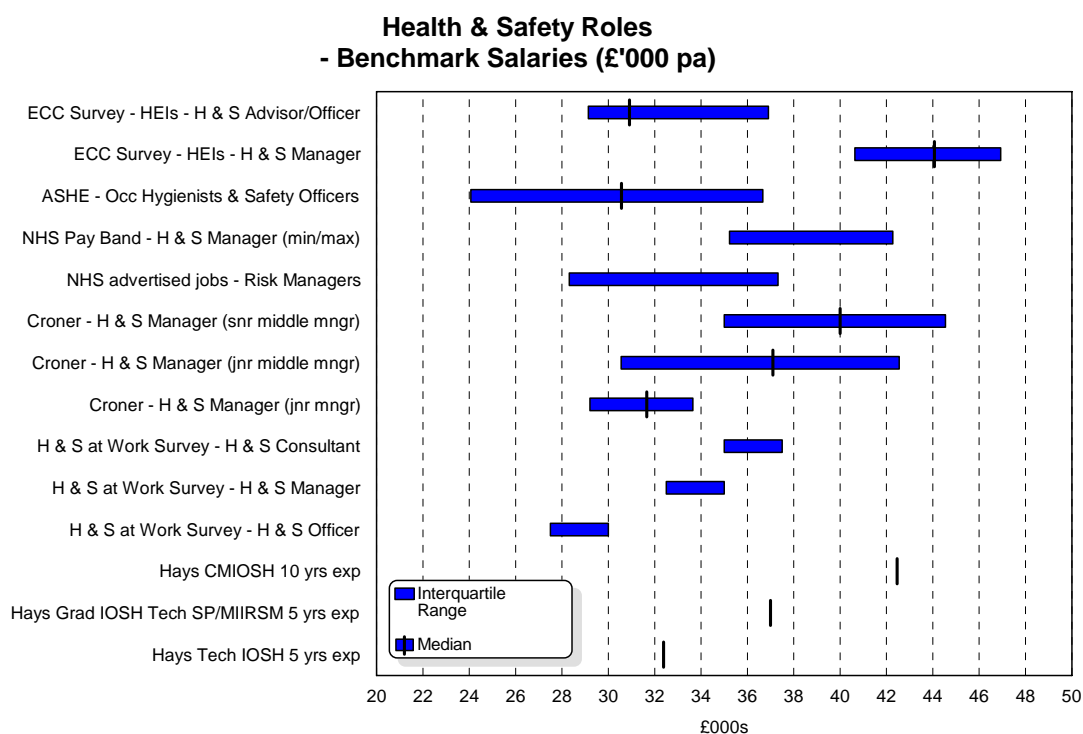
One of the HEIs participating in the survey reported paying a market premium for this post and one reported having recruitment problems due to the fact that the role included responsibility for occupational health as well as safety.

## ECC Survey Job Description for Health & Safety Manager

<b>Job Title</b>	Health & Safety Manager
<b>Level</b>	<ul style="list-style-type: none"> <li>• Reports to Director/Head of Estates or similar</li> <li>• Responsible for H&amp;S Officer(s)/H&amp;S team</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Proven management experience in a senior position in Health and Safety</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• NEBOSH Diploma in Occupational Health and Safety</li> <li>• Member of Institution of Occupational Safety and Health (IOSH)</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Manages H&amp;S staff</li> <li>• Ensures organisation's procedures for the health, safety and welfare of its staff and students are of the highest standard</li> <li>• Advise on measures to ensure that the University meets its legal and moral obligations</li> <li>• Organises the work of directly managed staff and ensures they receive regular development appraisals and appropriate training</li> <li>• Establishes risk assessments and audits their effectiveness</li> <li>• Sets up and manages systems for monitoring the effectiveness of safety procedures and ensures regular inspections are carried out</li> <li>• Co-ordinates the management of health and safety throughout the organisation</li> <li>• Advises managers and staff of the measures necessary for the provision of a safe and healthy working environment.</li> <li>• Conducts investigations, when required, and reports findings and makes recommendations</li> <li>• Maintains a sound understanding of all relevant H&amp;S legislation, codes of practice and guidelines.</li> <li>• Develops and improves the organisation's 'Safety Culture'</li> </ul>



## Benchmark Pay Data for Health & Safety Roles



The chart above suggests HEI salary levels for both Health & Safety Managers and Advisors/Officers generally appear to be competitive when compared with sources of pay data for comparable roles

### ASHE

The Annual Survey of Hours & Earnings (ASHE) shows median annual gross earnings for full-time Occupational Hygienists and Safety Officers (Health and Safety) of £30,568 at April 2007.

Average Earnings For Full-Time Occupational Hygienists and Safety Officers £pa				
Occupation	Lower Quartile £	Median £	Upper Quartile £	Average £
Occupational Hygienists and Safety Officers (Health and Safety)	24,065	30,568	36,668	32,483

Source: ASHE

### NHS

Our monitoring of recent job advertisements in the NHS suggests that the most commonly used Agenda for Change pay band for Health and Safety Managers/Heads is band 8a (£35,232 to £42,278), although some posts are advertised at band 7 (£27,622 to £36,416) or 8b (£41,038 to £50,733).

Our monitoring of recent NHS job advertisements suggests that the most commonly used Agenda for Change pay band for Risk Managers is band 7 (£28,313 to £37,326) or 8a (£36,112 to £43,335), although some posts are advertised at band 6 (£23,458 to £31,779).

## Salary Survey Data

The latest Croner Personnel Rewards Survey 2007-2008 shows median basic salaries of £40,000 or £37,099 for Health & Safety Managers (according to the management level of the role) and a median salary of £31,654 for Health & Safety Officers.

	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Health & Safety Manager (Senior Middle Manager)	35,002	40,000	44,546	25
Health & Safety Manager (Junior Middle Manager)	30,556	37,099	42,550	52
Health & Safety Officer (Junior Manager)	29,209	31,654	33,648	73

Senior middle managers are usually heads of main departments and report to a Senior Specialist or Senior Manager while junior middle managers are usually heads of small departments. Junior managers may manage at a team or sub-function level and may be qualified or part qualified professionally.

The Health & Safety at Work Health and Safety Pay Survey 2007 of 500 health and safety professionals shows the following median salary ranges in the South East of England.

- Health & Safety and Environment Manager: £37,500 to £40,000;.
- Health & Safety Consultant: £35,000 to £37,500;
- Health & Safety Manager: £32,500 to £35,000;
- Health & Safety Officer: £27,500 to £30,000.

The Hays Construction & Property Contractors Salary Guide 2007 shows national average salaries for qualified Health & Safety Managers vary by their qualification level and years of experience, as well as by geographical area.

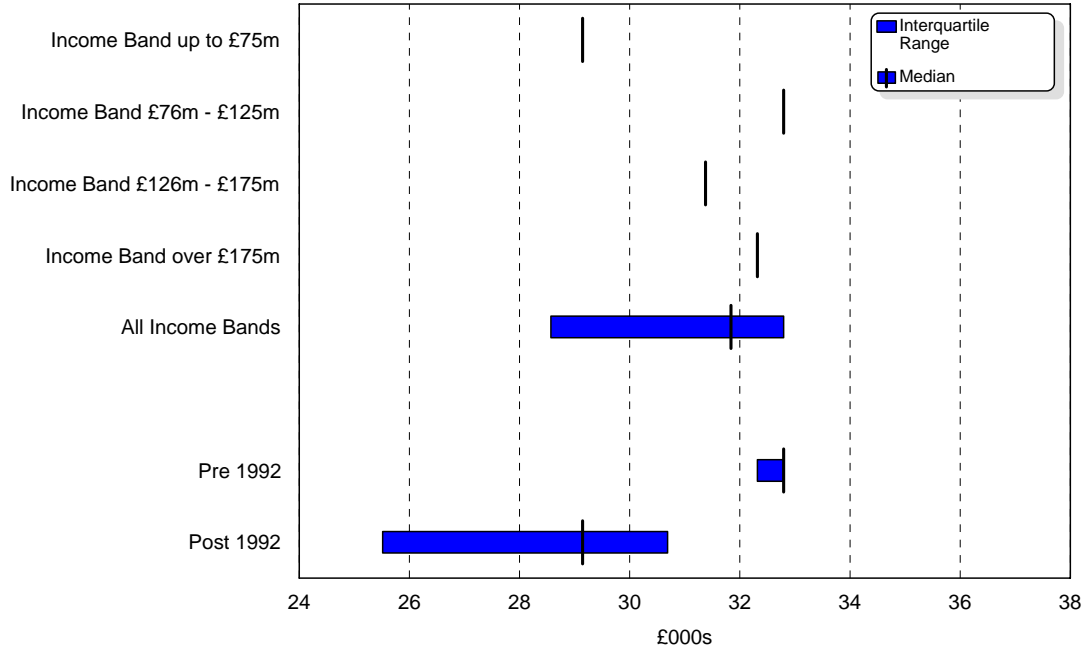
Location	CMIOSH (Qualified + 10 yrs' experience)		Grad IOSH TECH SP/MIIRSM (Qualified + 5 yrs' exp)		Tech IOSH (Membership + Qualification + 5 yrs' exp)	
	Salary Range £	Typical Salary £	Salary Range £	Typical Salary £	Salary Range £	Typical Salary £
Central London	45,000-64,000	52,000	37,000-55,000	44,000	35,000-43,000	38,000
North Home Countries	42,000-56,000	48,000	36,000-34,000	50,000	32,000-40,000	36,000
South Home Countries	42,000-56,000	48,000	36,000-50,000	41,000	33,000-40,000	36,000
South West	39,000-49,000	43,000	35,000-47,000	38,000	31,000-38,000	32,000
Wales	35,000-46,000	39,000	31,000-46,000	35,000	26,000-35,000	29,000
West Midlands	40,000-50,000	44,000	35,000-48,000	39,000	32,000-39,000	34,000
East Midlands	39,000-48,000	43,000	34,000-46,000	38,000	31,000-38,000	33,000
East Anglia	36,000-46,000	39,000	32,000-39,000	36,000	28,000-35,000	33,000
North West	36,000-48,000	42,000	31,000-41,000	37,000	29,000-39,000	32,000
Yorkshire	33,000-41,000	39,000	29,000-36,000	32,000	26,000-31,000	29,000
North East	33,000-42,000	38,000	29,000-35,000	32,000	27,000-32,000	28,000
Scotland	34,000-40,000	38,000	30,000-35,000	33,000	27,000-32,000	30,000
National Average		42,462		37,000		32,385

The Hill McGlynn Construction Industry 2006 Salary Survey showed a national average salary of £34,500 for Health and Safety Managers. Salaries generally fell within a range of £29,000 to £42,000 in the Midlands and North of England but were higher in the South East and South West (generally from £35,000 and up to £50,000) and higher still in London with a typical salary of £46,000.

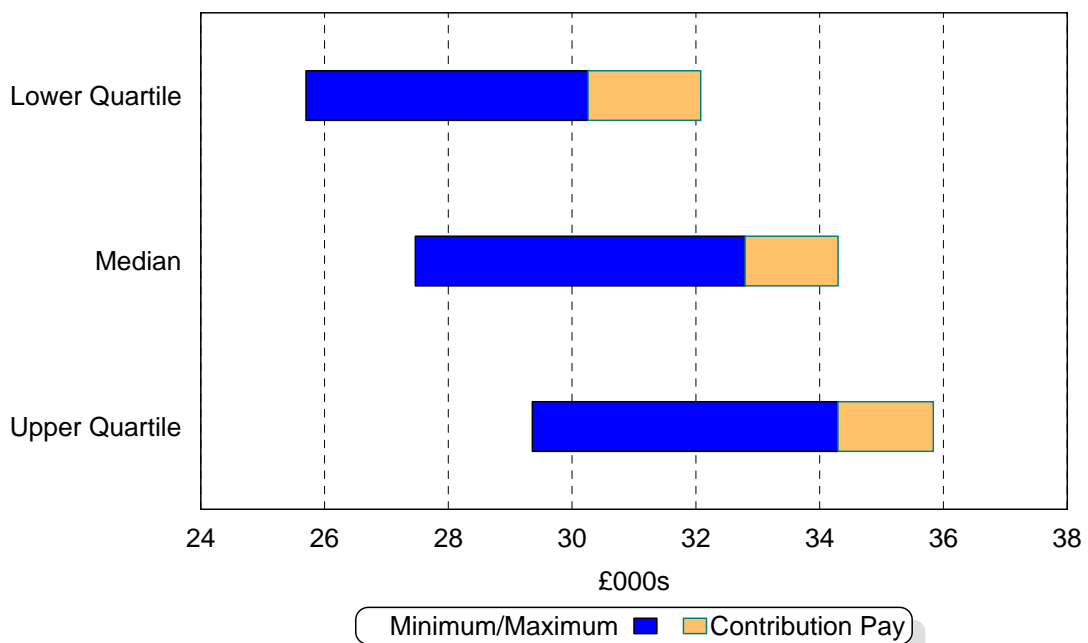
# Occupational Health Roles

## Occupational Health Nurse/Advisor

**Occupational Health Nurse/Advisor  
- Postholder Salaries (£'000 pa)**



**Occupational Health Nurse/Advisor - Pay Ranges (£'000 pa)**



## ECC Survey Data

### HEI Annual Income Analysis £

Occupational Health Nurse/Advisor	LQ	Median	Average	UQ	Posts
Income Band up to £75m	...	29,144	...	...	4
Income Band £76m - £125m	...	32,796	33,356	...	5
Income Band £126m - £175m	...	31,377	29,557	...	6
Income Band over £175m	...	32,318	31,159	...	6
All Income Bands	28,570	31,840	30,401	32,796	21

### HEI Type Analysis £

Occupational Health Nurse/Advisor	LQ	Median	Average	UQ	Posts
Pre 1992	32,318	32,796	33,107	32,796	11
Post 1992	25,517	29,144	27,423	30,688	10

### Summary Analysis of Pay Ranges £

Occupational Health Nurse/Advisor	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	25,700	27,466	27,875	29,357	16
Normal Range Maximum Salary	30,257	32,796	32,802	34,294	16
Contribution Pay Maximum	32,079	34,296	34,857	35,837	10

The survey shows the inter-quartile range of salaries paid to individual post holders is £28,570 to £32,796, while the median salary is £31,840.

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

The data on the pay ranges shows the median normal pay range is from £27,466 to £32,796, with a median contribution pay maximum of £34,296.

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

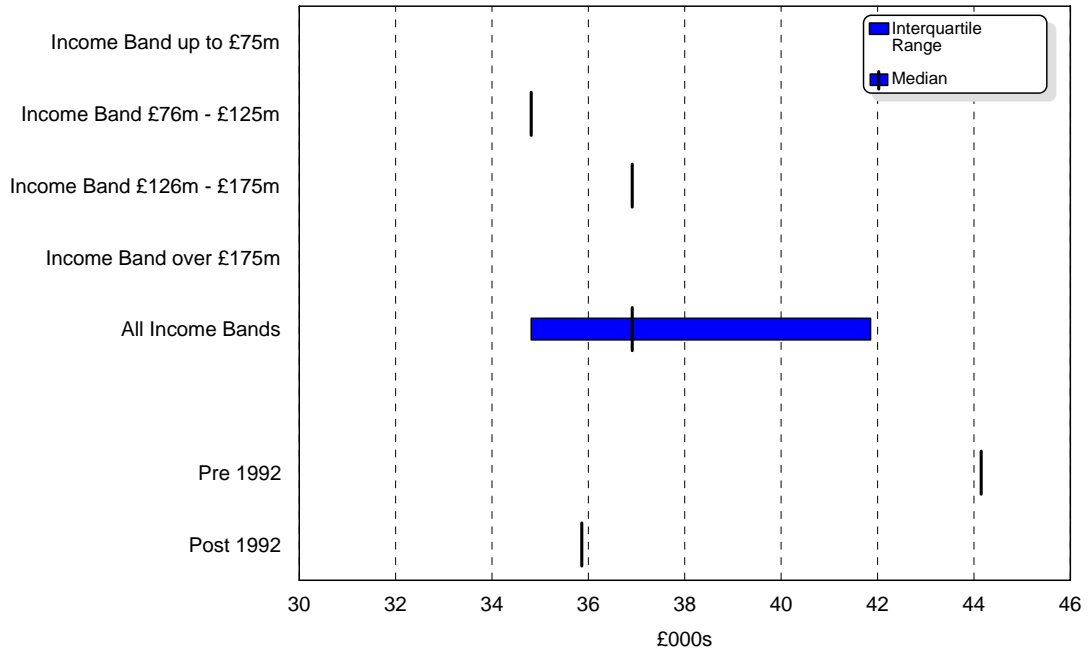
None of the HEIs participating in the survey reported paying a market premium for this post, whilst one reported having recruitment difficulties and one reported having retention problems.

## ECC Survey Job Description for Occupational Health Nurse/Advisor

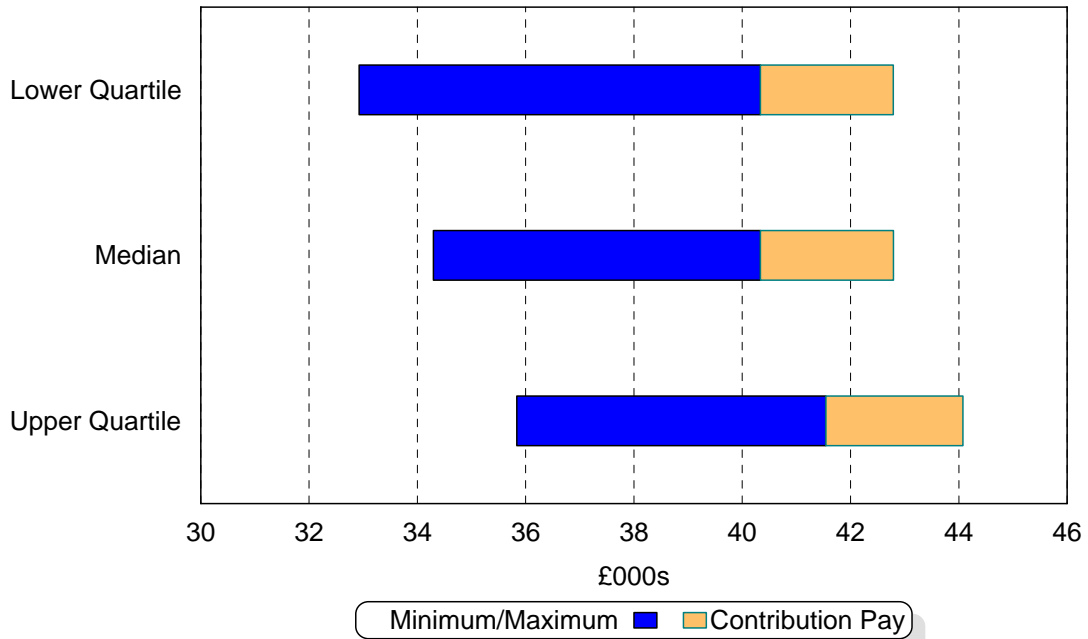
<b>Job Title</b>	Occupational Health Nurse/Advisor
<b>Level</b>	Responsible to Senior Occupational Health Advisor or Occupational Health Manager
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Minimum of 2 years' experience working in an occupational health service</li> <li>• Minimum of four years' post registration general nursing experience</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• First level general nurse with UKCC Part 1</li> <li>• Diploma or Degree in Occupational Health Nursing</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Carries out day-to-day functions of the Occupational Health (OH) service</li> <li>• Undertakes</li> <li>• Pre-employment health screening</li> <li>• Assessment of functional capability in relation to job role</li> <li>• Case management</li> <li>• Advising on rehabilitation duties to enable a safe return to work</li> <li>• Overseeing the management of the first aid provision</li> </ul>

## Senior Occupational Health Nurse

**Senior Occupational Health Nurse  
- Postholder Salaries (£'000 pa)**



**Senior Occupational Health Nurse  
- Pay Ranges (£'000 pa)**



## ECC Survey Data

### HEI Annual Income Analysis £

Senior Occupational Health Nurse	LQ	Median	Average	UQ	Posts
Income Band up to £75m	...	...	...	...	1
Income Band £76m - £125m	...	34,814	...	...	4
Income Band £126m - £175m	...	36,911	37,641	...	5
Income Band over £175m	...	...	...	...	2
All Income Bands	34,814	36,911	39,593	41,857	12

### HEI Type Analysis £

Senior Occupational Health Nurse	LQ	Median	Average	UQ	Posts
Pre 1992	...	44,152	...	...	4
Post 1992	...	35,863	36,549	...	8

### Summary Analysis of Pay Ranges £

Senior Occupational Health Nurse	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	32,926	34,297	34,168	35,837	10
Normal Range Maximum Salary	40,335	40,335	41,319	41,545	10
Contribution Pay Maximum	...	42,791	43,630 ...		5

The survey shows the inter-quartile range of salaries paid to individual post holders is £34,814 to £41,857, while the median salary is £36,911.

The small sample size for this post reflects the fact that many organisations outsource this role.

The data on the pay ranges shows the median normal pay range is from £34,297 to £40,335, with a median contribution pay maximum of £42,791.

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

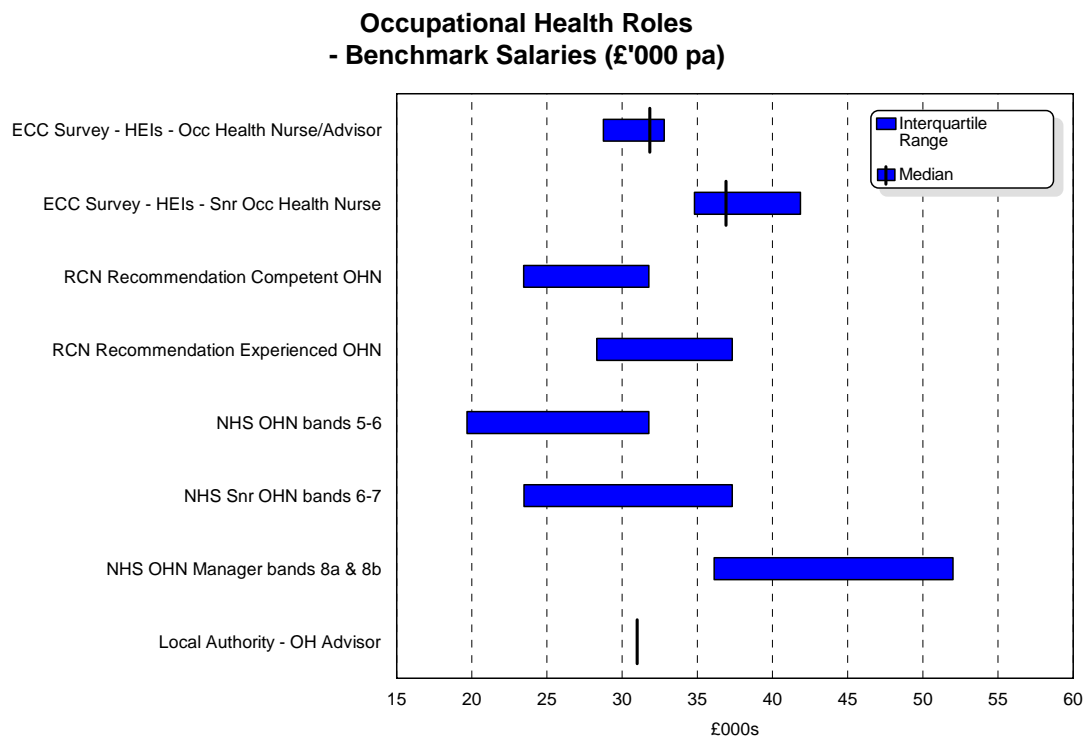
None of the HEIs participating in the survey reported paying a market premium for this post, whilst one reported having recruitment difficulties and one reported having retention problems.

## ECC Survey Job Description for Senior Occupational Health Nurse

<b>Job Title</b>	Senior Occupational Health Nurse
<b>Level</b>	<ul style="list-style-type: none"> <li>• Reports to Director of Human Resources or similar</li> <li>• Manages OH nurse(s)</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• 5 years' OH/post registration experience in an occupational health setting</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Registered General Nurse</li> <li>• Diploma or Degree in Occupational Health Nursing</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Manages and provides the occupational health service for the organisation</li> <li>• Organises the work of staff employed in the occupational health service, carries out on-the-job training and ensures that their development needs are met</li> <li>• Advises managers and staff on all aspects of occupational health</li> <li>• Develops occupational health and safety policy in line with current legislation</li> <li>• Sets up employee assistance and other programmes to ensure the well-being of staff and contributes to the development of employee well-being policies and practices</li> <li>• Manages occupational health cases including sickness absence, counselling and welfare cases</li> <li>• Supervises 'at risk' groups and maintains health records</li> <li>• Promotes the general health of staff by health promotion and health education activities</li> <li>• Carries out environmental surveys and investigations, reports findings and makes recommendations</li> <li>• Attends relevant committees as required</li> </ul>



## Benchmark Pay Data for Occupational Health Roles



The chart above suggests that HEI salary levels appear to be generally competitive with those paid by the NHS and recommended by the Royal College of Nursing for those working outside the NHS. The HEI salary levels also appear to be broadly comparable with those of other employers according to our monitoring of job advertisements and sources such as the IDS Pay Benchmarking Service.

### RCN Recommendations

The Royal College of Nursing (RCN) recommends that the pay of occupational health nurses and advisors working for employers in industrial, commercial, voluntary and public sectors are based, at a minimum, on those within the NHS for comparable roles.

The RCN says nurses with a post registration nursing qualification in occupational health nursing should be paid, as a minimum, equivalent to NHS pay band 6, which currently ranges from £23,458 to £31,779 (effective from 1 November 2007).

The RCN provides detailed guidance on 'Pay for occupational health nurses employed outside of the NHS' and has also produced an integrated career and competency framework for occupational health nursing<sup>1</sup>.

<sup>1</sup> Both documents can be downloaded from the RCN website at [www.rcn.org.uk](http://www.rcn.org.uk)  
Prepared by Capita, March 2008

## RCN Recommendations

Role Outline	Pay Band & Salary Range	OH Nurse Competencies
Competent/specialist nurse with post registration OH qualification	Band 6 £23,458 to £31,779	First level registered nurse 2 years' post basic experience Post-basic education & training equivalent to diploma Works under guidance of established protocols and procedures at operational level Maintains safe & competent practice
Experienced/advanced nurse	Band 7 £28,313 to £37,326	2 years' experience in OH setting Post-basic education & training equivalent to degree Holds or working towards a recordable/registered OHN qualification with the Nursing & Midwifery Council (NMC) Develops and establishes protocols and procedures at operational level
Expert/nurse consultant	Bands 8a/8b/8c/9 £36,112 to £90,607	Develops and leads on safe and competent practice 5 years' experience in OH setting Post-basic education and training equivalent to higher degree Holds a recordable/registered OHN qualification with NMC Develops, leads and establishes protocols and procedures at operational and strategic levels Innovates, develops and leads on safe and competent practice Leads and develops consultant occupational nursing and consultancy

## NHS

Our monitoring of NHS job advertisements suggests Occupational Health Nurses are generally paid on pay bands 5 (£19,683 to £25,424) and 6 (£23,458 to £31,779). Senior Occupational Health Nurses are generally paid pay bands 6 (£23,458 to £31,779) or 7 (£28,313 to £37,326) and Occupational Health Nurse Managers are paid on bands 8a (salary range £36,112 to £43,335) and 8b (£42,064 to £52,002).

## Other Sectors

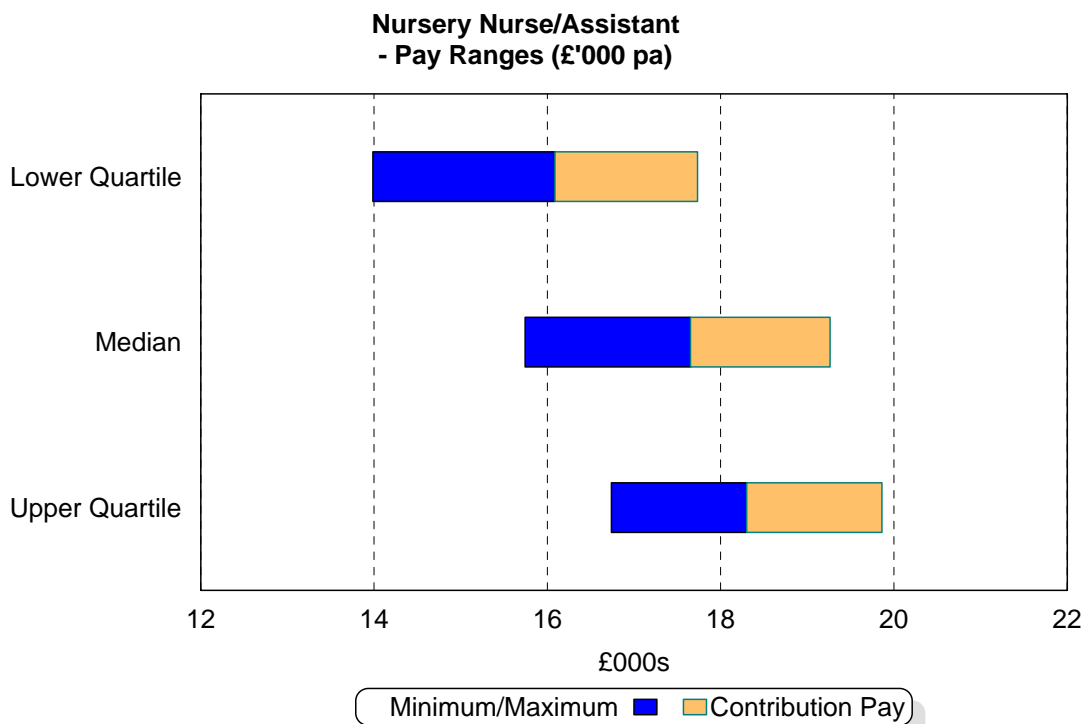
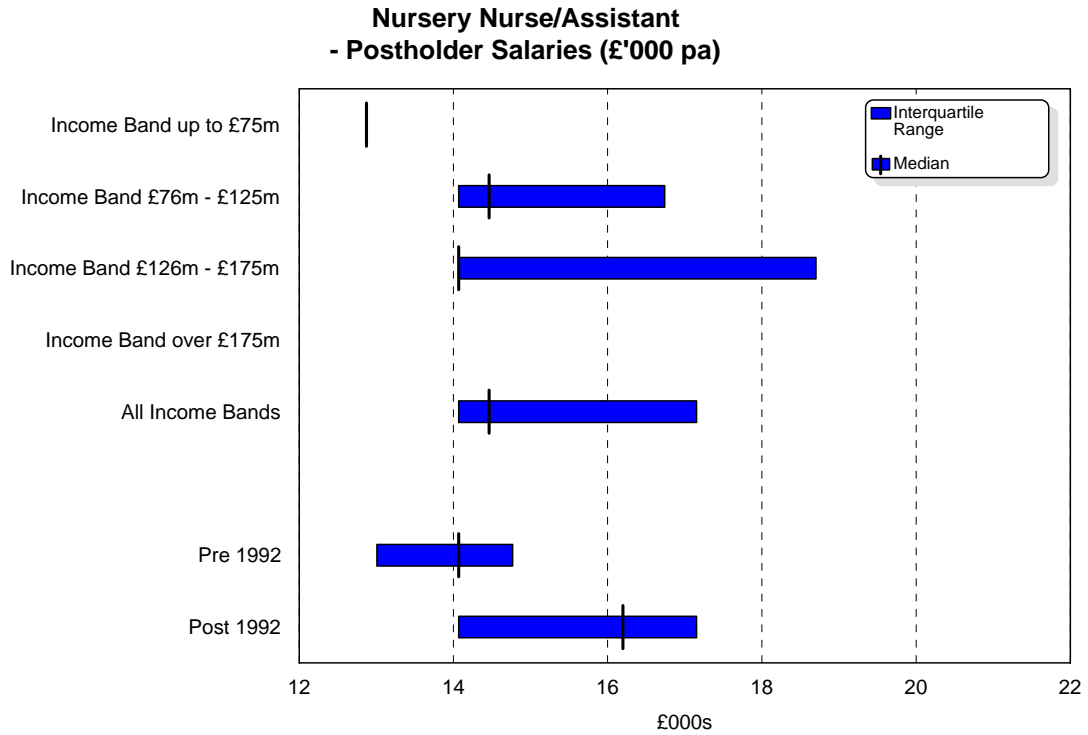
Our monitoring of job advertisements and pay levels in other sectors suggests similar pay levels.

We found examples of local authorities advertising salaries of £30,000 to £32,000 for Occupational Health Advisers and salaries of up to £42,000 for Lead Occupational Health Advisers.

The IDS Pay Benchmark Service includes examples of salaries for Occupational Health Nurses including British Sugar paying £22,533 for Occupational Health Advisers and the BBC paying £22,519 to £35,628 for Nursing Officers (£26,519 to £39,096 in London).

## Nursery Roles

### Nursery Nurse/Assistant



## ECC Survey Data

### HEI Annual Income Analysis £

Nursery Nurse/Assistant	LQ	Median	Average	UQ	Posts
Income Band up to £75m	...	12,873	14,233	...	7
Income Band £76m - £125m	14,069	14,462	15,458	16,740	84
Income Band £126m - £175m	14,069	14,069	15,725	18,702	62
Income Band over £175m	...	...	...	...	0
All Income Bands	14,069	14,462	15,510	17,152	153

### HEI Type Analysis £

Nursery Nurse/Assistant	LQ	Median	Average	UQ	HEIs
Pre 1992	13,008	14,069	14,674	14,767	54
Post 1992	14,069	16,199	15,966	17,152	99

### Summary Analysis of Pay Ranges £

Nursery Nurse/Assistant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	13,987	15,743	15,365	16,740	16
Normal Range Maximum Salary	16,085	17,651	17,466	18,299	16
Contribution Pay Maximum	...	19,264	18,476	...	7

The survey shows the inter-quartile range of salaries paid to individual post holders is £14,069 to £17,152, while the median salary is £14,462.

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

The data on the pay ranges shows the median normal pay range is from £15,743 to £17,651, with a median contribution pay maximum of £19,264.

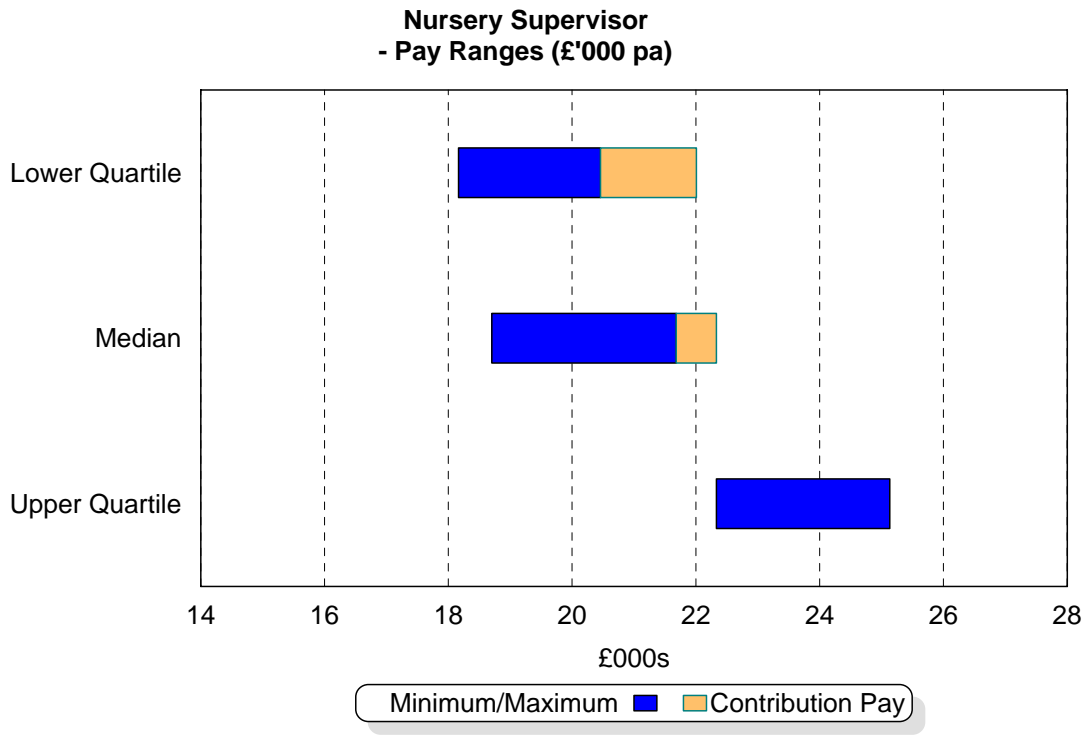
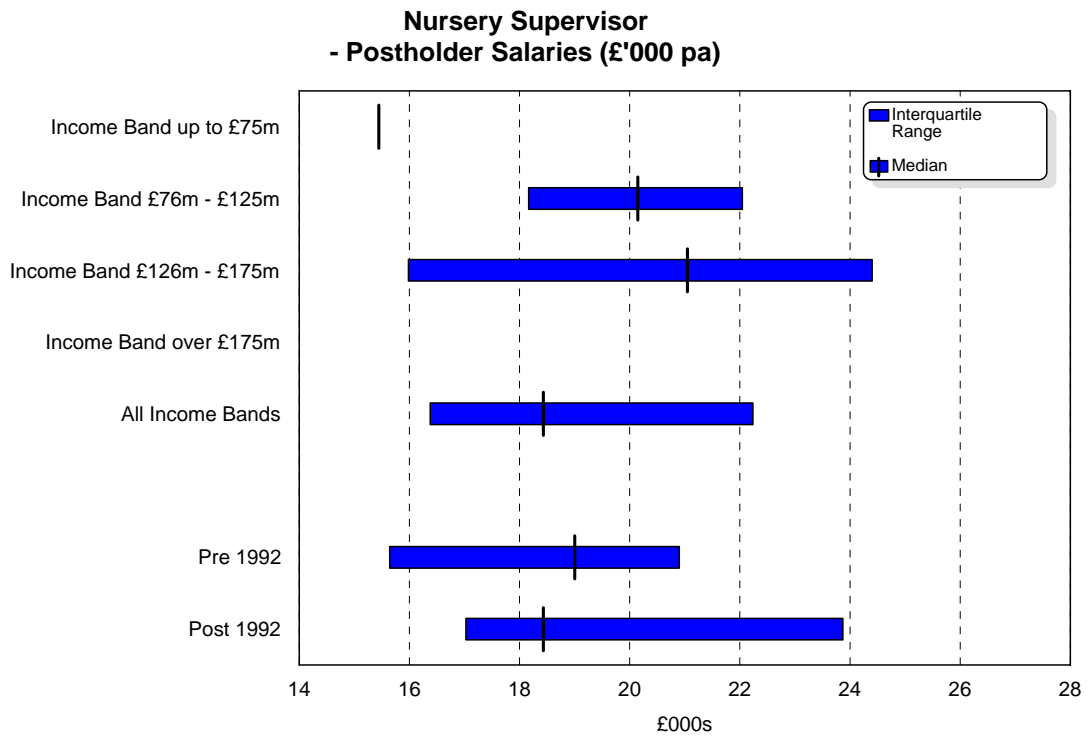
The most common number of contracted hours for a full-time post is 37 hours a week.

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 for Nursery Nurse/Assistant

<b>Job Title</b>	Nursery Nurse/Assistant
<b>Level</b>	Reports to Nursery Manager
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience of working with children aged 6 months to 4 years</li> <li>• Knowledge of children's emotional and physical needs and how to respond to these</li> <li>• Practical nursery experience of caring for children in a group setting</li> <li>• Experience in similar setting as part of NVQ level 3 course or alternative</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Up to date first aid certificate</li> <li>• NNEB/NVQ level 2 minimum or BTEC or equivalent</li> <li>• Food hygiene and manual handling procedures</li> <li>• An approved CRB check</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Assists in the care of the children in the nursery, helping to create a safe and happy atmosphere</li> <li>• Observes and assesses individual children and completes their development records</li> <li>• Attends to the physical, social and emotional needs of the children, working in partnership with parents to ensure that each child reaches their potential</li> <li>• Plans and delivers appropriate pre-school activities</li> <li>• Gives parents written and verbal feedback about children's progress</li> <li>• Carries out domestic duties</li> </ul>

## Senior Nursery Nurse/Nursery Supervisor/ Assistant or Deputy Nursery Manager



## ECC Survey Data

### HEI Annual Income Analysis £

Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	LQ	Median	Average	UQ	Posts
Income Band up to £75m	...	15,446	16,259	...	7
Income Band £76m - £125m	18,165	20,150	20,496	22,046	12
Income Band £126m - £175m	15,985	21,050	20,250	24,403	11
Income Band over £175m	...	...	...	...	0
All Income Bands	16,380	18,434	19,417	22,237	30

### HEI Type Analysis £

Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	LQ	Median	Average	UQ	Posts
Pre 1992	15,642	19,003	18,507	20,902	10
Post 1992	17,027	18,434	19,873	23,870	20

### Summary Analysis of Pay Ranges £

Senior Nursery Nurse/Nursery Supervisor/ Asst. or Deputy Nursery Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	18,165	18,702	19,534	22,332	17
Normal Range Maximum Salary	20,458	21,682	22,321	25,134	17
Contribution Pay Maximum	...	22,332	23,092	...	7

The survey shows the inter-quartile range of salaries paid to individual post holders is £16,380 to £22,237, while the median salary is £18,434.

The data suggests little difference in salary levels according to the size or type of HEI, although the sample sizes are small.

The data on the pay ranges shows the median normal pay range is from £18,702 to £21,682, with a median contribution pay maximum of £22,332.

Contracted hours range between 35 and 38 hours; the most common number of contracted hours for a full-time post is 37 hours (10 HEIs).

None of the HEIs participating in the survey reported paying market premia or having recruitment or retention difficulties for this post.

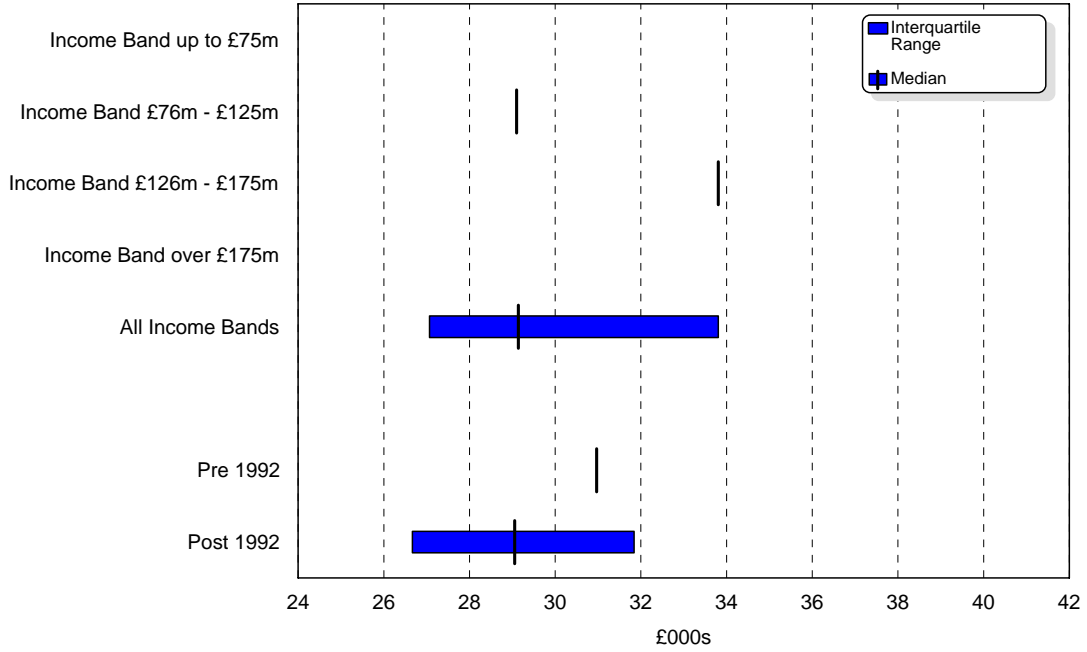
## ECC Survey Job Description for Senior Nursery Nurse/Nursery Supervisor/Assistant or Deputy Nursery Manager

<b>Job Title</b>	Senior Nursery Nurse/Nursery Supervisor/Assistant or Deputy Nursery Manager
<b>Level</b>	Reports to Nursery Manager and manages Nursery Nurses and Assistants
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Considerable experience of working with children aged 6 months to 4 years</li> <li>• Experience of supervising staff</li> <li>• Knowledge and experience of Curriculum Guidance for Foundation Stage and Birth to Three Framework</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Up to date first aid certificate</li> <li>• NNEB level 3/NVQ or BTEC or equivalent</li> <li>• Food hygiene and manual handling procedures</li> <li>• An approved CRB check</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Deputises for Nursery Managers as required</li> <li>• Assists Nursery Manager in compiling policies, report writing, administering childcare places.</li> <li>• Responsible for advising Manager of special needs and problems.</li> <li>• Organises staffing rosters and carries out on-the-job training</li> <li>• Supports nursery staff and promotes good practice</li> <li>• Ensures a safe and happy atmosphere for children</li> <li>• Observes and assesses individual children and completes their development records</li> <li>• Attends to the physical, social and emotional needs of the children, working in partnership with parents to ensure that each child reaches their potential</li> <li>• Plans and delivers appropriate pre-school activities</li> <li>• Gives parents written and verbal feedback about children's progress</li> </ul>

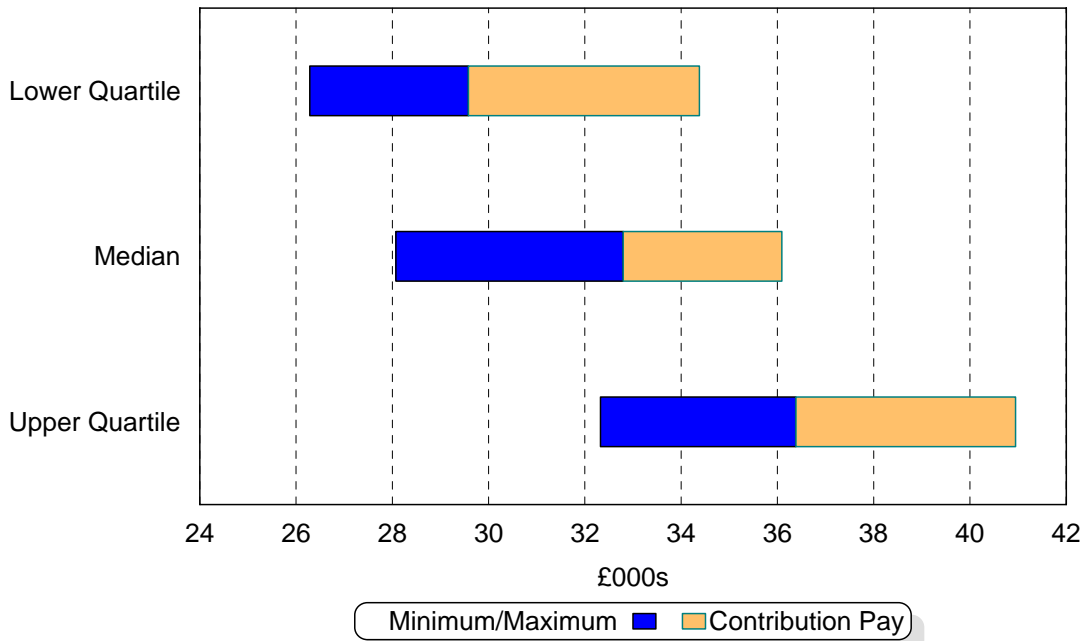


## Nursery Manager

**Nursery Manager  
- Postholder Salaries (£'000 pa)**



**Nursery Manager  
- Pay Ranges (£'000 pa)**



## ECC Survey Data

### HEI Annual Income Analysis £

Nursery Manager	LQ	Median	Average	UQ	Posts
Income Band up to £75m	...	...	...	...	3
Income Band £76m - £125m	...	29,098	30,567	...	8
Income Band £126m - £175m	...	33,805	33,794	...	8
Income Band over £175m	...	...	...	...	0
All Income Bands	27,066	29,139	31,028	33,805	19

### HEI Type Analysis £

Nursery Manager	LQ	Median	Average	UQ	Posts
Pre 1992	...	30,968	31,946	...	6
Post 1992	26,666	29,056	30,604	31,840	13

### Summary Analysis of Pay Ranges £

Nursery Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	26,283	28,073	29,171	32,325	18
Normal Range Maximum Salary	29,583	32,796	33,711	36,387	18
Contribution Pay Maximum	...	36,092	37,330	...	8

The survey shows the inter-quartile range of salaries paid to individual post holders is £27,066 to £33,805, while the median salary is £29,139.

The data on the pay ranges shows the median normal pay range is from £28,073 to £32,796, with a median contribution pay maximum of £36,092 (this is below the normal range maximum due to the differing sample composition of the two data items).

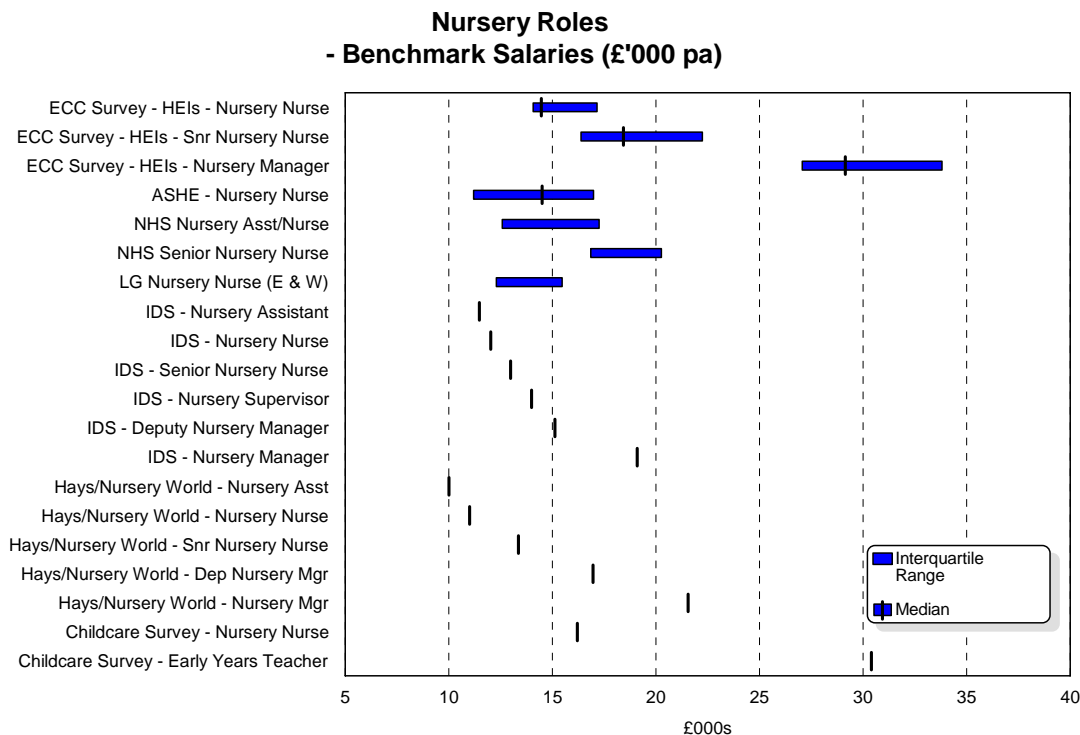
Contracted hours range between 35 and 38 hours; the most common number of contracted hours for a full-time post is 37 hours (10 HEIs).

None of the HEIs participating in the survey reported paying market premia or having recruitment or retention difficulties for this post.

## ECC Survey Job Description for Nursery Manager

<b>Job Title</b>	Nursery Manager
<b>Level</b>	Reports to Director of HR or similar
<b>Experience</b>	At least 5 years' post - qualification experience including three years management
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• NNEB or equivalent</li> <li>• Successful Criminal Records Bureau check</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Manages nursery staff and ensures their training and development needs are met</li> <li>• Liaises with OFSTED and Social Services departments in respect of inspection and child protection issues</li> <li>• Ensures there are satisfactory policies and arrangements for the safety and welfare of the children, and Health and Safety policies are correctly applied.</li> <li>• Ensures a full, stimulating and varied programme of activities for the children on the nursery is implemented to the highest professional standards.</li> <li>• Responsible for overall management of the nursery, and operation of all aspects of childcare services</li> <li>• Provides professional leadership for staff and student placements</li> <li>• Advises on childcare issues relevant to the organisation</li> <li>• Produces up-to-date and accurate information on all aspects of the Nursery's operations</li> <li>• Monitors and evaluates all aspects of the childcare services</li> <li>• Allocates children to nursery places in accordance with the organisation's principles and practices</li> <li>• Carries out investigations, reports findings and makes recommendations</li> </ul>

## Benchmark Pay Data for Nursery Roles



The National Day Nurseries Association says that there are some 15,605 nurseries and over 725,000 nursery places in the UK, and the recent 2008 Daycare Trust Childcare Costs Survey showed increasingly high costs for nurseries – the weekly cost of a typical nursery place for a child under two is generally between £141 and £159.

The chart above suggests HEI salary levels compare favourably with those found elsewhere. There is limited pay benchmark data for the role of Nursery Manager but the IDS Survey and Hays Salary guide show significantly lower salary levels. The IDS Survey is based on pay data collected from 82 nurseries in March 2007 although the Hays data relates back to 2006.

HEI salary levels for Nursery Assistants/Nurses and Senior Nursery Nurses/Supervisors/Deputy Managers appear to be competitive with those paid within the NHS and local government as well as the salary survey data.

### ASHE

The Annual Survey of Hours and Earnings for 2007 shows the annual gross earnings for full-time Nursery Nurses at April 2007:

	Lower Quartile	Median	Average	Upper Quartile
<b>Nursery Nurse</b>	£11,199	£14,500	£14,556	£16,981

ASHE 2007 Data

## NHS

Our monitoring of advertised jobs in the NHS suggests that NHS employers generally use pay band 2 (with a salary range of £12,577 to £15,523) or band 3 (£14,437 to £17,257) for Nursery Assistant or Nursery Nurse roles in NHS workplace nurseries. Band 2 roles generally require less experience and a level 2 NVQ while band 3 roles appear more likely to require more experience and a level 3 NVQ or an equivalent qualification. Senior Nursery Nurses or Nursery Supervisor roles tend to be advertised at band 4 (£16,853 to £20,261).

The NHS also employs Community Nursery Nurses and Neonatal Unit Nursery Nurses on band 4 (£16,853 to £20,261). These roles are very different but generally require post holders to have NNEB, NVQ or BTEC qualifications. Community Nursery Nurses work with health visitors and assist with developmental reviews, child health clinics, group work activities; undertake home visits to support parents and children; and run play programmes in clients' homes and at child care facilities. Neonatal Unit Nursery Nurses implement neonatal care packages under the supervision of nurses and midwives and teach parenting to parents and carers.

## Local Government

The former national pay structure for APT&C and defined grades within local government is being replaced by locally agreed pay structures. Nursery nurses were a defined grade comprising spine points 7 to 15, and this represents a salary range of £12,291 to £15,470, effective from 1 April 2007, in England and Wales.

The IDS Local Pay Benchmarking Survey for 2007 found a median salary range of £14,492 to £16,217 for Nursery Nurses in England and Wales. Salary levels in Scottish councils were higher at £18,958 to £21,432, following a significant increase for these staff after a pay dispute.

The Local Government Pay & Workforce Strategy Survey 2006, produced in 2007 by Local Government Analysis & Research, found 6.3% of local authorities in England experienced recruitment difficulties for Nursery Officers/Nurses, while 5.8% experienced retention difficulties.

## IDS Survey

In March 2007, Incomes Data Services carried out a survey of 82 employers in the independent nursery sector.

The survey showed the minimum and median rates for Nursery Assistants were £5.35 per hour, in line with the National Minimum Wage effective from October 2006.

For the most common job of Nursery Nurse, the median starting rate of pay was £5.53 an hour, with a median maximum of £6 an hour.

## Summary of pay rates for nursery staff at 2007

Job Title	Median Minimum £ph	Average Minimum £ph	Median Maximum £ph	Average Maximum £ph
Manager	8.32	8.73	9.99	10.26
Deputy manager	7.00	7.20	7.50	8.05
Supervisor	6.25	6.61	7.17	7.38
Senior nursery nurse	5.95	6.10	6.50	6.61
Nursery nurse	5.53	5.73	6.00	6.32
Nursery assistant	5.35	5.55	5.65	5.84

Median contracted hours of work were 40 hours a week, giving median salaries of £17,352 to £20,835 for Nursery Managers; £14,599 to £15,642 for Deputy Managers; £13,035 to £14,954 for Supervisors; £12,409 to £13,556 for Senior Nursery Nurses; £11,533 to £12,514 for Nursery Nurses; and £11,158 to £11,784 for Nursery Assistants.

## Hays/Nursery World

The Hays Early Years/Nursery World Salary & Benefits Guide 2006 showed the following national average salaries in private day nurseries:

Nursery Manager	Deputy Nursery Manager	Senior Nursery Nurse	Nursery Nurse/ Officer	Nursery Assistant
£21,547	£16,960	£13,358	£11,000	£10,002

## Childcare and Early Years Providers Survey

Research commissioned by the Department for Children, Schools and Families found average hourly rates of £17.90 for Qualified Early Years Teachers, £9.70 for Nursery Nurses, and £8.10 for other paid Early Years Support Staff working in Nursery Schools in 2006<sup>2</sup>. Average annual salaries for Qualified Early Years Teachers were £30,400 and £16,200 for Nursery Nurses.

Some 97% of Early Years Teachers in the sample surveyed were qualified at level 3 and above and 43% of Nursery Nurses were qualified to level 2 or above.

## Nanny Survey

The latest Nannytax Survey shows average annual gross earnings of £17,797 for live-in nannies and £21,936 for daily nannies outside London and the Home Counties for 2007.

Pay levels were higher in Outer London and the Home Counties (£19,988 live-in and £25,548 daily) and much higher in Central London (£24,545 live-in and £33,179 daily).

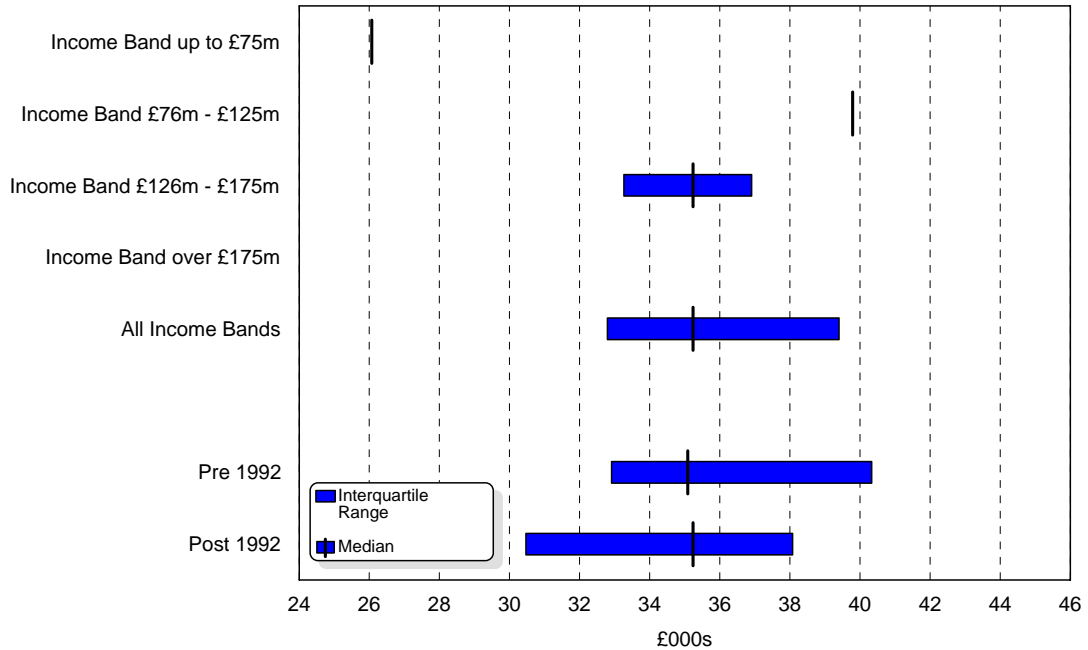
Details of the survey results can be found at [www.nannytax.co.uk/news/wagestable07.html](http://www.nannytax.co.uk/news/wagestable07.html)

<sup>2</sup> 2006 Childcare and Early Years Providers Surveys: Nursery Schools. Research Report DCSF-RW012. Gemma Deakin and Robert Kinnaird, 2007  
Prepared by Capita, March 2008

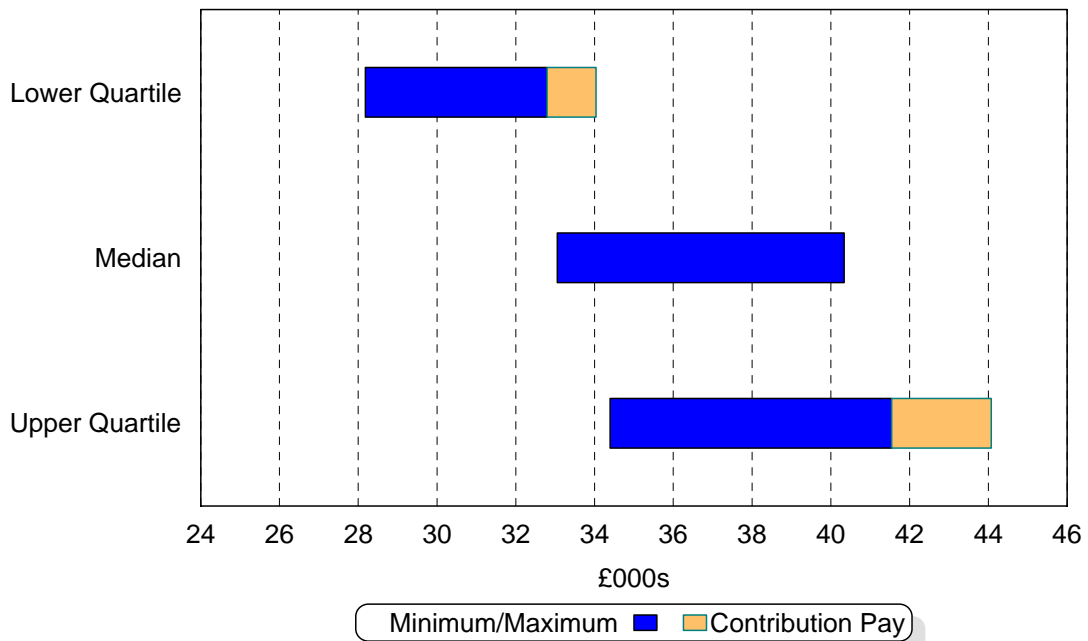
# Energy/Environmental Manager

## Energy/Environmental Manager

**Energy/Environmental Manager  
- Postholder Salaries (£'000 pa)**



**Energy/Environmental Manager  
- Pay Ranges (£'000 pa)**



## ECC Survey Data

### HEI Annual Income Analysis £

Energy/Environmental Manager	LQ	Median	Average	UQ	Posts
Income Band up to £75m	...	26,071	...	...	4
Income Band £76m - £125m	...	39,789	37,763	...	9
Income Band £126m - £175m	33,262	35,237	34,817	36,911	10
Income Band over £175m	...	...	...	...	3
All Income Bands	32,795	35,237	35,403	39,403	26

### HEI Type Analysis £

Energy/Environmental Manager	LQ	Median	Average	UQ	Posts
Pre 1992	32,913	35,087	37,122	40,335	10
Post 1992	30,470	35,237	34,329	38,075	16

### Summary Analysis of Pay Ranges £

Energy/Environmental Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	28,181	33,056	32,510	34,398	28
Normal Range Maximum Salary	32,796	40,335	38,374	41,545	28
Contribution Pay Maximum	34,038	36,629	39,260	44,074	14

The survey shows the inter-quartile range of salaries paid to Energy/Environmental Managers is from £32,795 to £39,403, while the median salary is £35,237.

When broken down the sample sizes are small and it is difficult to see any relationship between salary levels and the size and type of HEI.

The data on the pay ranges shows the median normal pay range is from £33,056 to £40,335, with a median contribution pay maximum of £36,629 (this figure is lower than the median normal range maximum because not all HEIs provided details of their contribution pay).

The most common number of contracted hours for a full-time post is 37 hours a week (16 HEIs) and then 36.25 hours (5 HEIs).

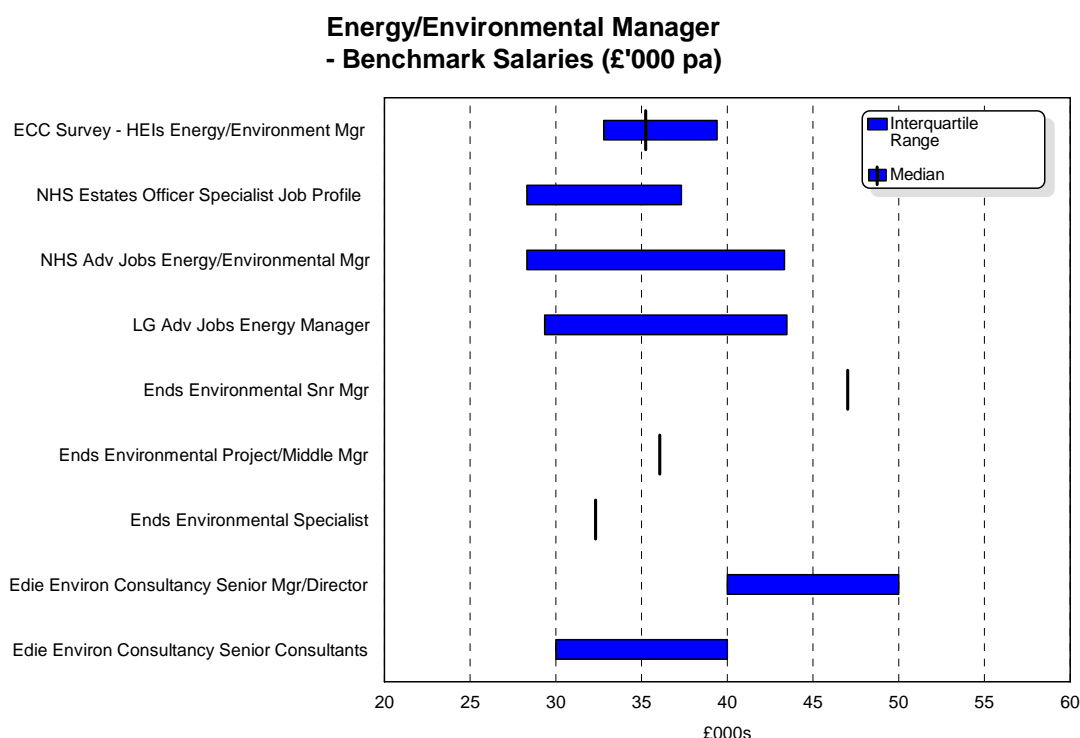
None of the HEIs participating in the survey reported paying market premia or having recruitment or retention difficulties for this post.



## ECC Survey Job Description for Energy/Environmental Manager

<b>Job Title</b>	Energy/Environmental Manager
<b>Level</b>	Responsible to Director/Head of Estates or similar
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Knowledge of building control systems and energy efficient technologies e.g. knowledge of VAT, duty and levies applied to utilities</li> <li>• Knowledge of international and deregulated UK energy markets, government policy and relevant legislation.</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Chartered Engineer</li> <li>• Elected member of Energy Institute</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Provides professional advice on all energy and waste matters, including energy expenditure, energy investment plans, waste recovery, energy audits, and VAT recovery</li> <li>• Contributes to the development of sustainability projects and policies</li> <li>• Project manages energy investment projects</li> <li>• Carries out energy audits and proposes investment opportunities with clearly identified payback periods</li> <li>• Monitors and reports on performance against the University's annual energy budget</li> <li>• Negotiates utility supply tariffs to facilitate cost effective energy and utilities services.</li> <li>• Prepares energy surveys and investment programmes to reduce both cost and environmental impact.</li> <li>• Champions energy conservation within the organisation and determines achievable targets for reductions in energy consumption and demonstrates success.</li> <li>• Maintains accurate records and provide relevant management information.</li> </ul>

## Benchmark Pay Data for Energy/Environmental Manager



There is a limited amount of benchmark pay data for this role but the data suggests that HEI salary levels are likely to be comparable with those paid elsewhere. The range of advertised salaries in the NHS and local authorities is wide but this shows the full salary range rather than just the inter-quartile salary range.

### NHS

The closest matching role in the NHS is that of Estates Officer Specialist (Specialist Service). The national job profile for this role describes it as being responsible for providing one or more specialist services to the organisation such as energy management, environmental management or waste management; undertaking project management in these specialist fields; ensuring compliance with relevant legislation, regulations, codes of practice and technical guidance; developing policies in specialist field(s) and ensuring their implementation; providing training in specialist field(s); and supervising managing staff in specialist field(s).

The role requires professional knowledge acquired through a degree and specialist experience acquired through courses and experience to master's level or equivalent.

The pay band for this role is band 7, with a salary range of £28,313 to £37,326.

Our monitoring of NHS job advertisements found examples of posts being advertised at pay band 7 and at 8a (£36,112 to £43,335). These posts included a band 7 Energy Manager, qualified to degree level in Electrical, Mechanical or Building Services Engineering with practical achievements, technical expertise, knowledge of CAD, BMS and experience in producing reports, drawings and specifications.

The band 8a Environmental Sustainability Manager promotes and delivers environmental sustainability, helps to reduce the carbon footprint and encourages good practice in the workforce. The manager requires experience in environment and energy management to meet objectives and targets such as the Emissions Trading Scheme, a track record in

achieving continual reductions in utility consumption and costs through sustainability, a degree in either engineering or environmental science and experience in both subjects. The role includes effective monitoring of all utilities, awareness training, developing carbon reduction programmes and undertaking these.

## Local Government

Our monitoring of job advertisements found similar but wide ranging salary levels for similar roles. We found examples of advertised salaries of less than £30,000 up to nearly £44,000 for Energy Manager roles according to the level of responsibilities. An Energy Manager role for graduates (or equivalent) with experience in energy management and/or environment management with responsibility for in-house energy and utility management and a pro-active promotional and awareness role in the community offered a salary of up to £29,350 plus 8% of salary as performance related pay. An Energy Programme Manager in another council offered a salary of £40,944 to £43,473. This role includes responsibility for making the council more energy efficient and acting as a catalyst for changes and includes championing best practice in energy managers to all occupiers of council properties, delivering training and guidance, and conducting regular and detailed energy audits.

## Ends Directory

The Ends Directory Annual Salary & Careers Survey for 2007 says the environmental sector continues to expand in response to a potent blend of regulation and corporate risk and reputation management.

Staffing is a major challenge facing organisations and environmental recruitment is buoyant with reports of staff shortages, particularly for more senior roles. Environmental impact assessment and related areas such as planning and ecology, contaminated land and similar disciplines including risk assessment are most commonly cited as having the most acute shortage of experienced personnel relative to the demand.

The survey suggests the skills most highly sought by employers are waste management, pollution prevention and control, general environmental management, contaminated land and environment impact assessment/planning skills.

The table below shows average salaries for the following posts.

Post	Salary £ pa
Director	£59,700
Associate/Partner	£60,714
Senior Manager	£47,028
Project Manager/Middle Manager	£36,065
Specialist	£32,321
Junior/graduate trainee	£23,428

Source: Ends

Salaries are highest in law firms, the oil and chemicals industry and retail & commerce. Those with specialist skills in chemical engineering and acoustics can earn more than other environmental consultants. Process engineering; health, safety and environmental management; and corporate policy are other high earning work areas.

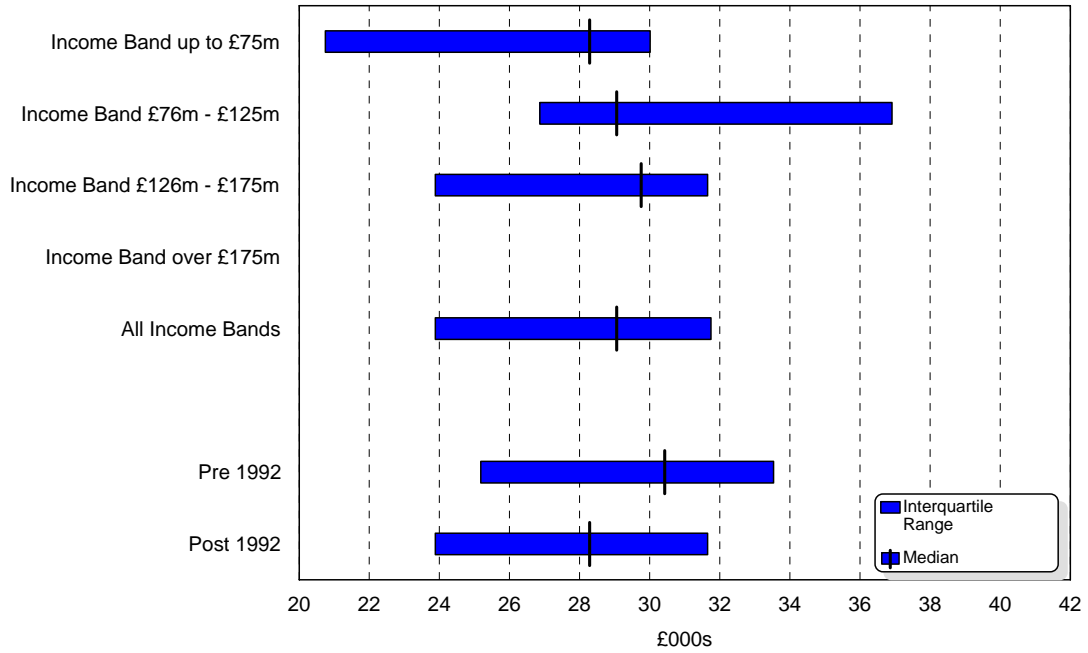
## Edie

The edie Environmental Consultancy Survey 2007 shows average salaries of around £40,000 to £50,000 for Directors and Senior Managers. Average salaries for Senior Consultants generally range from £30,000 to £40,000 although very experienced Consultants may earn more. Junior Consultants with MSc or equivalent qualifications can start on salaries as low as £20,000 to £25,000 but those with PhDs may earn £30,000 to £35,000.

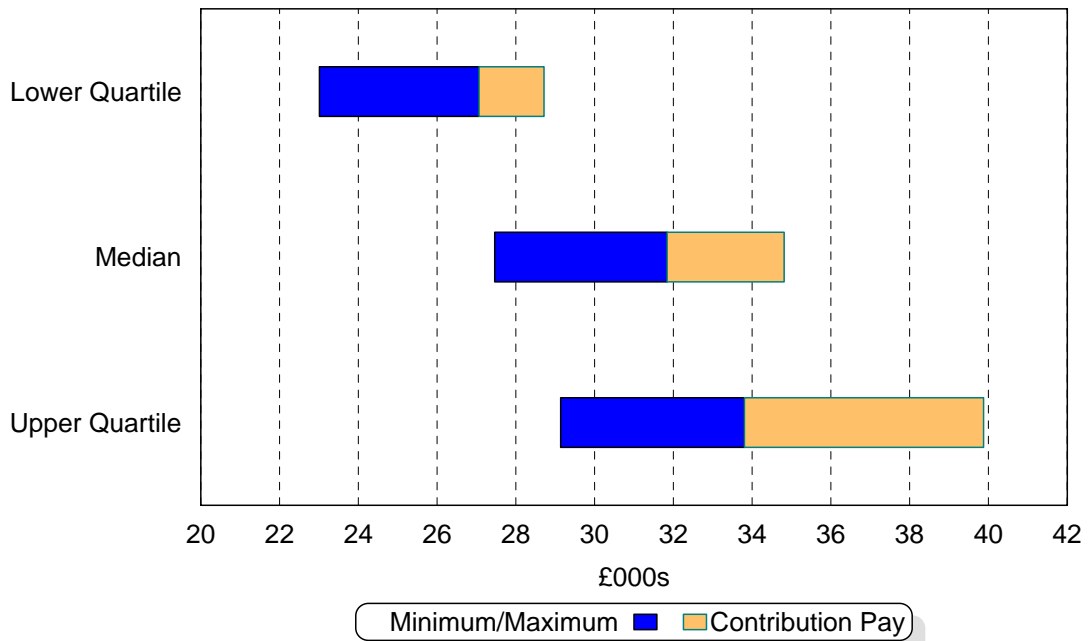
## Quality Assurance Posts

### Quality Assurance Officer

Quality Assurance Officer  
- Postholder Salaries (£'000 pa)



Quality Assurance Officer  
- Pay Ranges (£'000 pa)



## ECC Survey Data

<b>HEI Annual Income Analysis £</b>					
<b>Quality Assurance Officer</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Income Band up to £75m	20,748	28,289	25,937	30,012	20
Income Band £76m - £125m	26,866	29,056	31,628	36,911	22
Income Band £126m - £175m	23,883	29,756	28,637	31,653	27
Income Band over £175m	...	...	...	...	2
All Income Bands	23,883	29,056	28,600	31,747	71

<b>HEI Type Analysis £</b>					
<b>Quality Assurance Officer</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Pre 1992	25,180	30,427	30,177	33,533	10
Post 1992	23,883	28,289	28,341	31,653	61

<b>Summary Analysis of Salary Ranges £</b>					
<b>Quality Assurance Officer</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>HEIs</b>
Normal Range Minimum Salary	23,012	27,466	26,754	29,139	31
Normal Range Maximum Salary	27,066	31,840	31,372	33,805	31
Contribution Pay Maximum	28,714	34,813	34,102	39,876	15

The survey shows the inter-quartile range of salaries paid to individual post holders is from £23,883 to £31,747, whilst the median salary is £29,056.

The data suggest salary levels are significantly higher in pre-1992 HEIs than in post-1992 HEIs. Larger HEIs also generally pay slightly more than their smaller counterparts.

The data on the pay ranges used by HEIs shows the median normal pay range is from £27,466 to £31,840, with a median contribution pay maximum of £34,813.

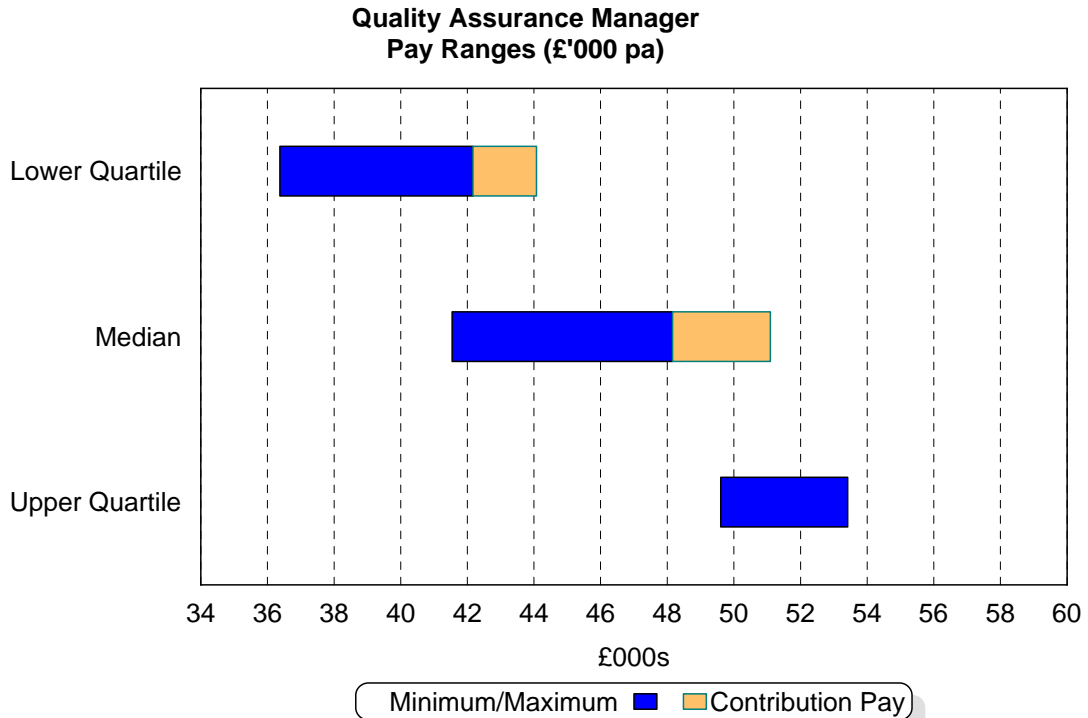
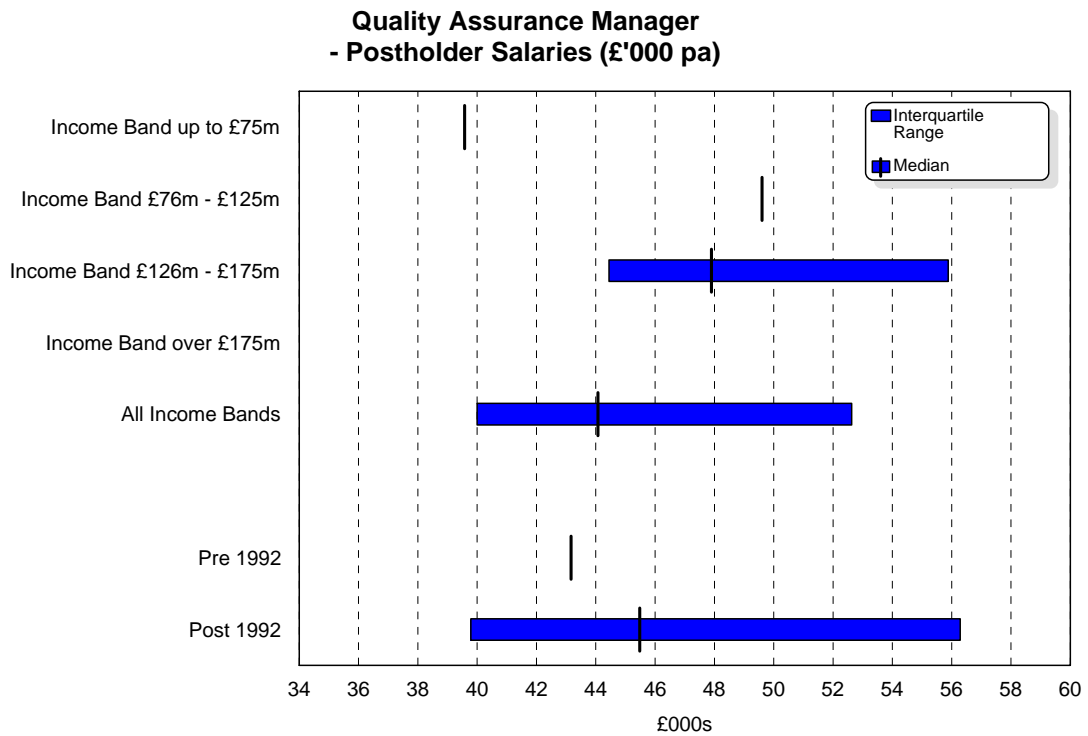
The most common number of contracted hours for a full-time post is 37 hours a week (14 HEIs), followed by 35 hours (7 HEIs).

None of the HEIs participating in the survey reported paying market premia or having recruitment or retention difficulties for this post.

## ECC Survey Job Description for Quality Assurance Officer

<b>Job Title</b>	Quality Assurance Officer
<b>Level</b>	<ul style="list-style-type: none"> <li>• Reports to Head of Quality Assurance or Head of Quality and Standards or similar</li> <li>• May be responsible for Quality Assurance Assistant or administrative support staff</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• At least three years' previous experience in an administrative post involving critical analysis.</li> <li>• Work in an educational environment and knowledge of quality assurance systems.</li> <li>• Experience in the area of committee support and academic quality assurance.</li> <li>• Ability to summarise and record committee discussions and decisions accurately and concisely</li> <li>• Ability to offer professional advice to academic staff</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Degree or equivalent</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Assists Head of Quality Assurance in the management, formulation, implementation, support and monitoring of the organisation's strategies, policies and procedures relating to quality assurance.</li> <li>• Contributes to the documentation of quality assurance procedures and their publication</li> <li>• Day-to-day responsibility for the effective operation of the organisation's committee systems (including those concerned with academic standards and course approval.</li> <li>• Contributes to preparation of the annual report on quality.</li> <li>• Maintains the documentation of quality procedures and tracks their implementation</li> <li>• Prepares organisations for internal and external quality reviews and audits.</li> <li>• Administers and co-ordinates arrangements for internal and external subject reviews, including participating in key meetings.</li> </ul>

## Quality Assurance Manager



## ECC Survey Results

<b>HEI Annual Income Analysis £</b>					
<b>Quality Assurance Manager/Head of Quality &amp; Standards</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Income Band up to £75m	...	39,580	40,401	...	8
Income Band £76m - £125m	...	49,607	48,915	...	9
Income Band £126m - £175m	44,448	47,898	49,299	55,886	10
Income Band over £175m	...	...	...	...	2
All Income Bands	40,000	44,075	45,741	52,629	29

<b>HEI Type Analysis £</b>					
<b>Quality Assurance Manager/Head of Quality &amp; Standards</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Pre 1992	...	43,168	42,733	...	9
Post 1992	39,790	45,481	47,095	56,286	20

<b>Summary Analysis of Salary Ranges £</b>					
<b>Quality Assurance Manager/Head of Quality &amp; Standards</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>HEIs</b>
Normal Range Minimum Salary	36,374	41,545	42,508	49,607	27
Normal Range Maximum Salary	42,168	48,161	48,098	53,418	27
Contribution Pay Maximum	44,074	51,095	49,426	52,628	13

The survey shows the inter-quartile range of salaries paid to individual post holders is from £40,000 to £52,629, with a median salary of £44,075. The sample size is small, making it difficult to analyse salary levels according to the size and type of HEI.

The data suggest salary levels are significantly higher in post-1992 HEIs than in pre-1992 HEIs. Larger HEIs also generally pay more than their smaller counterparts.

The data on the pay ranges used by HEIs shows the median normal pay range is from £41,545 to £48,161, with a median contribution pay maximum of £51,095.

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

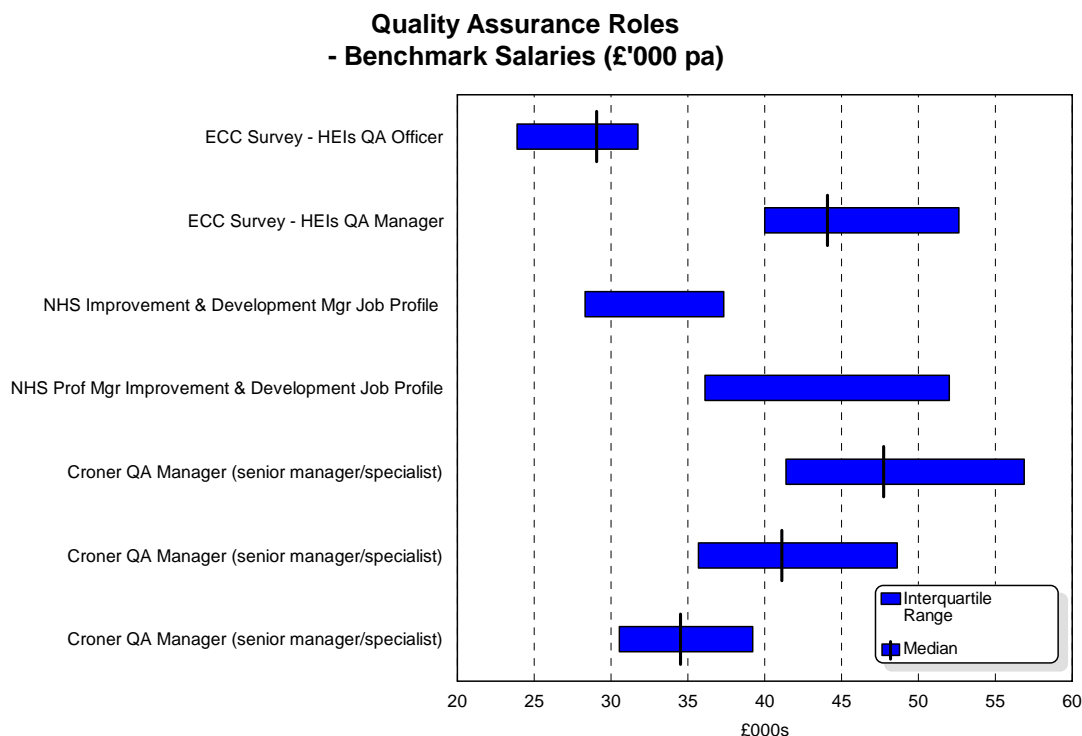
None of the HEIs participating in the survey reported paying market premia or having recruitment or retention difficulties for this post.



## ECC Survey Job Description for Quality Assurance Manager

<b>Job Title</b>	Quality Assurance Manager/ Head of Quality and Standards
<b>Level</b>	<ul style="list-style-type: none"> <li>• Reports to academic registrar or similar</li> <li>• Manages Quality Assurance of Standards staff</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience in committee support and academic quality assurance.</li> <li>• Familiarity with the requirements of the Quality Assurance Agency for Higher Education.</li> <li>• Experience of writing, implementing and monitoring quality assurance procedures</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Educated to degree level (or equivalent)</li> <li>• Willing to update knowledge and skills through professional development activities.</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Leads development, maintenance and monitoring of processes for the assurance and enhancement of academic quality and standards.</li> <li>• Positions the organisation to meet the quality standards of external agencies and to facilitate the response to external quality review.</li> <li>• Manages the day-to-day work of the Quality Assurance or Standards Development Team.</li> <li>• Develops quality assurance administrative processes in the light of national guidelines, and ensure they disseminated, understood and implemented within the organisation.</li> <li>• Co-ordinates the provision of feedback from quality reviews and contributes to the development of remedial action plans</li> <li>• Works with Deans, Quality and Standards Advisers and other staff to provide advice and guidance on quality assurance procedures and practices to Programmes, Schools and others.</li> <li>• Contribute up-to-date knowledge and expertise on quality assurance matters, both operational and strategic, to the work of relevant committees and groups.</li> <li>• Acts on behalf of the organisation in relation to external bodies as the primary contact for information relating to quality assurance and enhancement procedures.</li> </ul>

## Benchmark Pay Data for Quality Assurance Roles



There is a very limited amount of reliable and robust pay benchmark data for these roles but the available data suggests that HEI salary levels are likely to be competitive with those offered elsewhere. The benchmark jobs included may not be a close match to those within HEIs, particularly the Quality Assurance Manager roles in the Croner Management Rewards Surveys where the majority of post holders work for manufacturing, engineering or chemicals companies.

### NHS

There are broadly comparable national job profiles for the roles of Improvement & Development Manager and Professional Manager.

The Improvement & Development Manager supports the delivery and development of improved performance across the organisation(s), promotes quality improvement and leads on specific programmes. This role is placed in pay band 7, with a salary range of £28,313 to £37,326

The Professional Manager Improvement & Development role supports the delivery of improved performance and service delivery in a range of service areas, promotes quality improvement, and leads on a number of programmes addressing performance and service issues. This role is in pay bands 8a (£36,112 to £43,335) or 8b (£42,064 to £52,002).

Both roles require training and experience equivalent to Master's level.

## Salary Survey Data

The latest Croner Management Rewards Survey (March 2008) shows median basic salaries of £47,740, £41,111 or £34,519 for Quality Assurance Managers (according to the management level of the role).

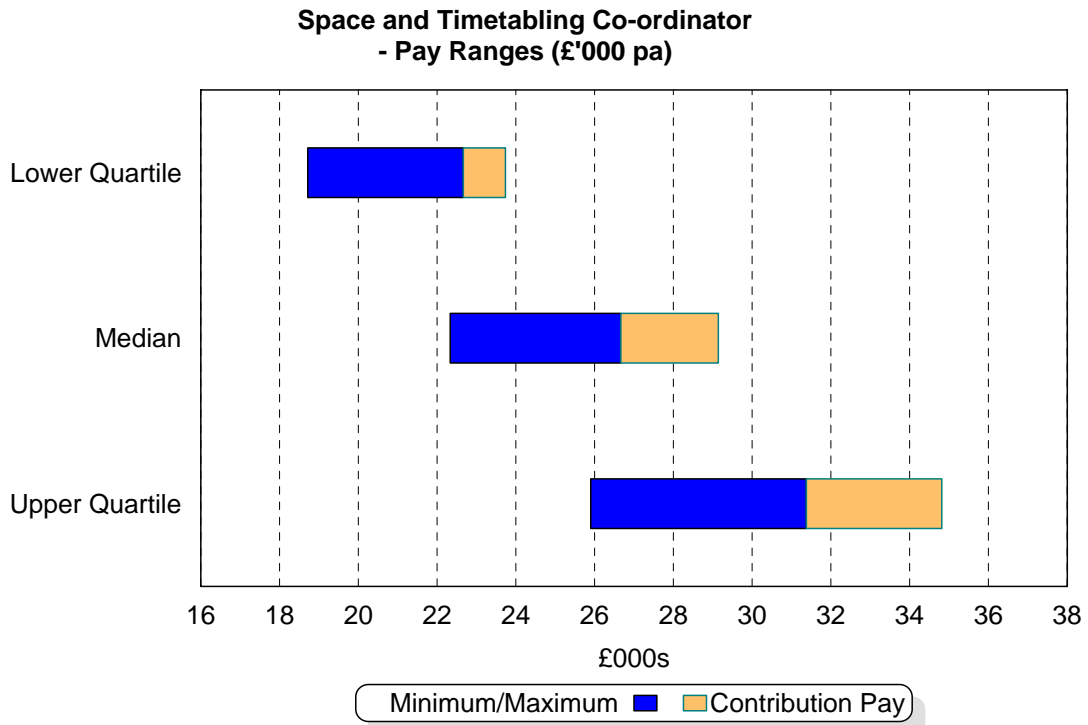
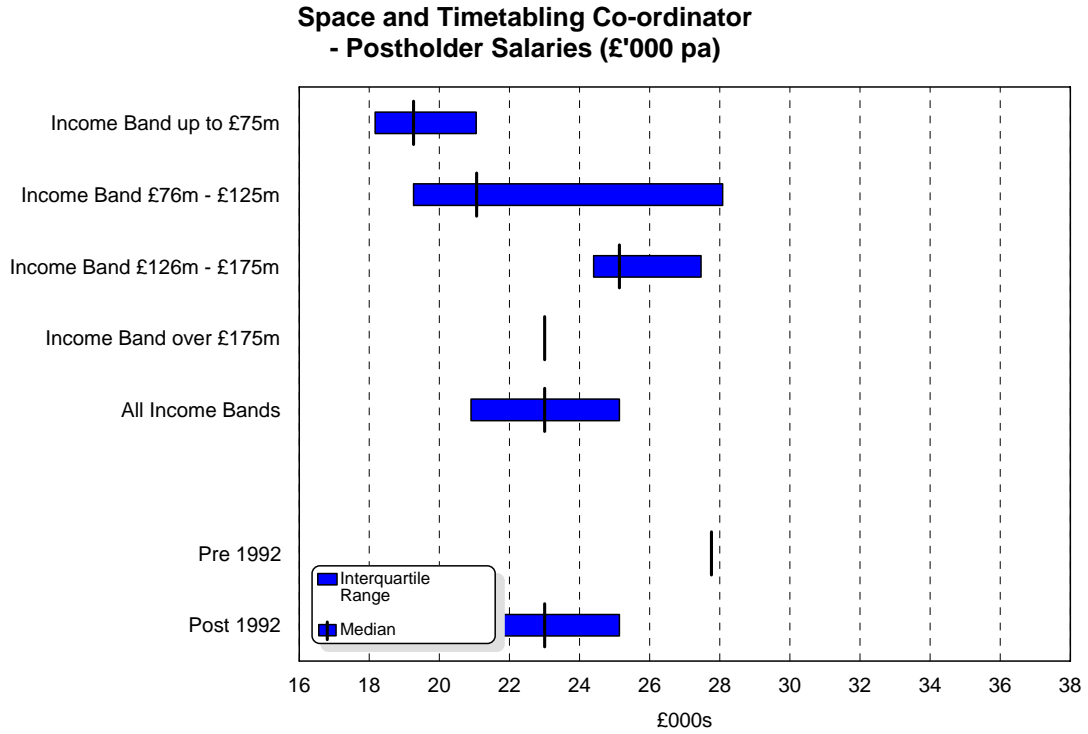
	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Quality Assurance Manager (Senior Manager/Specialist)	41,381	47,740	56,879	33
Quality Assurance Manager (Senior Middle Manager)	35,690	41,111	48,625	86
Quality Assurance Manager (Junior Middle Manager)	30,538	34,519	39,216	101

Senior managers are usually heads of major functions, reporting to a Director, and with responsibility for company policy formulation. This level also includes very senior and highly qualified specialists. Senior middle managers are usually heads of main departments and report to a Senior Specialist or Senior Manager while junior middle managers are usually heads of small departments.

These roles may not provide a close match to roles within Higher Education since the sample suggests that many of them are within the chemicals and man made fibre, engineering and other manufacturing industry sectors.

## Space Planning Roles

### Space and Timetabling Co-ordinator



## ECC Survey Data

<b>HEI Annual Income Analysis £</b>					
<b>Space and Timetabling Co-ordinator</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Count</b>
Income Band up to £75m	18,165	19,264	19,466	21,050	13
Income Band £76m - £125m	19,263	21,061	24,564	28,083	10
Income Band £126m - £175m	24,403	25,134	26,302	27,466	21
Income Band over £175m	...	23,002	23,177	...	8
All Income Bands	20,902	23,002	23,778	25,134	52

<b>HEI Type Analysis £</b>					
<b>Space and Timetabling Co-ordinator</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Count</b>
Pre 1992	...	27,762	30,016	...	6
Post 1992	20,607	23,002	22,964	25,134	46

<b>Summary Analysis of Salary Ranges £</b>					
<b>Space and Timetabling Co-ordinator</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Count</b>
Normal Range Minimum Salary	18,715	22,332	23,309	25,900	27
Normal Range Maximum Salary	22,667	26,666	27,653	31,377	27
Contribution Pay Maximum	23,733	29,139	30,957	34,813	11

The survey shows the inter-quartile range of salaries paid to individual post holders is fairly narrow, from £20,902 to £25,134, while the median salary is £23,002.

The data suggest salary levels are higher in pre-1992 HEIs than in post-1992 HEIs, although the sample size for the pre-1992 group is small. Larger HEIs also generally pay more than their smaller counterparts.

The data on the pay ranges shows the median normal pay range is from £22,332 to £26,666, with a median contribution pay maximum of £29,139.

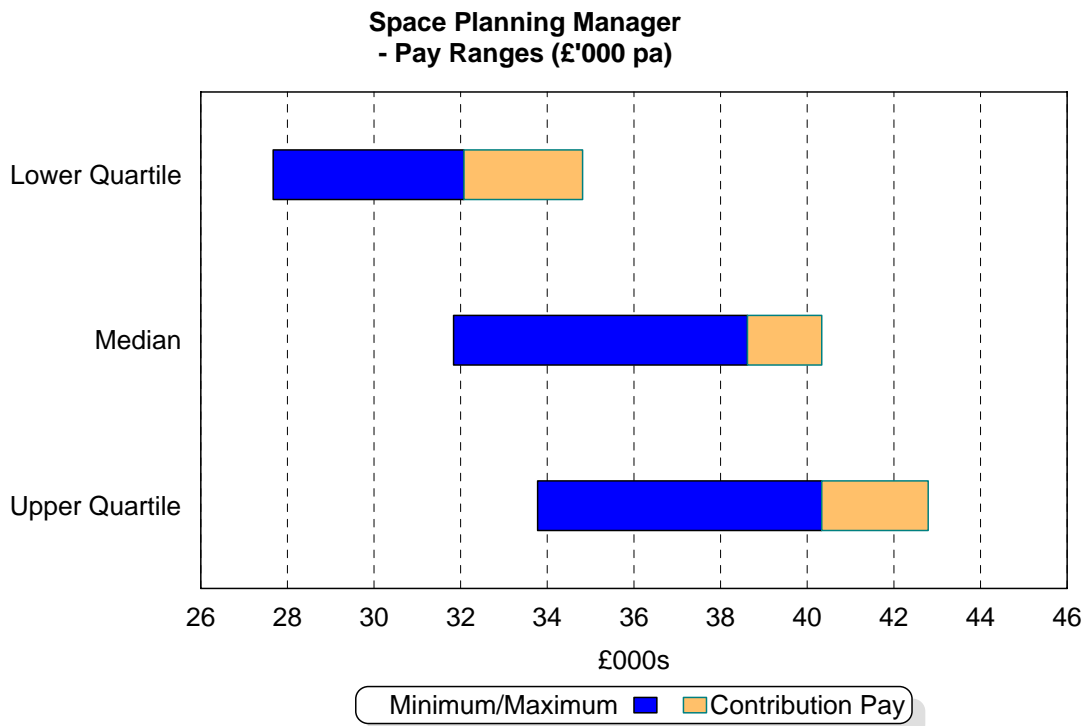
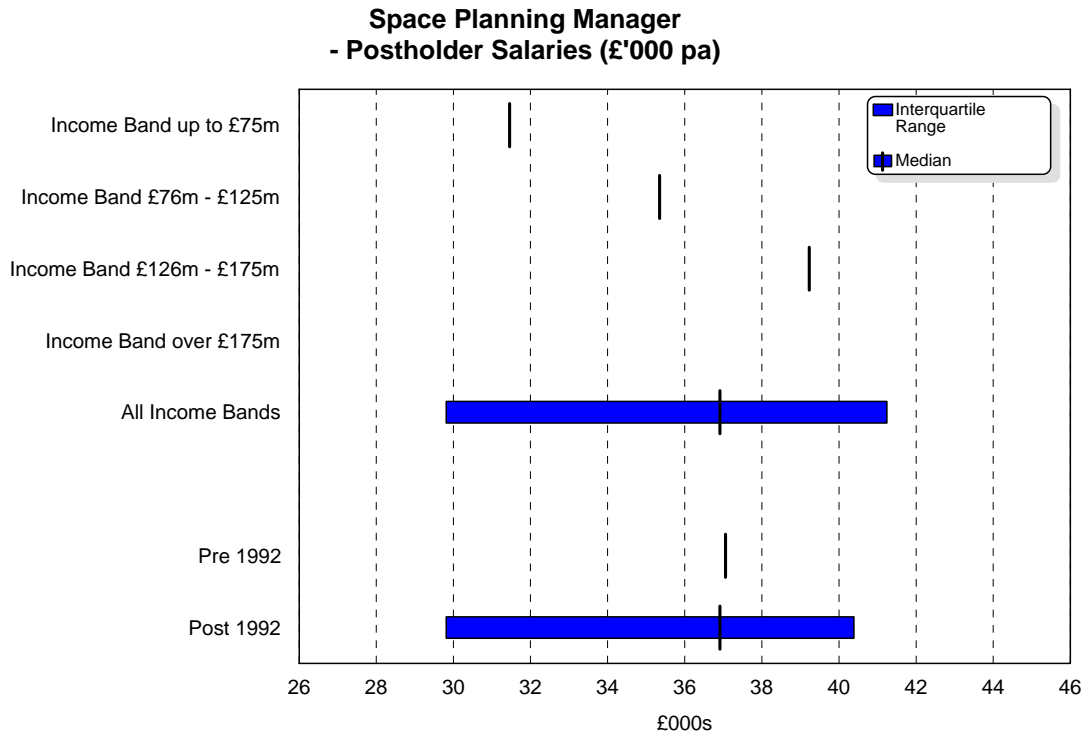
The most common number of contracted hours is 37 hours a week (16 HEIs), followed by 35 hours (6 HEIs).

None of the HEIs participating in the survey reported paying market premia or having recruitment or retention difficulties for this post.

## ECC Survey Job Description for Space and Timetabling Co-ordinator

<b>Job Title</b>	Space and Timetabling Co-ordinator
<b>Level</b>	Reports to Timetable Manager, or equivalent post
<b>Experience</b>	Experience of timetabling and scheduling
<b>Qualifications</b>	Degree or 'A' level standard. Strong IT skills.
<b>Role</b>	<ul style="list-style-type: none"> <li>• Prepares and publishes teaching and examinations timetable by scheduling rooms</li> <li>• Manages room bookings and office space requirements</li> <li>• Co-ordinates regular audits of room usage within HEI</li> <li>• Administers processes involved with online timetabling system</li> <li>• Provides training in use of online timetabling system</li> <li>• Provides statistical information on room usage/timetabling</li> </ul>

## Space Planning Manager



## ECC Survey Data

<b>HEI Annual Income Analysis £</b>					
<b>Space Planning Manager</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Income Band up to £75m	...	31,459	34,384	...	6
Income Band £76m - £125m	...	35,345	35,591	...	6
Income Band £126m - £175m	...	39,228	...	...	4
Income Band over £175m	...	...	...	...	2
All Income Bands	29,814	36,911	36,296	41,243	18

<b>HEI Type Analysis £</b>					
<b>Space Planning Manager</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Pre 1992	...	37,057	...	...	4
Post 1992	29,814	36,911	36,048	40,387	14

<b>Summary Analysis of Salary Ranges £</b>					
<b>Space Planning Manager</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>HEIs</b>
Normal Range Minimum Salary	27,672	31,840	30,905	33,779	22
Normal Range Maximum Salary	32,079	38,623	36,522	40,335	22
Contribution Pay Maximum	...	40,335	39,661	...	9

The survey shows the inter-quartile range of salaries paid to individual Space Planning Manager post holders ranges from £29,814 to £41,243, and the median salary is £36,911.

The data suggests salary levels are higher in the largest HEIs, although the sample sizes are small.

The data on the pay ranges shows the median normal pay range is from £31,840 to £38,623, with a median contribution pay maximum of £40,335.

The most common number of contracted hours for a full-time post is 37 hours (14 HEIs) or 36.25 hours (4 HEIs).

None of the HEIs participating in the survey reported paying market premia or having recruitment or retention difficulties for this post.



## ECC Survey Job Description for Space Planning Manager

<b>Job Title</b>	Space Planning Manager
<b>Level</b>	Leads team
<b>Experience</b>	Experience of space planning and management including space allocation, project management, management of staff and IT
<b>Qualifications</b>	May have building services, surveying or architectural professional qualification/background
<b>Role</b>	<ul style="list-style-type: none"> <li>• Responsible for all aspects of space planning including:</li> <li>• managing and monitoring the use of the University's existing space and accommodation and maintaining records of use for ongoing planning purposes.</li> <li>• development and implementation of new modelling techniques;</li> <li>• collection, analysis, and reporting of space data;</li> <li>• formulation of space models for new developments and space utilisation studies</li> <li>• advising on strategic space management issues</li> <li>• identifying opportunities for income generation and potential cost efficiencies</li> </ul>

### Benchmark Pay Data for Space Planning Roles

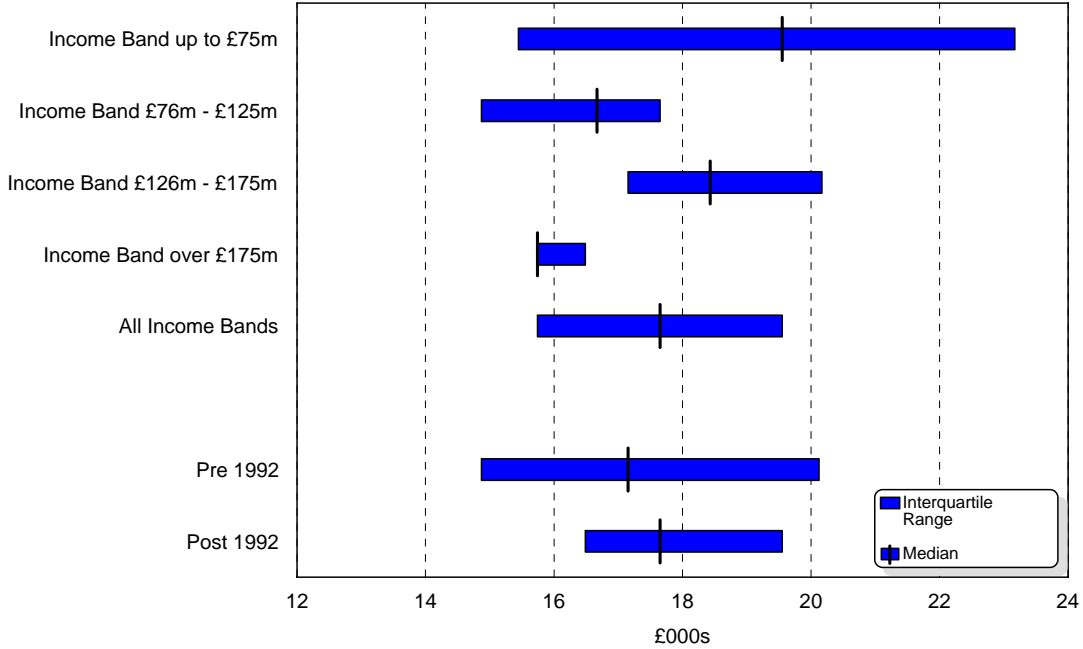
We have been unable to collect and collate reliable and robust pay benchmark data for these roles.

The pay data collected in the ECC survey is consistent with the pay levels shown by our monitoring of advertised salaries in Higher Education.

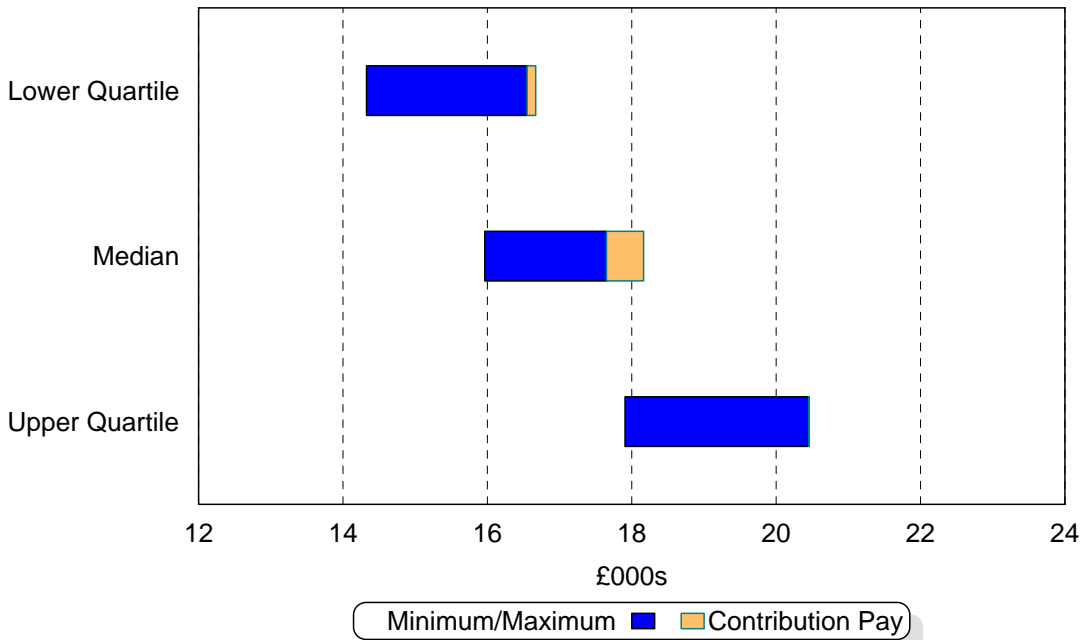
# Security Roles

## Security Officer

**Security Officer  
- Postholder Salaries (£'000 pa)**



**Security Officer  
- Pay Ranges (£'000 pa)**



## ECC Survey Data

<b>HEI Annual Income Analysis £</b>					
<b>Security Officer</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Income Band up to £75m	15,446	19,551	19,016	23,172	28
Income Band £76m - £125m	14,869	16,669	16,661	17,651	116
Income Band £126m - £175m	17,152	18,431	18,447	20,169	216
Income Band over £175m	15,743	15,743	16,121	16,488	77
All Income Bands	15,743	17,651	17,599	19,551	437

<b>HEI Type Analysis £</b>					
<b>Security Officer</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Pre 1992	14,869	17,152	17,247	20,123	193
Post 1992	16,488	17,651	17,878	19,551	244

<b>Summary Analysis of Salary Ranges £</b>					
<b>Security Officer</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>HEIs</b>
Normal Range Minimum Salary	14,327	15,964	15,978	17,908	27
Normal Range Maximum Salary	16,550	17,651	18,209	20,458	27
Contribution Pay Maximum	16,669	18,165	18,677	20,458	13

The survey shows a fairly narrow inter-quartile range of salaries paid to individual Security Officers - from £15,743 to £19,551, with a median salary of £17,651. Several organisations reported that these posts carry an entitlement to shift pay in addition to the basic salary for the post; where details were given, this ranged between around £2,000 and £7,000 pa. It should also be noted that some of the salaries at the upper end of the postholders' salary range include an enhancement for weekend working.

There does not appear to be any relationship between salary levels and the size and type of HEI.

The data on the pay ranges shows the median normal pay range is from £15,964 to £17,651, with a median contribution pay maximum of £18,165.

The most common number of contracted hours for a full-time post is 37 hours (10 HEIs); contracted hours range between 35 and 42 hours per week.

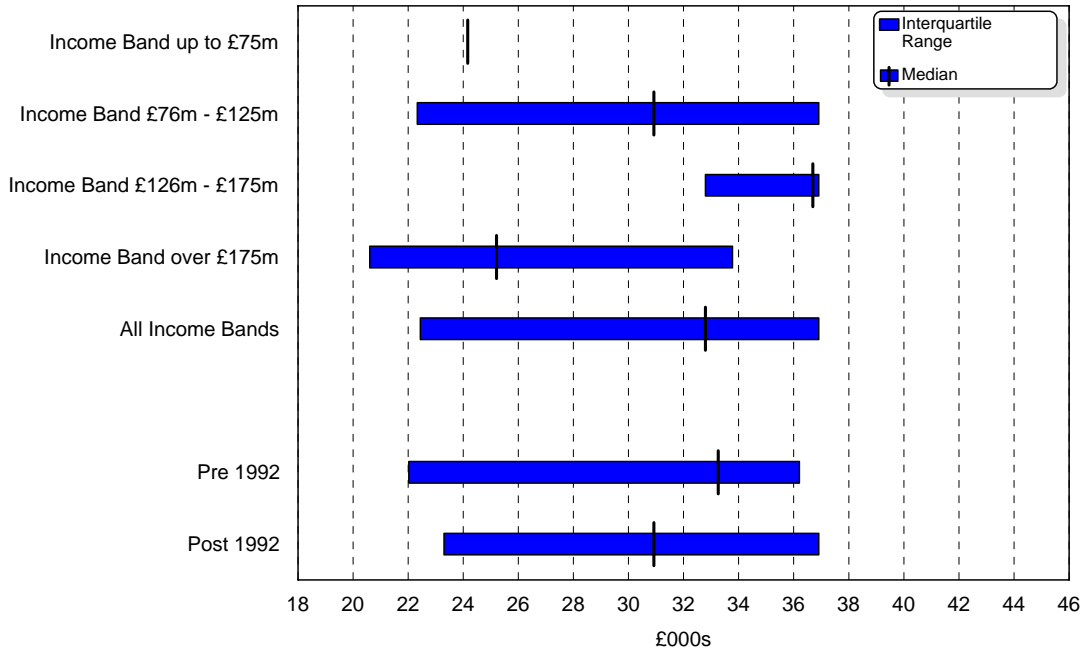
One of the HEIs participating in the survey reports paying a market premium. None report having recruitment or retention problems.

## ECC Survey for Job Description Security Officer

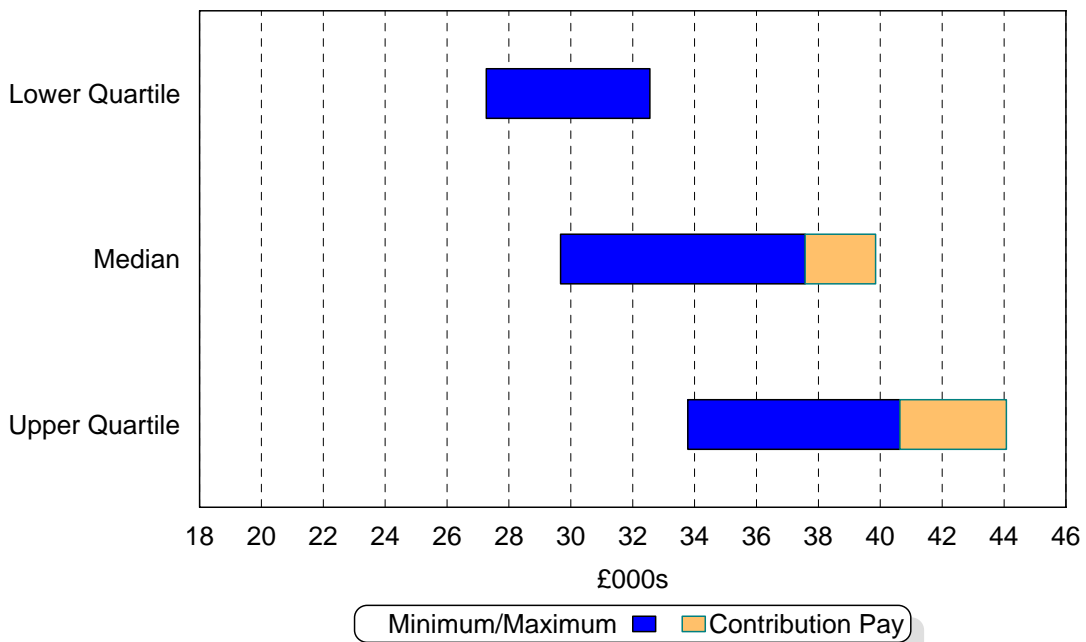
<b>Job Title</b>	Security Officer
<b>Level</b>	Reports to Head of Security
<b>Experience</b>	Knowledge of health and safety procedures for University, e.g.halls of residence, smoking policy, prevention of accidents etc.
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Required to be first aid trained, refreshed every three years.</li> <li>• Required to be trained in Lift Recovery Training, evacuation procedures and restraint techniques.</li> <li>• Trained to NVQ Level 2</li> <li>• Trained to BTEC Standard.</li> </ul>
<b>Role</b>	<ul style="list-style-type: none"> <li>• Provides security service to ensure 24-hour safety in all HEI premises</li> <li>• Patrols all sites, including campuses and student accommodation.</li> <li>• Provides out of hours support e.g. emergency clean-ups, responding to break-ins, supporting evening or weekend events.</li> <li>• Responds to, and deals with, incidents, such as break-ins, assaults, potential violent situations etc.</li> <li>• Acts as the first response officer in the event of a fire and intruder alarms being activated.</li> <li>• Locks and unlocks buildings and premises as designated</li> <li>• Ensures the setting and unsetting of all intruder alarms</li> <li>• Checks the ID of all visitors who arrive on site as appropriate.</li> <li>• Provides an initial first aid service for the sites.</li> </ul>

## Security Manager

**Security Manager  
- Postholder Salaries (£'000 pa)**



**Security Manager  
- Pay Ranges (£'000 pa)**



<b>HEI Annual Income Analysis £</b>					
<b>Security Manager</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Income Band up to £75m	...	24,166	...	...	4
Income Band £76m - £125m	22,332	30,926	30,116	36,911	12
Income Band £126m - £175m	32,796	36,694	36,426	36,911	15
Income Band over £175m	20,606	25,213	28,372	33,779	10
All Income Bands	22,442	32,796	31,440	36,911	41

<b>HEI Type Analysis £</b>					
<b>Security Manager</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>Posts</b>
Pre 1992	22,026	33,262	31,737	36,205	19
Post 1992	23,304	30,926	31,183	36,911	22

<b>Summary Analysis of Salary Ranges £</b>					
<b>Security Manager</b>	<b>LQ</b>	<b>Median</b>	<b>Average</b>	<b>UQ</b>	<b>HEIs</b>
Normal Range Minimum Salary	27,266	29,667	30,414	33,779	28
Normal Range Maximum Salary	32,556	37,574	37,244	40,638	28
Contribution Pay Maximum	31,888	39,851	39,414	44,074	14

The survey shows the inter-quartile range of salaries paid to individual post holders is quite wide, from £22,442 to £36,911, and the median salary is £32,796.

Salary levels are generally higher in larger HEIs and in pre 1992 HEIs.

The data on the pay ranges shows the median normal pay range is from £29,667 to £37,574, with a median contribution pay maximum of £39,851.

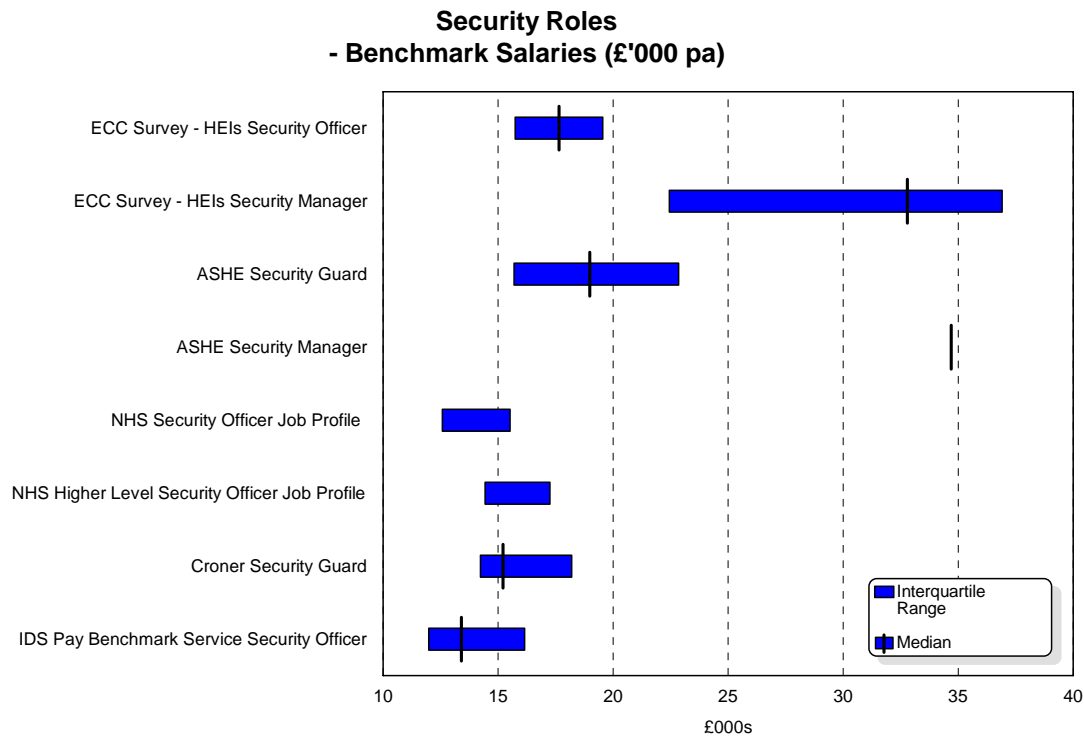
The most common number of contracted hours for a full-time post is 37 hours (13 HEIs) or 36.25 hours (5 HEIs).

None of the HEIs participating in the survey report paying a market premium or having recruitment or retention problems for Security Managers.

## ECC Survey Job Description for Security Manager

<b>Job Title</b>	Security Manager
<b>Level</b>	Reports to Head/Director of Estates
<b>Experience</b>	Management experience in a large organisation. Knowledge of university security policy and procedures, through experience in post.
<b>Role</b>	<ul style="list-style-type: none"> <li>• Manages the provision of a security function on all sites of the HEI, according to agreed policies, procedures and financial targets.</li> <li>• Provides an effective contribution to improving the security services, ensuring the efficient and effective delivery of the service at all times.</li> <li>• Advises on and carries out security risk assessments and works with other agencies on the provision of security measures for high risk events</li> <li>• Organises the effective deployment of staff and ensures their training and development needs are met</li> <li>• Maintains quality standards and levels of service and deals promptly with operational difficulties and issues arising.</li> <li>• Plans, co-ordinates and manages security operations on all HEI sites including major events; and ensures all staff involved are properly trained.</li> <li>• Provides managerial information and 'call out' function on all matters relating to security during the absence of the Head of Security</li> <li>• Acts as a reference point for staff and students on security issues, offering advice on security and personal safety.</li> </ul>

## Benchmark Pay Data for Security Roles



The chart above suggests that HEI salary levels are generally competitive with the available pay benchmark data for similar roles. The ASHE data excludes overtime but the median and average basic working hours are generally higher than those worked in higher education.

### ASHE

The Annual Survey of Hours and Earnings 2007 shows the gross annual pay for full-time employee security guards and related occupations at a median rate of £18,985 with an interquartile range of £15,692 to £22,847 and an average of £19,465.

The following table gives a breakdown of hours worked and pay rates.

	Median	Average	Lower Quartile	Upper Quartile
Full time number of basic hours per week	41.9 hours	46.1 hours	37.0 hours	54.0 hours
Number of hours paid overtime	5.1 hours	1.9 hours	2.3 hours	10.8 hours
Full time hourly rate	£7.76	£8.08	£6.50	£9.49
Full time weekly pay excluding overtime.	£358.00	£369.50	£301.80	£424.50
Full time weekly pay gross	£377.20	£388.00	£314.90	£452.70
Full time annual gross pay	£18,985	£19,465	£15,692	£22,847

ASHE 2007

ASHE shows average full-time earnings of £34,698 for Security Managers, based on an average basic working week of 40.6 hours.



## NHS

National NHS job profiles show a Security Officer is paid at band 2 with a current salary range of £12,577 to £15,523, whilst a Security Officer (Higher Level) is paid at band 3, £14,437 to £17,257.

The Hotel Services Manager national job profile includes responsibility for managing the provision of security and car parking services as well as other services such as portering, catering, domestic and laundry services. This job profile is in pay band 7, with a salary range of £28,313 to £37,326.

## Salary Survey Data

The Croner Clerical & Operative Rewards, January 2007, provides the following information on basic pay for Security Guards.

Position	Lower Quartile £	Median £	Upper Quartile £
Security Guard (basic pay)	14,236	15,216	18,201

## IDS

The IDS Pay Benchmark Service suggest the median salary for a Security Officer across all regions of the UK is £13,404, with an inter-quartile range of £11,985 to £16,154 and an average salary of £14,462.

IDS shows the following pay rates for Security Officers in selected organisations in the UK.

Company Name	Pay Rate or Salary
Asda	£5.88 an hour (provinces); £6.28 (mid zone); £6.69 (London)
BAA	£19,207 to £20,579
BAE SYSTEMS Land Systems Weapons and Vehicles)	£10,186 to £12,880
BBC	£13,566 to £21,124 (provinces); £17,566 to £25,124 London. Annual unpredictability allowances: level 1 - £2,297 or 10% of salary; level 2 - £4,595 or 20% of salary.
Comet	£5.95 an hour to £7.05 (loss prevention officer)
Ethel Austin	£5.35 an hour (standard); £5.61 (outside M25), £5.89 (Inside M25) 33.3% premium for work carried out between 10pm and 6am.
Northern Ireland Prison Service	£14,525 to £16,786 (night patrol officer)
Prison Service (E & W)	£12,008 to £13,318 (prison auxiliary); £12,726 to £14,084
Sanofi-Aventis	£20,184 Shift allowance : 2 shift 15%; 3 shift 24%; NS 33%; Cont. 37.5%
Scottish Local Authorities	£229.86 pw (security attendant)
Virgin Retail	£6.69 an hour (security guard)
Wilkinson	£6.57 an hour (security guard); £6.76 (senior)

## Job Advertisements

Our monitoring of job advertisements suggests that pay levels for Security Officers and Managers vary significantly according to the type of security work involved, the shift patterns worked and by location.

JobCentrePlus job advertisements generally showed pay rates ranging from £6.20 to £8.50 for Security Officers.

Job advertisements on the Group 4 Securicor website showed a median hourly rate of £6.56 for Security Officer roles (inter-quartile range of £6.19 to £7.03).

Area Relief Officers required to provide relief cover for sites within a local area have similar pay levels, with a median hourly rate of £6.70 (inter-quartile range of £6.39 to £7.00).

The general duties for these posts include:

- Providing a visible onsite security presence
- Patrolling and monitoring
- Completing fire and health and safety checks
- Completing report books and relevant paperwork
- Communicating any incidents to a control centre and/or customer
- Dealing with hostile members of the public to resolve a conflict situation.

Prior experience in the security industry is considered an advantage but not essential, and post holders may need a driving licence and their own transport (depending on role)

Mobile patrol officers required to drive and to respond to alarm activations are generally paid higher rates, generally ranging from £8.12 to £8.48 per hour.

There are also examples of more senior roles such as Senior Security Officer, Security Supervisor and Site Security Manager paying from £7.69 to £9.50 per hour.

Group 4 Securicor also says it offers the following benefits:

- Eligibility for its company pension scheme after 12 months' service
- Fully paid residential training at its National Training Academy .
- Fully funded SIA Licence.
- Full uniform provided
- Company healthcare plan and life assurance
- Four weeks' fully paid annual leave.

## Organisational Data

### Profile of Respondents

A detailed profile of the 40 HEIs responding to the survey is given below:

Type of HEI	Number	% of Sample Respondents
Pre-1992	13	32.5%
Post-1992	24	60.0%
College of Higher Education	3	7.5%
<b>Total number of organisations</b>	<b>40</b>	<b>100.0%</b>

Four HEIs belong to the 'Russell' Group of universities, and four are part of the '1994' Group. A geographical breakdown of the survey participants is shown below:

Country	Number	% of Sample Respondents
England	33	82.5%
Scotland	6	15.0%
Wales	1	2.5%
<b>Total number of organisations</b>	<b>40</b>	<b>100.0%</b>

Geographical Area	Number	% of Sample Respondents
South West	8	20.0%
Yorkshire and the Humber	6	15.0%
Scotland	6	15.0%
North West	5	12.5%
London	3	7.5%
South East	3	7.5%
North East	3	7.5%
Eastern	2	5.0%
West Midlands	2	5.0%
Wales	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. It can be seen from the profile of survey participants that there is an under-representation in the up to £75m income band compared to the profile for all ECC member institutions, and an over-representation in the £126m to £175m band.

HEI Revenue/Income	No. of Survey Respondents	%	Number of ECC Members	%	Response Rate %
Up to £75 million	12	30.0%	65	52.0%	18.5%
£76 million up to £125 million	11	27.5%	29	23.2%	37.9%
£126 million up to £175 million	12	30.0%	22	17.6%	54.5%
Over £175 million	5	12.5%	9	7.2%	55.6%
<b>Total number of organisations</b>	<b>40</b>	<b>100%</b>	<b>125</b>	<b>100%</b>	<b>32.0%</b>

## Statistical Terms and Notes on Sources of Information

### Statistical Terms

The following statistical terms are used in this report:

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

The quartile range is only provided when there are 10 or more 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 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 2007, as published in November 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, from January 2008, at a regional level within England and for Scotland and Wales)<sup>3</sup>. 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.

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

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<sup>3</sup> This data is available from the Office for National Statistics, although it is not published on the website.  
Prepared by Capita, March 2008

## Salary Surveys

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

### **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 2006. The survey is available from Croner Reward on 01785 813566 or [www.croner-reward.co.uk](http://www.croner-reward.co.uk)

### **Croner Management Rewards 2008**

The survey published by Croner Reward includes data collected on over 14,000 jobs provided by 675 companies between July 2007 and February 2008. The survey is available from Croner Reward on 01785 813566 or [www.croner-reward.co.uk](http://www.croner-reward.co.uk)

### **Croner Personnel Rewards Survey 2007-2008**

The survey published by Croner Reward includes data collected on nearly 6,000 jobs in around 14,000 organisations during June and July 2007. The survey is available from Croner Reward on 01785 813566 or [www.croner-reward.co.uk](http://www.croner-reward.co.uk)

### **Eddie Environmental Consultancy Survey 2007**

This survey is available to Environmental Data Information Exchange (edie) subscribers from the [www.edie.net/](http://www.edie.net/) website.

### **Ends Directory Annual Salary & Careers Survey 2007**

This survey is available from the Environmental Data Services website [www.ends.co.uk](http://www.ends.co.uk)

### **Hays Salary Guides**

The guides show salary information for roles, generally displayed by sector and by location within each sector. The surveys can be accessed at [www.hays.com](http://www.hays.com).

### **Health & Safety at Work Pay Survey 2007**

This survey is available to download from <http://www.healthandsafety-jobs.co.uk/>

### **Hill McGlynn Salary Survey 2006**

This is not a definitive guide to salaries in the construction industry but is intended as a guide and monitor for the recruitment and retention of staff and indicates average salaries. The survey can be downloaded from the company's website.

### **IDS Pay Benchmark Service**

The IDS Pay Benchmark service provides a check for pay levels for 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 subscriber service and can be accessed at: [www.idspaybenchmark.co.uk](http://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.

### **Local Government Pay & Workforce Strategy Survey 2006**

The report produced by Local Government Analysis & Research (LGAR) on behalf of the Improvement & Development Agency (IDeA), Local Government Employers (LGE) and Skills Plus can be downloaded from <http://lgar.local.gov.uk/lqv/core/page.do?pagelid=24761>