



Pay and Labour Market Report Summer 2008 Issue 7

CAPITA

ECC® Educational Competencies
Consortium Ltd

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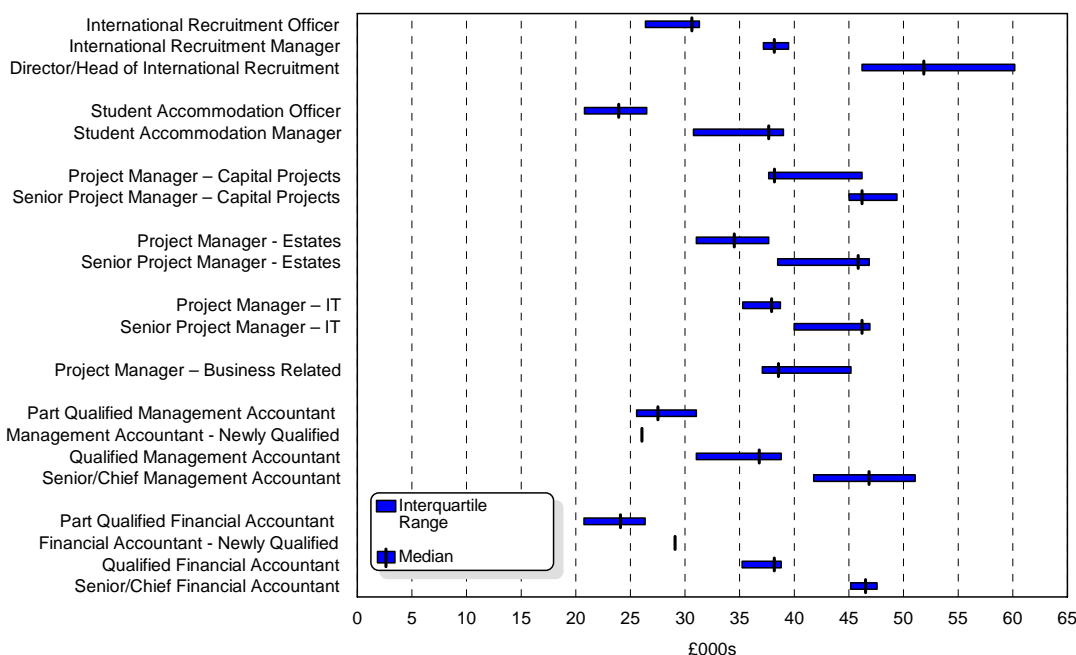
Executive Summary

The research results suggest that 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 mid-point salaries paid by HEIs for the jobs included in the survey.

Salary Ranges (Mid-Point - £'000 pa)



The chart highlights the pay differentials between the different levels for posts. The survey results suggest the median mid-point salary for newly qualified management accountants is below that for their part-qualified colleagues, and this is likely to be the result of the small sample size for these posts.

The table overleaf includes the detailed figures used to compile the chart. Some 38 HEIs participated in the survey and many employed more than one individual in some posts covered by the survey. However, due to the fact that, for almost half of the posts in the survey, no data regarding the number of post holders was received, we have been unable to provide this information in the report. Consequently, the sample sizes (or counts) for data on salaries refer to the number of HEIs providing data for the post rather than the total number of posts.

Whole Sample Analysis

Mid-Point of Range Salaries (£pa)

	LQ	Median	Average	UQ	Count (HEIs)
International Recruitment Officer	£26,376	£30,623	£29,984	£31,312	30
International Recruitment Manager	£37,170	£38,169	£39,440	£39,476	28
Director/Head of International Recruitment	£46,199	£51,862	£53,706	£60,175	25
Student Accommodation Officer	£19,255	£21,681	£21,923	£24,452	34
Student Accommodation Manager	£30,763	£37,663	£35,462	£39,010	31
Project Manager – Capital Projects	£37,663	£38,179	£40,310	£46,199	17
Senior Project Manager – Capital Projects	£45,012	£46,199	£47,482	£49,396	18
Project Manager – Estates	£28,290	£31,840	£31,642	£34,793	21
Senior Project Manager - Estates	£38,486	£45,845	£43,468	£46,866	20
Project Manager – IT	£32,795	£34,553	£34,217	£34,793	26
Senior Project Manager – IT	£37,189	£42,791	£41,591	£42,791	22
Project Manager – Business Related Strategies or Projects	£37,075	£38,553	£40,410	£45,193	15
Part Qualified Management Accountant	£23,692	£25,888	£25,869	£27,862	20
Management Accountant - Newly Qualified	...	£26,055	£26,096	...	8
Qualified Management Accountant	£31,034	£36,788	£35,804	£38,792	30
Senior Management Accountant/Chief Management Accountant	£41,766	£46,840	£46,692	£51,068	27
Part Qualified Financial Accountant	£20,746	£24,089	£24,232	£26,343	18
Financial Accountant - Newly Qualified	...	£29,092	£27,904	...	9
Qualified Financial Accountant	£35,223	£38,169	£37,815	£38,792	20
Senior Financial Accountant/ Chief Financial Accountant	£45,167	£46,519	£46,344	£47,585	22

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

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	Mid-Point of Range Salaries £				
	LQ	Median	Average	UQ	Count
International Recruitment Officer	£30,623	£30,829	£32,640	£34,379	12
International Recruitment Manager	£38,169	£38,169	£40,867	£43,863	11
Director/Head of International Recruitment	£46,199	£50,179	£50,168	£52,890	11
Student Accommodation Officer	£21,730	£24,834	£24,251	£26,923	13
Student Accommodation Manager	£31,035	£36,337	£36,132	£38,332	12
Project Manager – Capital Projects	...	£38,169	£38,146	...	8
Senior Project Manager – Capital Projects	...	£46,199	£44,863	...	8
Project Manager – Estates	...	£37,663	£35,959	...	9
Senior Project Manager – Estates	...	£45,845	£43,334	...	8
Project Manager – IT	£37,624	£38,169	£38,429	£38,174	11
Senior Project Manager – IT	£43,364	£46,199	£45,808	£46,850	11
Project Manager – Business Related Strategies or Projects	...	£38,679	£43,227	...	7
Part Qualified Management Accountant	£27,335	£30,623	£29,663	£31,259	11
Management Accountant - Newly Qualified	2
Qualified Management Accountant	£37,253	£38,169	£37,978	£39,404	12
Senior Management Accountant/Chief Management Accountant	£46,199	£48,018	£49,214	£52,765	12
Part Qualified Financial Accountant	...	£24,834	£25,786	...	7
Financial Accountant - Newly Qualified	3
Qualified Financial Accountant	...	£38,169	£39,681	...	9
Senior Financial Accountant/ Chief Financial Accountant	...	£46,199	£46,111	...	9

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

Post 1992 HEIs	Mid-Point of Range Salaries £				
	LQ	Median	Average	UQ	Count
International Recruitment Officer	£25,330	£27,183	£28,213	£31,035	18
International Recruitment Manager	£37,170	£37,662	£38,517	£38,792	17
Director/Head of International Recruitment	£47,006	£57,621	£56,485	£67,644	14
Student Accommodation Officer	£20,798	£22,382	£23,520	£24,826	21
Student Accommodation Manager	£30,304	£37,663	£35,039	£39,540	19
Project Manager – Capital Projects	...	£46,198	£42,234	...	9
Senior Project Manager – Capital Projects	£45,189	£47,264	£49,578	£52,598	10
Project Manager – Estates	£30,689	£32,852	£32,994	£35,242	12
Senior Project Manager – Estates	£38,486	£43,025	£43,558	£47,103	12
Project Manager – IT	£34,351	£37,564	£36,608	£38,792	15
Senior Project Manager – IT	£39,202	£46,199	£43,846	£46,892	11
Project Manager – Business Related Strategies or Projects	...	£37,559	£37,946	...	8
Part Qualified Management Accountant	...	£26,713	£26,293	...	9
Management Accountant - Newly Qualified	...	£26,055	£25,563	...	6
Qualified Management Accountant	£30,543	£31,459	£34,355	£38,387	18
Senior Management Accountant/Chief Management Accountant	£37,916	£45,059	£44,675	£47,264	15
Part Qualified Financial Accountant	£19,927	£23,408	£23,243	£25,973	11
Financial Accountant - Newly Qualified	...	£28,059	£27,319	...	6
Qualified Financial Accountant	£31,220	£35,346	£36,288	£38,481	11
Senior Financial Accountant/ Chief Financial Accountant	£40,405	£46,840	£46,506	£47,585	13

Note: The higher mid-point salary recorded for part qualified Management Accountants compared to newly qualified Management Accountants suggests that this data may not be reliable due to the small sample sizes reported.

Salary Ranges

The survey 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. It should be noted that the compositions of the samples for the normal range maximum and the contribution pay maximum are different due to the fact that not all HEIs giving normal salary range details also provided contribution pay details.

Summary Analysis of Median Pay Ranges

	Median Normal Range Minimum Salary £	Median Normal Range Maximum Salary £	Median Contribution Pay Maximum £
International Recruitment Officer	£27,662	£33,780	£36,912
International Recruitment Manager	£34,793	£41,545	£45,397
Director/Head of International Recruitment	£51,095	£53,585	£58,312
Student Accommodation Officer	£21,681	£25,134	£28,289
Student Accommodation Manager	£34,314	£41,545	£44,074
Project Manager – Capital Projects	£34,793	£41,545	£45,397
Senior Project Manager – Capital Projects	£42,791	£49,606	£52,628
Project Manager – Estates	£31,840	£36,912	£44,074
Senior Project Manager – Estates	£42,463	£49,226	£51,095
Project Manager – IT	£34,553	£41,545	£44,074
Senior Project Manager – IT	£42,791	£49,606	£51,095
Project Manager – Business Related Strategies or Projects	£34,793	£41,545	£45,397
Part Qualified Management Accountant	£25,888	£29,576	£35,858
Management Accountant - Newly Qualified	£23,441	£28,670	...
Qualified Management Accountant	£33,528	£41,545	£44,736
Senior Management Accountant/Chief Management Accountant	£42,791	£49,606	£52,628
Part Qualified Financial Accountant	£22,667	£25,888	£27,466
Financial Accountant - Newly Qualified	£25,135	£31,840	...
Qualified Financial Accountant	£34,793	£41,545	£45,397
Senior Financial Accountant/ Chief Financial Accountant	£42,791	£49,606	£54,207

Note : The higher median minimum and maximum salaries recorded for part qualified Management Accountants compared to newly qualified Management Accountants suggests that this data may not be reliable due to the small sample sizes reported.

Market Premia and Recruitment and Retention Problems

The table below suggests that few HEIs are paying market premia and reporting recruitment and retention problems for any of the jobs in the survey; however, although the actual numbers are small, the proportions are in some cases significant. For example, three out of 20 organisations report paying a market premium for Qualified Financial Accountants – equivalent to 15% of respondents; likewise for Senior IT Project Managers, where the proportion is almost 14%.

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
International Recruitment Officer	0	0	0	30
International Recruitment Manager	0	0	0	28
Director/Head of International Recruitment	0	0	0	25
Student Accommodation Officer	0	0	0	34
Student Accommodation Manager	0	1	0	31
Project Manager – Capital Projects	1	2	0	17
Senior Project Manager – Capital Projects	1	1	0	18
Project Manager – Estates	1	2	0	21
Senior Project Manager – Estates	1	0	0	20
Project Manager – IT	2	2	1	26
Senior Project Manager – IT	3	2	0	22
Project Manager – Business Related Strategies or Projects	1	3	0	15
Part Qualified Management Accountant	1	1	0	20
Management Accountant - Newly Qualified	0	0	0	8
Qualified Management Accountant	2	1	0	30
Senior Management Accountant/Chief Management Accountant	0	0	1	27
Part Qualified Financial Accountant	1	0	0	18
Financial Accountant - Newly Qualified	1	0	1	9
Qualified Financial Accountant	3	1	0	20
Senior Financial Accountant/ Chief Financial Accountant	2	1	0	22

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 May 2008 to collect pay information for selected posts. Following a series of reminders, responses were received from 38 HEIs – a response rate of 30% - and a profile of these 38 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 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 mid-point salaries

Type of HEI analysis of mid-point salaries

Summary analysis of pay ranges

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

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

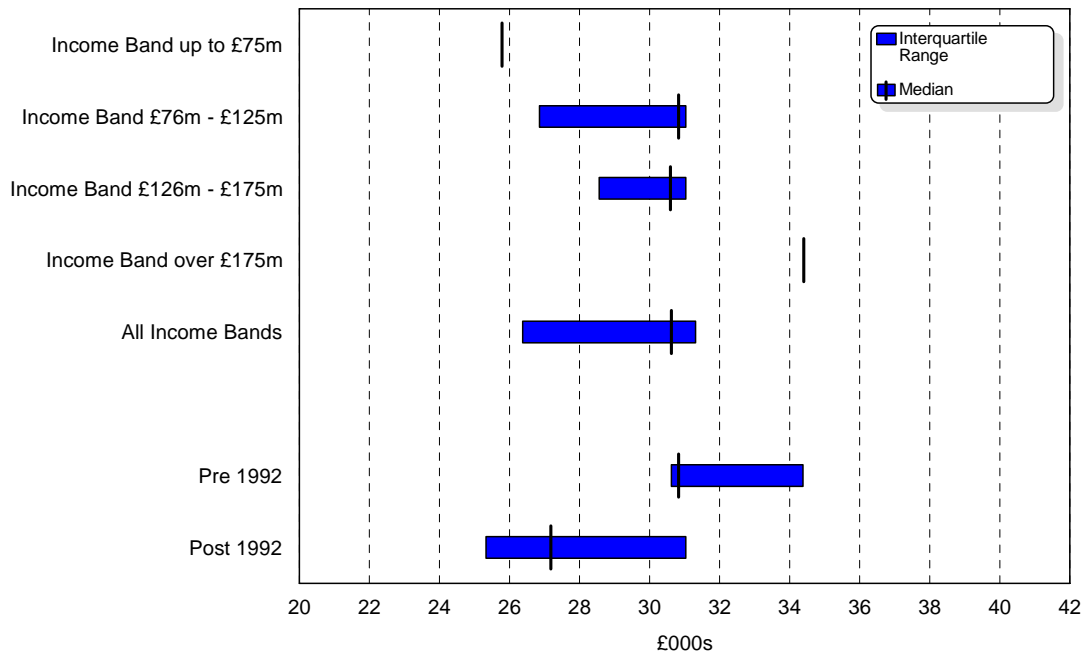
Sample size	Statistical detail provided
More than 9	Full statistics - Minimum, Maximum, Median, Average and Inter-quartile ranges
5 – 9	Minimum, Maximum, Median and Average
4	Median
Less than 4	None

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

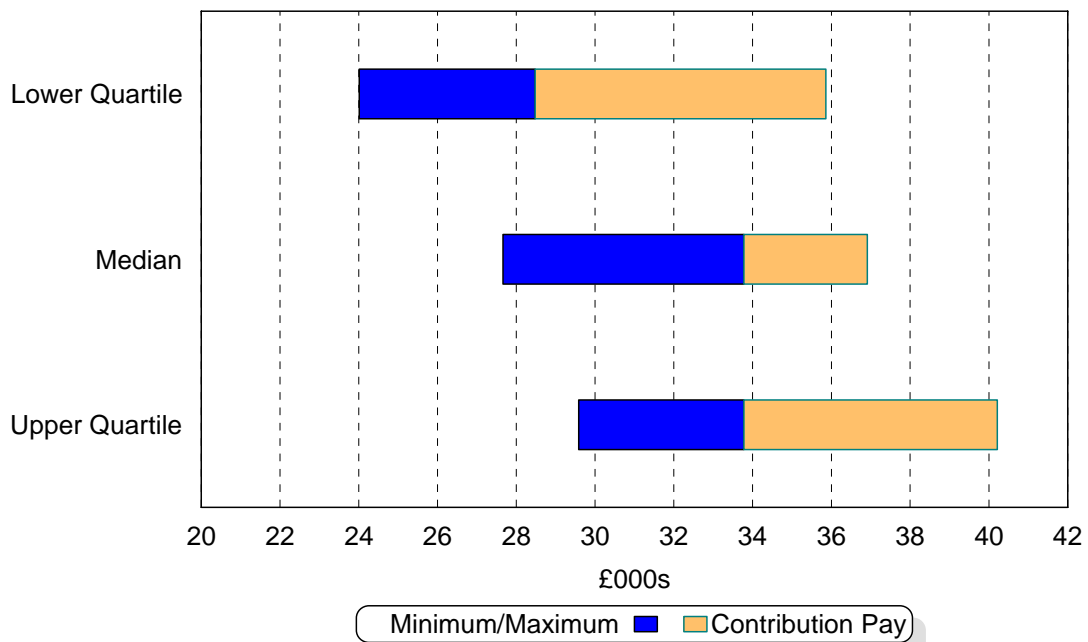
International Recruitment Roles

International Recruitment Officer

**International Recruitment Officer
- Mid-Point of Range Salaries (£'000 pa)**



**International Recruitment Officer
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

International Recruitment Officer	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	25,785	27,943	...	6
Income Band £76m - £125m	26,858	30,829	29,195	31,035	10
Income Band £126m - £175m	28,562	30,591	30,178	31,035	10
Income Band over £175m	...	34,401	4
All Income Bands	26,376	30,623	29,984	31,312	30

HEI Type Analysis of Mid-Point Salaries £

International Recruitment Officer	LQ	Median	Average	UQ	HEIs
Pre 1992	30,623	30,829	32,640	34,379	12
Post 1992	25,330	27,183	28,213	31,035	18

Summary Analysis of Pay Ranges £

International Recruitment Officer	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	24,010	27,662	27,387	29,582	30
Normal Range Maximum Salary	28,480	33,780	32,580	33,780	30
Contribution Pay Maximum	35,858	36,912	37,410	40,212	16

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to International Recruitment Officers is from £26,376 to £31,312, while the median salary is £30,623.

Median mid-point 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 £27,662 to £33,780, with a median contribution pay maximum of £36,912.

The most common number of contracted hours for a full-time post is 37 hours (14 HEIs) and then 35 hours a week (6 HEIs) and there was a range of hours between 35 and 37.5.

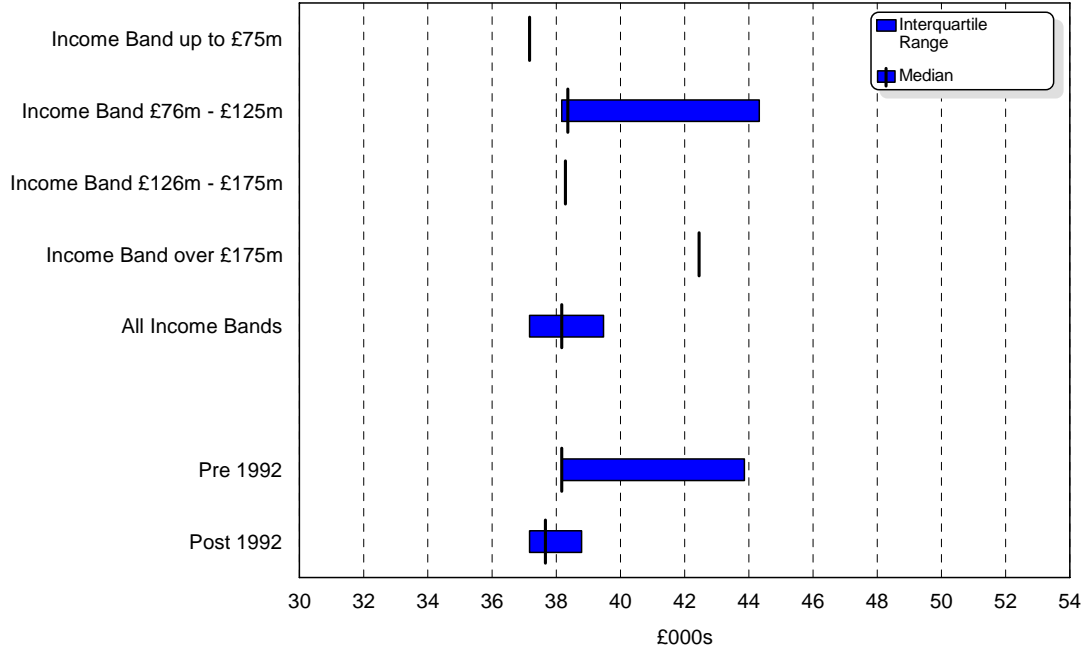
None of the HEIs participating in the survey reported paying a market premium for this post and none reported any difficulties in recruiting or retaining staff.

ECC Survey Job Description for International Recruitment Officer

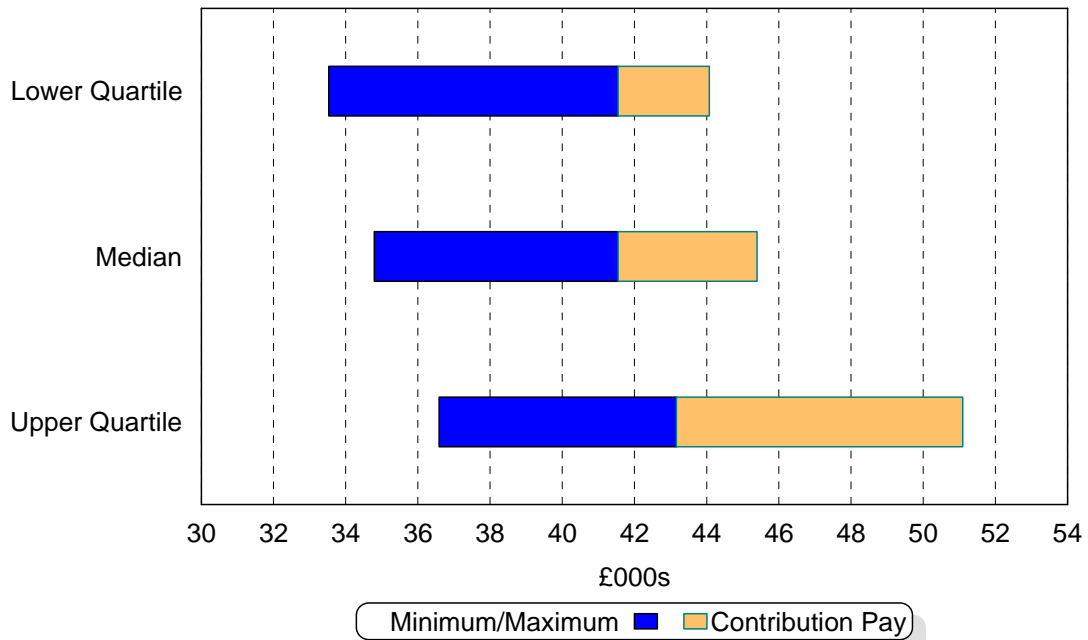
Job Title	International Development/Recruitment Officer
Level	Reports to International Manager/Deputy Director of International Office/Head of International Development/Recruitment
Experience	<ul style="list-style-type: none"> • Several years' relevant experience in senior administrative post within higher education or comparable environment and experience of working in marketing international education
Qualifications	<ul style="list-style-type: none"> • Degree or equivalent • Marketing qualification (e.g. British Council Certificate)
Role	<ul style="list-style-type: none"> • Assists with implementation of policy and strategy of International Office • Raises profile of the organisation through development of country specific marketing strategies e.g. plans and participates in overseas missions, exhibitions and events to designated countries to promote organisation, recruit international undergraduates and postgraduates • Collects and collates management information and undertakes market research when required – e.g. analyses internal, national and international statistical data relating to trends in student numbers or produces reports following overseas missions and manages follow up procedures on behalf of International Office and academic departments • Develops, negotiates and manages consultancy/agency/exchange relationships and agreements with overseas partner institutions and representatives • Provides support service for incoming and outgoing students on programmes and offers advice to academic departments involved such as by developing country-specific information e.g. fact sheets, questionnaires, website updates • Facilitates academic and strategic visits to new and established overseas markets

International Recruitment Manager

**International Recruitment Manager
- Mid-Point of Range Salaries (£'000 pa)**



**International Recruitment Manager
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

International Recruitment Manager	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	37,170	36,741	...	7
Income Band £76m - £125m	38,169	38,361	40,667	44,324	10
Income Band £126m - £175m	...	38,286	38,436	...	7
Income Band over £175m	...	42,450	4
All Income Bands	37,170	38,169	39,440	39,476	28

HEI Type Analysis of Mid-Point Salaries £

International Recruitment Manager	LQ	Median	Average	UQ	HEIs
Pre 1992	38,169	38,169	40,867	43,863	11
Post 1992	37,170	37,662	38,517	38,792	17

Summary Analysis of Pay Ranges £

International Recruitment Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	33,533	34,793	36,151	36,591	28
Normal Range Maximum Salary	41,545	41,545	42,730	43,159	28
Contribution Pay Maximum	44,075	45,397	46,576	51,095	15

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to International Recruitment Managers is £37,170 to £39,476, while the median salary is £38,169.

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

The data on the pay ranges shows the median normal pay range is from £34,793 to £41,545, with a median contribution pay maximum of £45,397.

The most common number of contracted hours for a full-time post is either 37 hours (10 HEIs) or 35 hours a week (reported by 6 HEIs) and there was a range of hours between 35 and 37.5.

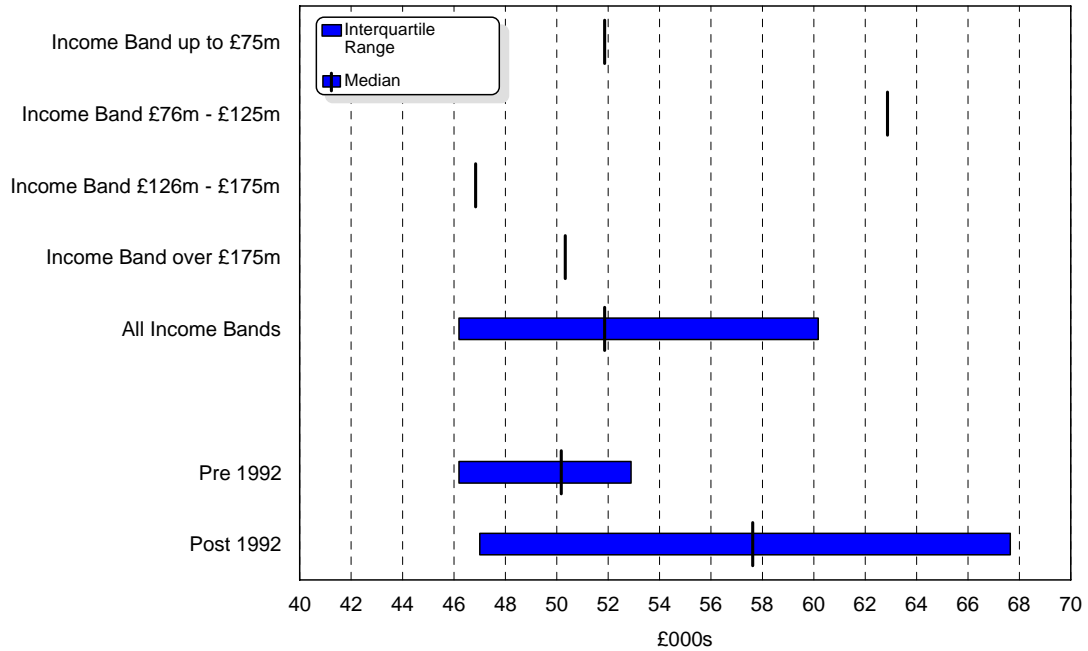
None of the HEIs participating in the survey reported paying a market premium for this post and none reported any difficulties in recruiting or retaining staff.

ECC Survey Job Description for International Recruitment Manager

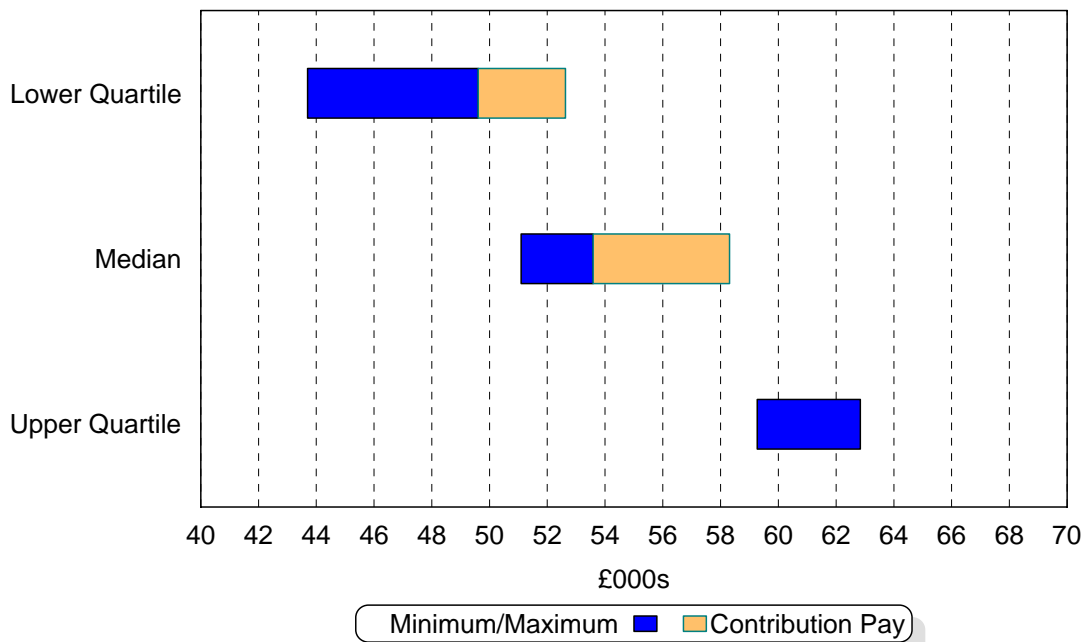
Job Title	International Development/Recruitment Manager
Level	Reports to Director of International Office/Head of Recruitment
Experience	<ul style="list-style-type: none"> • Experience of international recruitment • Knowledge of specific issues affecting recruitment from key international providers; knowledge of specific key markets, for which the post-holder has specific responsibility
Qualifications	<ul style="list-style-type: none"> • Degree or equivalent • Marketing qualification (e.g. British Council Certificate)
Role	<ul style="list-style-type: none"> • Responsible for developing and implementing a development/recruitment strategy designed to meet the objectives defined by the organisation's International Strategy • Manages the International Office's development/recruitment activities • Responsible for developing and implementing an annual recruitment plan designed to meet specific overseas recruitment targets • Develops customer relations management systems designed to maximise conversion from enquiries to offers to registrations • Internal liaison with academic departments and centres and with other administrative departments • Performs overseas market analysis and development including analysis of internal and external statistical information and conducting investigations into local conditions • Maintains existing, and develop new, relationships with outside agencies and sponsor institutions • Specific responsibility for development of and recruitment in some overseas markets • Line management responsibility for International Officers and administrative staff within team • Deputises for the Director of the International Office etc in UK and overseas. This involves representing the organisation at events both on campus and elsewhere in the UK and abroad and representing the International Office at meetings • Likely to be required to spend time overseas and undertake risk assessments of local current situations

Director/Head of International Recruitment

Director/Head of International Recruitment
- Mid-Point of Range Salaries (£'000 pa)



Director/Head of International Recruitment - Pay Ranges (£'000 pa)



HEI Annual Income Analysis of Mid-Point Salaries £

Director/Head of International Recruitment	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	51,862	48,136	...	5
Income Band £76m - £125m	...	62,868	60,216	...	9
Income Band £126m - £175m	...	46,841	51,043	...	7
Income Band over £175m	...	50,331	4
All Income Bands	46,199	51,862	53,706	60,175	25

HEI Type Analysis of Mid-Point Salaries £

Director/Head of International Recruitment	LQ	Median	Average	UQ	HEIs
Pre 1992	46,199	50,179	50,168	52,890	11
Post 1992	47,006	57,621	56,485	67,644	14

Summary Analysis of Pay Ranges £

Director/Head of International Recruitment	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	43,701	51,095	51,550	59,269	25
Normal Range Maximum Salary	49,606	53,585	55,861	62,841	25
Contribution Pay Maximum	...	58,312	55,885	...	9

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Directors/Heads of International Recruitment is £46,199 to £60,175, while the median salary is £51,862.

The data suggests that salaries are higher in post -1992 HEIs but there would appear to be no correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £51,095 to £53,585, with a median contribution pay maximum of £58,312.

The most common number of contracted hours for a full-time post is either 37 hours (10 HEIs) or 35 hours a week (reported by 7 HEIs) and there was a range of hours between 35 and 37.5.

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 Director/Head of International Development/Recruitment

Job Title	Director/Head of International Development/Recruitment
Level	Reports to Pro Vice Chancellor
Experience	<ul style="list-style-type: none"> • Senior management experience of international development and an understanding of the international educational environment • Proven experience in networking and developing strategic relationships and partnerships, managing change and staff
Qualifications	<ul style="list-style-type: none"> • Degree or equivalent • Marketing qualification (e.g. British Council Certificate)
Role	<ul style="list-style-type: none"> • Provides leadership within the organisation for its international recruitment, marketing and development activities, including the cultivation of partnerships to support recruitment and development opportunities. • Works with Deans/Heads and senior managers across the organisation and be involved in developing international partnerships, agent networks and international student support amongst other strategic level projects. • Devises and implements strategies to meet the organisation's agenda for internationalisation across its activities. • Provides leadership in the development, planning, implementation and evaluation of international recruitment and development in the international strategy • Devises, executes and monitors a strategy for recruitment of international students in line with policy. Manages the budget for international activity, setting priorities and deciding on allocation of budget between different activities. • Carries out risk assessments, identifies opportunities and dangers in trends and markets for overseas recruitment • Advises the organisation on the development and maintenance of productive links with institutions and other bodies overseas • Manages the International Office including staff and management of devolved budget • Represents the organisation at international recruitment events • Develops and maintains beneficial links with overseas institutions and organisations • Advises academic departments on the development and implementation of recruitment strategies • Monitors the effects of recruitment activity and provision of appropriate reports • Organises visits to other countries, ensuring the local current conditions are safe and that the visit represents value for money • Organises incoming visits from individuals/groups from overseas • Prepares and maintains publications relating specifically to international students • Organises orientation programme for incoming international students • Likely to be required to spend a significant amount of time overseas.

Benchmark Pay Data for International Recruitment Roles



The chart above suggests that HEI mid-point salary levels for International Recruitment Officers are broadly compatible with salary levels for Marketing Officers and Executives and HR Recruitment Officers in the public sector. HEI mid-point salary levels for International Recruitment Managers also appear to be broadly in line with the salary levels shown by some sources of benchmark data for Marketing Manager and Recruitment Manager posts although some sources suggest higher salary levels. There are fewer benchmarks for Heads or Directors of International Recruitment but salary levels appear to be in line with those for Senior Marketing Managers and Heads of Recruitment in the public sector.

The Labour Market

Many universities had set ambitious targets to increase their numbers of overseas students and the number of students recruited from EU member states rose by 6% in the year to 2006/7 while numbers from non-EU states rose by 7%.

China remains the largest source of non-UK domiciled students, despite a 2% fall in numbers.

In the medium to longer term there are signs that countries such as China and India are making progress in developing their own HEIs with a knock-on effect on the numbers of students likely to be recruited from these countries in the future.

This may mean continuing competition not only in recruiting international students but also recruiting the staff and managers to recruit and support international students.

Due to the specialised nature of international recruitment roles, it is difficult to find directly comparable jobs for benchmarking pay levels. However, we have identified a number of sources of pay data for broadly comparable roles in marketing and HR or staff recruitment.

Marketing Roles

Croner

The latest Croner Management Rewards Survey (March 2008) shows the following basic salaries for Marketing Managers at senior manager and senior middle manager levels, Marketing Executive (junior management level) and Marketing Officer (junior manager level).

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Marketing Manager (Senior Manager)	44,557	51,178	62,750	101
Marketing Manager (Senior Middle Manager)	35,912	42,713	50,852	106
Marketing Executive (Junior Middle Manager)	29,977	33,717	38,717	109
Marketing Officer (Junior Manager)	23,609	27,863	31,825	158

The higher level of Marketing Manager is responsible for the implementation of an organisation's marketing strategy and may also be required to contribute to the formulation of marketing policy. The post holder would also be qualified to degree level, be a member of the Chartered Institute of Marketing, have extensive business awareness and expert marketing knowledge. The lower level Marketing Manager would typically contribute to the management of the marketing function, develop corporate branding, and supervise market research and analysis. They would generally have four to five years' experience in addition to a degree or diploma. Marketing Officers, at junior manager level, generally report to a Marketing Manager and would typically assist in the collection and analysis of market research information and help to implement marketing strategy.

Marketing Week/Ball & Hoolahan Survey

The Marketing Week/Ball & Hoolahan Marketing Salary Survey 2008 shows broadly similar salary levels, at November 2007, for Marketing Managers.

Basic Salary (£pa)	Average £
Marketing Manager	44,692
Marketing Services Manager	44,554
Marketing Services Executive	27,312

The survey suggests some two-thirds of all survey respondents receive a bonus based on company performance while around six-in-ten receive individual performance-related pay. The average bonus for a Marketing Manager was 10.3% individual performance pay and 5.7% company performance pay. However, financial remuneration is not the main reason for respondents moving jobs – one third said they would move for a new challenge.

Hays Guide to Salaries in Marketing

The Guide to Salaries in Marketing (2007/8) shows the following data for Marketing Managers:

Location	Basic Salary Range (£pa)	Typical Salary (£pa)
North	21,000 – 40,000	31,000
Yorkshire	25,000 – 40,000	35,000
East Midlands	30,000 – 40,000	35,000
West Midlands	30,000 – 40,000	35,000
South West	28,000 – 60,000	38,000
London (City and Central)	30,000 – 50,000	40,000
South East	27,000 – 45,000	36,000
National Average		35,714

The Guide also shows national average typical salaries of £22,000 for Marketing Executives and £21,429 for Marketing Co-ordinators.

HR/Staff Recruitment Roles

Hays HR Guide to Salaries in Human Resources 2007

The Guide suggests salary ranges and typical salaries for recruitment roles are generally higher in the legal and professional services sector than in the public services sector.

Legal & Professional	Recruitment Assistant		Recruitment Officer		Recruitment Manager	
Location	Range £	Typical £	Range £	Typical £	Range £	Typical £
Central London	24,000 – 30,000	26,000	30,000 – 40,000	35,000	40,000 – 70,000	60,000
South East Coast	18,000 – 25,000	22,000	24,000 – 35,000	30,000	28,000 – 50,000	35,000
Southern Home Counties	18,000 – 26,000	23,000	22,000 – 30,000	26,000	25,000 – 55,000	40,000
Northern Home Counties	20,000 – 25,000	23,000	25,000 – 33,000	30,000	35,000 – 45,000	40,000
Thames Valley	19,000 – 25,000	22,000	30,000 – 38,000	35,000	38,000 – 55,000	45,000
East Anglia	16,000 – 20,000	18,000	20,000 – 25,000	22,000	30,000 – 45,000	35,000
East Midlands	15,000 – 20,000	18,000	18,000 – 30,000	25,000	25,000 – 45,000	35,000
South West	15,000 – 20,000	18,000	20,000 – 30,000	25,000	28,000 – 45,000	35,000
North East	15,000 – 18,000	16,000	22,000 – 26,000	25,000	28,000 – 45,000	35,000
Yorkshire	15,000 – 20,000	18,000	18,000 – 32,000	25,000	25,000 – 45,000	38,000
North West	16,000 – 22,000	18,000	19,000 – 28,000	25,000	30,000 – 40,000	35,000
Wales	15,000 – 20,000	18,000	18,000 – 30,000	28,000	30,000 – 42,000	35,000
Scotland	16,000 – 20,000	18,000	18,000 – 25,000	23,000	30,000 – 45,000	35,000
National Average		19,846		26,462		38,692

Public Services	Recruitment Officer		Recruitment Manager	
Location	Range £	Typical £	Range £	Typical £
Central London	23,000 – 30,000	28,000	30,000 – 50,000	40,000
South East Coast	18,000 – 26,000	22,000	25,000 – 40,000	30,000
Southern Home Counties	16,000 – 25,000	22,000	23,000 – 35,000	30,000
Northern Home Counties	17,000 – 29,000	24,000	24,000 – 42,000	35,000
Thames Valley	25,000 – 30,000	28,000	30,000 – 45,000	35,000
M1 Corridor	15,000 – 23,000	20,000	22,000 – 35,000	28,000
East Anglia	14,000 – 22,000	19,000	22,000 – 30,000	26,000
West Midlands	20,000 – 30,000	25,000	25,000 – 42,000	33,000
East Midlands	15,000 – 23,000	20,000	25,000 – 35,000	30,000
South West	22,000 – 32,000	28,000	25,000 – 40,000	33,000
North East	15,000 – 23,000	20,000	25,000 – 45,000	30,000
Yorkshire	16,000 – 25,000	22,000	25,000 – 40,000	32,000
North West	16,000 – 25,000	22,000	25,000 – 45,000	35,000
Wales	20,000 – 27,000	24,000	25,000 – 35,000	28,000
Scotland	17,000 – 25,000	21,000	28,000 – 50,000	35,000
National Average		24,063		33,688

Hudson HR Salary Survey 2007

The survey shows the following salary ranges for different levels of recruitment staff for different industrial sectors and locations.

Recruitment Officer			
Sector	London & South £pa	Midlands/East Anglia £pa	North £pa
Energy & Utilities	25,000 – 37,000	27,000 – 30,000	22,000 – 25,000
Financial Services	32,000 – 45,000	21,000 – 25,000	24,000 – 24,000
FMCG/Retail/Leisure/Media	25,000 – 34,000	21,000 – 27,000	20,000 – 25,000
IT/Telecoms	25,000 – 42,000	29,000 – 29,000	30,000 – 35,000
Manufacturing/Engineering/Transport/Logistics	32,000 – 36,000	21,000 – 28,000	25,000 – 25,000
Professional Services	32,000 – 45,000	21,000 – 28,000	21,000 – 24,000
Public Sector	26,000 – 30,000	21,000 – 27,000	20,000 – 28,000

Recruitment Manager			
Sector	London & South £pa	Midlands/East Anglia £pa	North £pa
Energy & Utilities	39,000 – 55,000	35,000 – 40,000	31,500 – 31,500
Financial Services	45,000 – 60,000	40,000 – 42,000	32,700 – 32,700
FMCG/Retail/Leisure/Media	38,000 – 52,000	40,000 – 44,000	32,000 – 40,000
IT/Telecoms	35,000 – 64,000	44,000 – 44,000	35,000 – 45,000
Manufacturing/Engineering/Transport/Logistics	38,000 – 46,000	42,000 – 46,000	31,750 – 39,000
Professional Services	45,000 – 60,000	40,000 – 42,000	30,000 – 40,000
Public Sector	37,000 – 45,000	37,000 – 44,000	30,000 – 40,000

Head of Recruitment			
Sector	London & South £pa	Midlands/East Anglia £pa	North £pa
Energy & Utilities	71,000 – 95,000	45,000 – 50,000	47,000 – 56,250
Financial Services	60,000 – 100,000	52,000 – 64,000	47,000 – 47,000
FMCG/Retail/Leisure/Media	77,000 – 91,000	51,000 – 65,250	46,250 – 58,000
IT/Telecoms	75,000 – 95,000	53,000 – 53,000	50,000 – 60,000
Manufacturing/Engineering/Transport/Logistics	68,500 – 82,500	48,000 – 65,000	45,000 – 54,000
Professional Services	60,000 – 90,000	52,000 – 60,000	45,000 – 59,750
Public Sector	51,500 – 58,500	49,250 – 58,000	45,000 – 55,000

Michael Page Human Resources Salary Survey 2007

The survey shows broadly similar salary levels for the different levels of recruitment roles by location.

Recruitment	London £pa	South £pa	Midlands £pa	North £pa	Scotland £pa
Assistant	21,000 – 27,000	20,000 – 25,000	16,000 – 24,000	16,000 – 24,000	16,000 – 24,000
Officer/Advisor	27,000 – 35,000	25,000 – 35,000	20,000 – 30,000	23,000 – 30,000	20,000 – 30,000
Manager	35,000 – 55,000	35,000 – 55,000	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
Senior Manager	55,000 – 75,000	55,000 – 70,000	45,000 – 60,000	45,000 – 60,000	45,000 – 60,000

Reed Salary Index

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

Post	UK Average
On-site Consultant	£26,037
Researcher/Resourcer	£26,577
Recruitment Consultant	£31,587
Branch/Recruitment Manager	£38,126
Senior Recruitment Consultant	£45,950
Search & Selection Consultant	£49,287

Heywood Associates Recruitment Salary Survey

The 2007 survey includes pay data for recruitment specialists working in various posts in different sectors, including the following data for staff employed in the education sector:

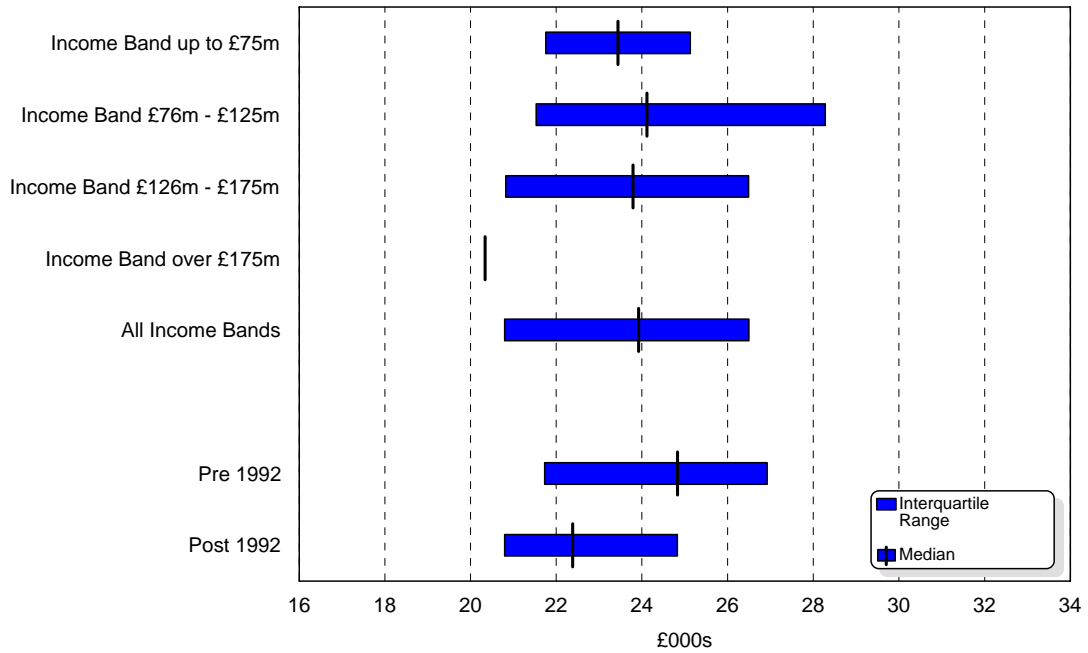
Education Sector	Basic Salary (£pa)	On Target Earnings (£pa)
Resourcer/Trainee Consultant (up to 12 months experience)	16,000 - 20,000	20,000 - 25,000
Consultant (1-3 years' experience)	20,000 - 25,000	25,000 - 28,000
Senior Consultant (3 years experience)	25,000 - 30,000	30,000 - 54,000
Divisional Manager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

The 2008 survey does not include any analysis of salary levels in the education sector.

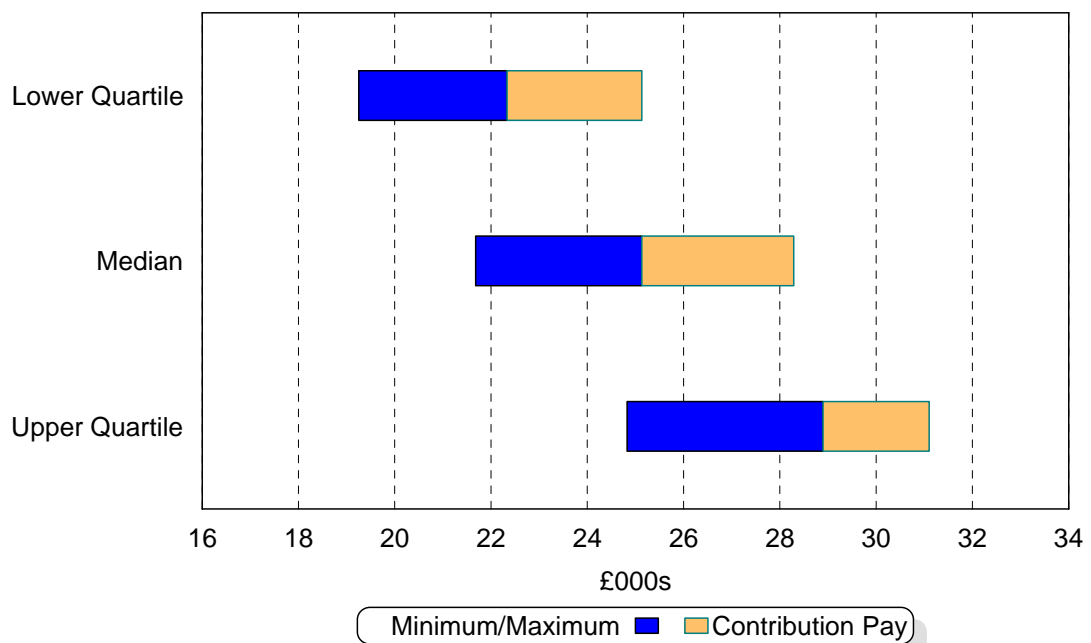
Student Accommodation Roles

Student Accommodation Officer

**Student Accommodation Officer
- Mid-Point of Range Salaries (£'000 pa)**



**Student Accommodation Officer
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

Student Accommodation Officer	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	21,757	23,441	24,258	25,132	10
Income Band £76m - £125m	21,531	24,118	24,562	28,281	10
Income Band £126m - £175m	20,820	23,791	23,827	26,489	10
Income Band over £175m	...	20,339	4
All Income Bands	20,798	23,921	23,799	26,500	34

HEI Type Analysis of Mid-Point Salaries £

Student Accommodation Officer	LQ	Median	Average	UQ	HEIs
Pre 1992	21,730	24,834	24,251	26,923	13
Post 1992	20,798	22,382	23,520	24,826	21

Summary Analysis of Pay Ranges £

Student Accommodation Officer	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	19,255	21,681	21,923	24,452	34
Normal Range Maximum Salary	22,332	25,134	25,675	28,540	34
Contribution Pay Maximum	25,134	28,289	28,328	31,103	17

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Student Accommodation Officers is £20,798 to £26,500, while the median salary is £23,921.

The data suggests that salaries are slightly higher in pre-1992 Universities but there would appear to be no correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £21,681 to £25,134, with a median contribution pay maximum of £28,289.

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

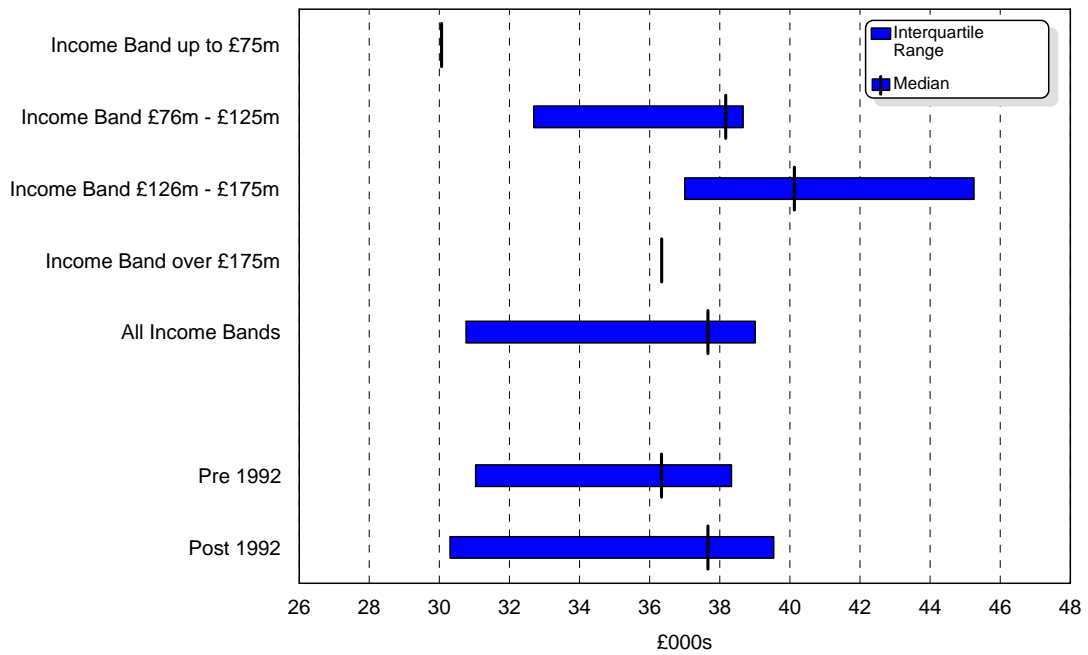
None of the HEIs participating in the survey reported paying a market premium for this post and none reported any difficulties in recruiting or retaining staff.

ECC Survey Job Description for Student Accommodation Officer

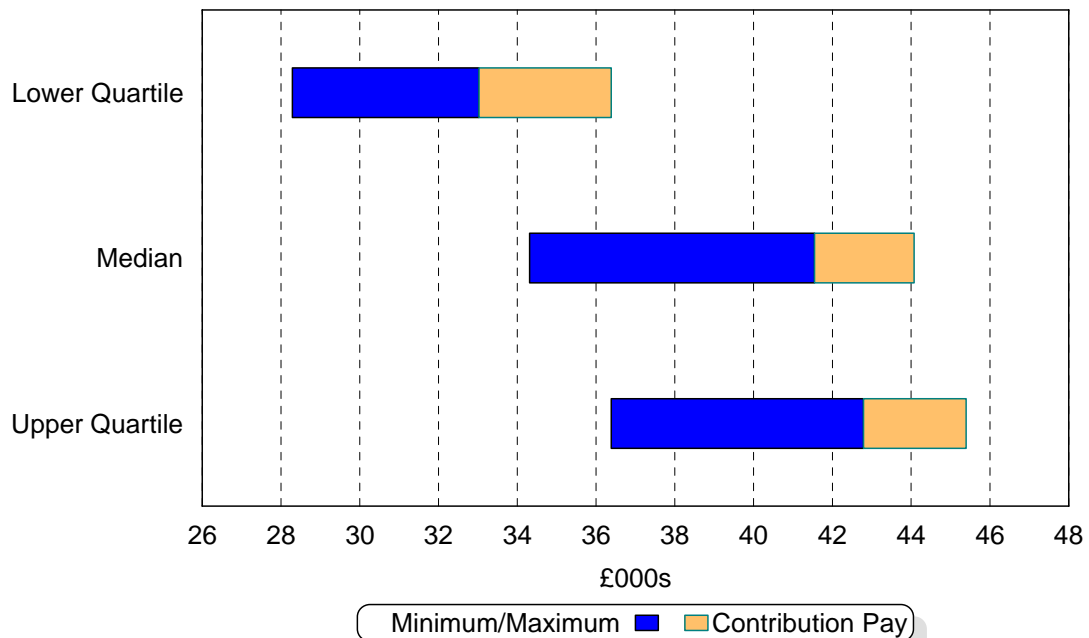
Job Title	Student Accommodation Officer or Student Housing Officer
Level	Reports to Student Accommodation Manager/Student Housing Manager
Experience	<ul style="list-style-type: none"> • Understanding of Higher Education and how the student experience is affected by accommodation issues • Experience in customer service • Computer literate with experience of MS Office (Word, Access, Excel) and websites
Qualifications	<ul style="list-style-type: none"> • Good level of knowledge of housing accommodation issues, housing law, rights of the tenant, etc. Housing diploma and qualifications desirable • High standard of numeracy and literacy
Role	<ul style="list-style-type: none"> • Provides assistance and guidance to students for all their accommodation needs, as well as professional advice and support to landlords. • Undertakes specific tasks and responsibilities ensuring the effective allocation of accommodation for students and to deputise for the Accommodation Manager in their absence. • Assists in allocation and administration of all on and off site student accommodation • Responsible for the maintenance, updating and distribution of student accommodation systems, data and information. • Guides students/parents through the procedures for securing accommodation. • Provides advice and support to landlords and tenants and to students • Inspects properties and carries out risk assessments • Resolves disputes and difficulties between landlords/tenants. • Manages wide range of tasks associated with student accommodation, e.g. meter reading, cash handling, topping up, bill collation and administration. • Deals with queries and issues relating to all student accommodation. • Helps with management of open days and student promotional events.

Student Accommodation Manager

**Student Accommodation Manager
- Mid-Point of Range Salaries (£'000 pa)**



**Student Accommodation Manager
- Pay Ranges (£'000 pa)**



HEI Annual Income Analysis of Mid-Point Salaries £

Student Accommodation Manager	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	30,065	27,665	...	7
Income Band £76m - £125m	32,692	38,169	36,078	38,664	10
Income Band £126m - £175m	37,003	40,128	40,238	45,254	10
Income Band over £175m	...	36,342	4
All Income Bands	30,763	37,663	35,462	39,010	31

HEI Type Analysis of Mid-Point Salaries £

Student Accommodation Manager	LQ	Median	Average	UQ	HEIs
Pre 1992	31,035	36,337	36,132	38,332	12
Post 1992	30,304	37,663	35,039	39,540	19

Summary Analysis of Pay Ranges £

Student Accommodation Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	28,290	34,314	32,600	36,385	31
Normal Range Maximum Salary	33,029	41,545	38,324	42,791	31
Contribution Pay Maximum	36,385	44,074	42,147	45,397	15

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Student Accommodation Managers is from £30,763 to £39,010, while the median salary is £37,663.

The data on the pay ranges shows the median normal pay range is from £34,314 to £41,545, with a median contribution pay maximum of £44,074.

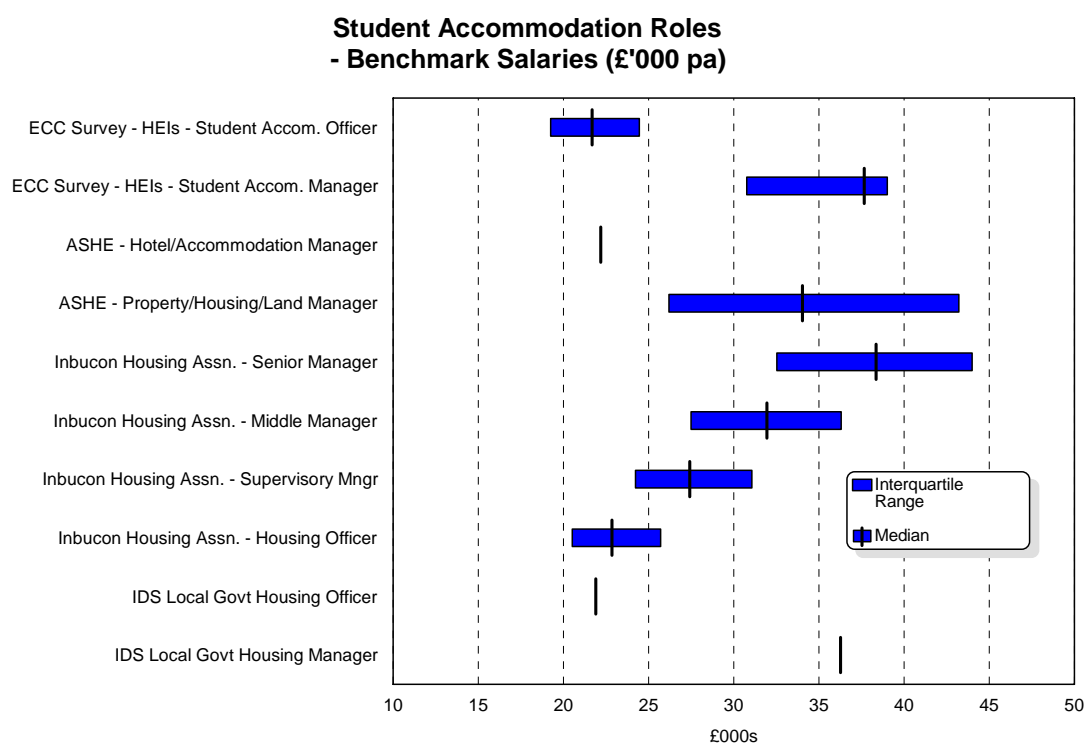
The most common number of contracted hours for a full-time post is either 37 hours (14 HEIs) or 35 hours a week (reported by 6 HEIs) and there was a range of hours between 35 and 38.

Whilst one HEI reported having recruitment difficulties for this post, none reported having retention problems and none reported paying a market premium.

ECC Survey Job Description for Student Accommodation Manager

Job Title	Student Accommodation Manager/Student Housing Manager
Level	Reports to Director/Deputy Director – Accommodation/Facilities/Hospitality or similar
Experience	<ul style="list-style-type: none"> • Administrative experience, including office skills • Computer literacy with experience of MS Office applications, • Experience and/or knowledge of working within an educational environment • Experience of working with young adults
Qualifications	<ul style="list-style-type: none"> • Housing qualifications • Qualification and/or experience of managing staff
Role	<ul style="list-style-type: none"> • Manages and develops provision of student accommodation, including the provision of professional advice and assistance to students and landlords. • Determines and implements allocation policy for accommodation within a framework of professional customer services. • Manages and develops tenancy schemes. • Manages and develops the staff, operations and budget within the Accommodation Office to ensure the effective and efficient management of the accommodation service. • Identifies, monitors and influences standards of accommodation in the private sector. • Advises landlords on the suitability of their properties • Identifies gaps in provision of student accommodation and recommends action required to satisfy need • Liaises with students and landlords to negotiate settlements, advise on legal and statutory rights and obligations and advise on rent levels. • Develops and maintains marketing and information literature. Participates in marketing initiatives and evaluates effectiveness • Prepares, implements and reviews departmental plan, to include resources, staff development, objectives and targets. • Optimises income and recommends appropriate accommodation fee levels in view of national and local influences, demand patterns, debt management etc. • Develops and maintains effective systems, procedures and documentation relating to the allocation of student accommodation. • Responsible for the allocation of all on-site student accommodation. • Maintains appropriate statistical data regarding availability and desirability of off-site accommodation and directs, advises and liaises with students as appropriate. • Responsible for efficient and effective management of departmental and operational budgets.

Benchmark Pay Data for Student Accommodation Roles



The chart above suggests that HEI salary levels for Student Accommodation/Housing Officer and Manager roles are in line with the salary levels for Housing Officer and Manager roles within housing associations and local authorities.

Annual Survey of Hours and Earnings

The Annual Survey of Hours and Earnings (ASHE) for 2007, produced by the Office for National Statistics shows the following gross annual full-time earnings (excluding overtime) for broadly comparable occupations at April 2007:

Occupation	Lower Quartile	Median	Average	Upper Quartile
Hotel and accommodation manager	£15,864	£22,189	£28,920	n/a
Property, housing and land managers	£26,196	£34,027	£43,969	£43,215

Inbucon Housing Association Salary Surveys

The Inbucon Housing Association Salary and Benefits Survey 2007/8 gives the following salary levels for housing association jobs as at October 2007 :

Job Title	LQ £pa	Median £pa	UQ £pa	Average £pa
Senior Manager	32,525	38,359	43,991	38,253
Middle Manager	27,492	31,948	36,304	31,990
Supervisory Manager	24,225	27,413	31,065	27,599
Housing Officer	20,514	22,845	25,701	22,702

The Inbucon Housing Association Salary Surveys 2007 give the following median and average salary levels for selected housing association jobs in the South West and North of England, Wales and Scotland as at July 2007:

Job Title	South West		Wales		North		Scotland	
	Median £pa	Average £pa	Median £pa	Average £pa	Median £pa	Average £pa	Median £pa	Average £pa
Area Housing Manager	41,760	41,760	40,456	39,183	42,034	41,553	41,228	40,757
Area Supported Housing Manager	30,349	30,349	30,751	30,751	29,152	29,152	29,152	32,572
Housing Officer	20,852	20,834	24,430	24,533	22,000	21,815	24,828	24,847

Local Government

Incomes Data Services' local government pay benchmarking survey, conducted in December 2007 and published in IDS Report 995, February 2008, and its 'Pay in the Public Services 2008' report, shows mid-point salaries of £21,900 for Housing Officers (based on a sample of 30 councils) and £36,267 for Housing Managers (based on a sample of 27 councils) in local authorities in England and Wales.

	Housing Officer £pa	Housing Manager £pa
Median Salary Range	20,099- 23,144	34,141- 37,543
Median Mid-point Salary	21,900	36,267
Lower Quartile Salary Range	18,907-21,412	29,728-33,291
Upper Quartile Salary Range	22,645-25,320	35,852-39,686

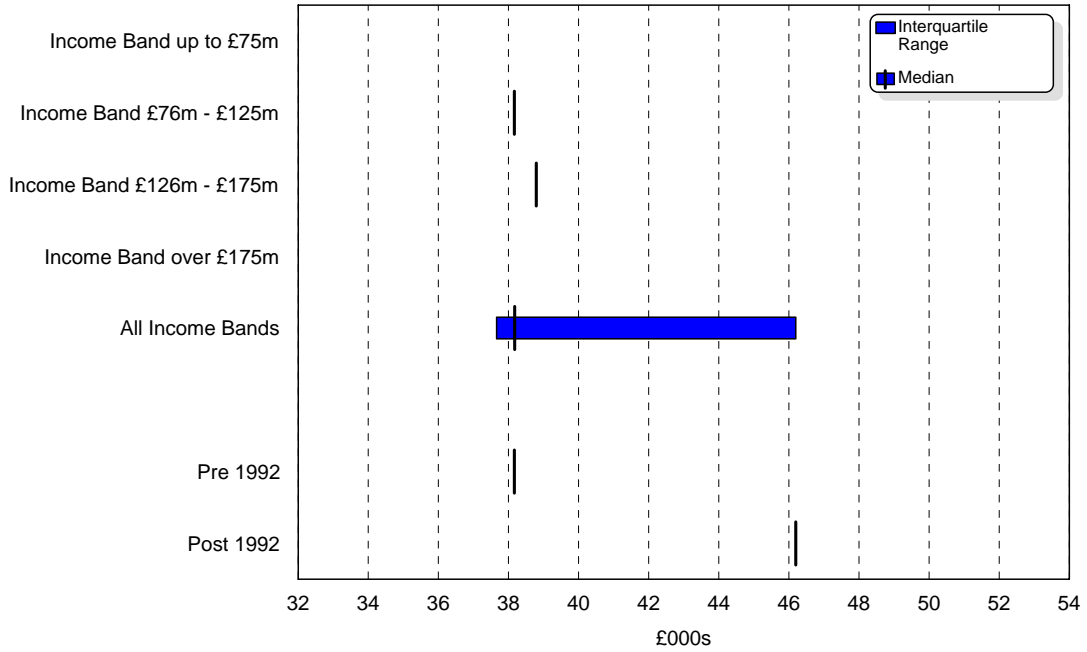
In Scottish local authorities, the median mid-point salary was £24,871 (median salary range of £22,259 to £27,414) for Housing Officers and £35,561 (median salary range of £33,968 to £37,153) for Housing Managers, based on a sample of 5 councils.

The Local Government Pay & Workforce Strategy Survey 2006, published in 2007, shows 5.1% of local authorities in the UK offering a market supplement for housing management posts. Some 17.9% of councils in England experienced recruitment problems for housing management staff but only 6.5% had retention problems – these figures relate to 2006 and represent an improvement on the data for 2005 and 2004.

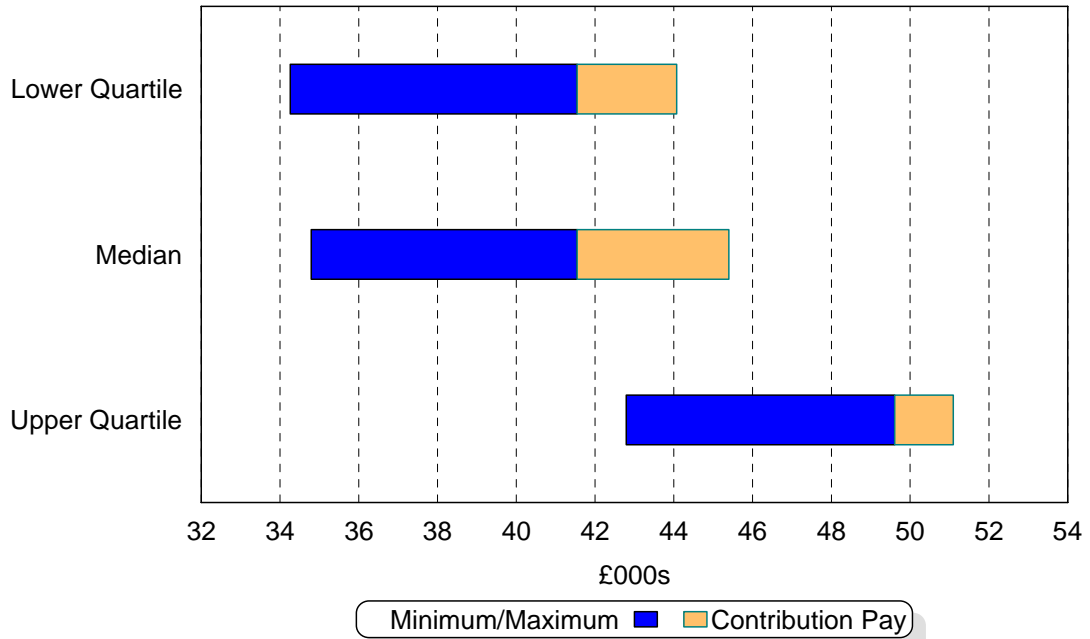
Project Manager Roles – Capital Projects

Project Manager – Capital Projects

**Project Manager – Capital Projects
- Mid-Point of Range Salaries (£'000 pa)**



**Project Manager – Capital Projects
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

Project Manager – Capital Projects	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	2
Income Band £76m - £125m	...	38,169	39,853	...	5
Income Band £126m - £175m	...	38,792	39,870	...	7
Income Band over £175m	3
All Income Bands	37,663	38,179	40,310	46,199	17

HEI Type Analysis of Mid-Point Salaries £

Project Manager – Capital Projects	LQ	Median	Average	UQ	HEIs
Pre 1992	...	38,169	38,146	...	8
Post 1992	...	46,198	42,234	...	9

Summary Analysis of Pay Ranges £

Project Manager – Capital Projects	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	34,260	34,793	37,092	42,791	17
Normal Range Maximum Salary	41,545	41,545	43,528	49,606	17
Contribution Pay Maximum	...	45,397	47,371	...	9

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Capital Projects Managers is £37,663 to £46,199, while the median salary is £38,179.

The data suggests that salaries are significantly higher in post-1992 HEIs; however, the small sample size makes it difficult to determine any correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £34,793 to £41,545, with a median contribution pay maximum of £45,397.

The most common number of contracted hours for a full-time post is either 37 hours (8 HEIs) or 35 hours a week (reported by 5 HEIs).

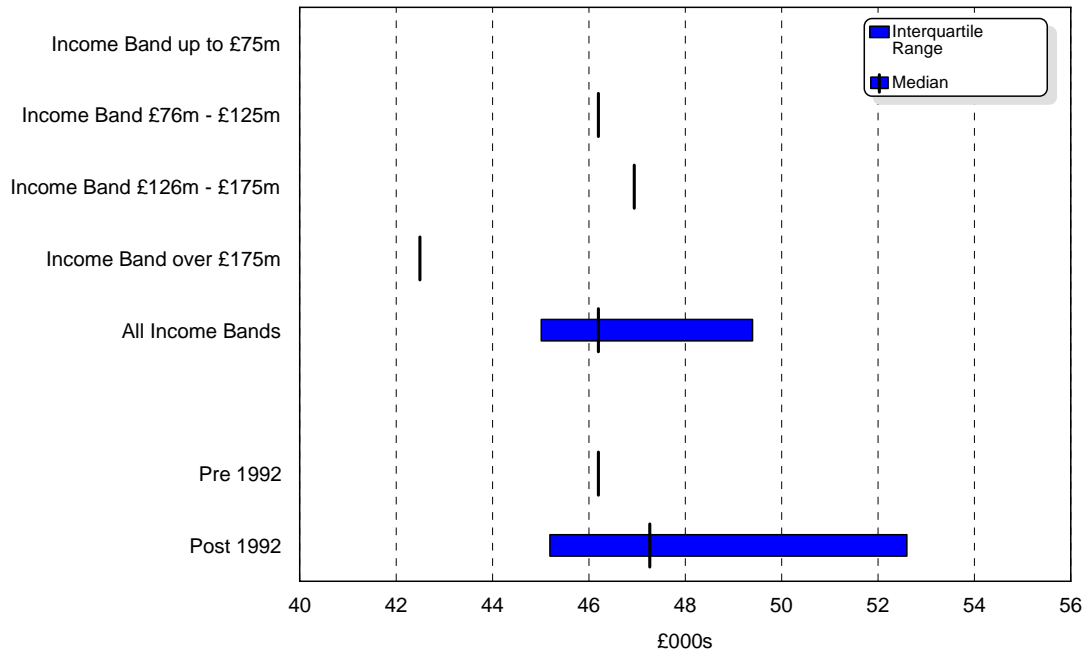
One of the HEIs participating in the survey reported paying a market premium (£3,560) for this post and two HEIs reported having difficulties in recruiting staff.

ECC Survey Job Description for Project Manager – Capital Projects

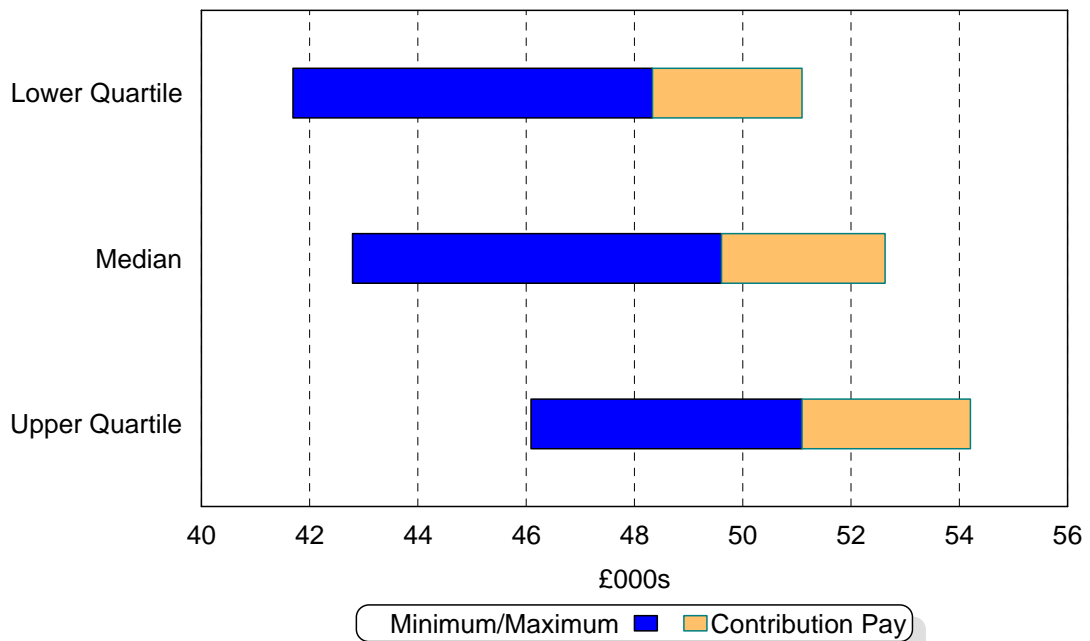
Job Title	Project Manager – Capital Projects
Level	Reports to Capital Projects Director/Senior Manager/Director of Estates/Facilities or similar role
Experience	<ul style="list-style-type: none"> • Previous experience in a similar role and a proven track record • Experience of major project monitoring and change control • Experience of dealing with a multi-discipline construction team • Evidence of successful negotiations with planners • Extensive knowledge of all aspects of the construction trades
Qualifications	<ul style="list-style-type: none"> • Building related degree in surveying, building, engineering or architecture or an equivalent professional qualification (RICS, MCIQB, CEng, RIBA) • May be a Certified Project Manager and a member of the Project Managers Association or the Institute of Project Managers • Prince 2
Role	<ul style="list-style-type: none"> • Manages capital building projects from inception to completion, ensuring that they are delivered on time and within budget. • Acts as principal point of contact between organisation and its appointed internal/external consultants and contractors • Prepares and updates project plans and risk registers • Prepares client briefs and financial appraisals of development projects and analyses competing proposals on a value-for-money basis. • Obtains quotations for work etc. in accordance with procedures including compiling tender documentation and agreeing tender lists, and making subsequent appointments in accordance with procedures and regulations • Keeps management informed about the progress of projects • Proposes solutions to address obstacles and delays to projects • Liaises with consultants appointed by the organisation on all property matters including planning, traffic management, landscape, mechanical, electrical, structural, building surveyors, line and level survey engineers, geo-technical surveyors, accountants and solicitors. • Responsible for control of time, cost, safety and quality relating to projects managed. • Liaises with the Clerk of Works to ensure quality of construction. • Co-ordinates the use of, and manages the work of both external consultants and contractors, and internal trades staff where appropriate.

Senior Project Manager – Capital Projects

Senior Project Manager – Capital Projects
- Mid-Point of Range Salaries (£'000 pa)



Senior Project Manager – Capital Projects
- Pay Ranges (£'000 pa)



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

Senior Project Manager – Capital Projects	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	3
Income Band £76m - £125m	...	46,199	4
Income Band £126m - £175m	...	46,943	48,306	...	7
Income Band over £175m	...	42,496	4
All Income Bands	45,012	46,199	47,482	49,396	18

HEI Type Analysis of Mid-Point Salaries £

Senior Project Manager – Capital Projects	LQ	Median	Average	UQ	HEIs
Pre 1992	...	46,199	44,863	...	8
Post 1992	45,189	47,264	49,578	52,598	10

Summary Analysis of Pay Ranges £

Senior Project Manager – Capital Projects	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	41,693	42,791	44,423	46,088	18
Normal Range Maximum Salary	48,332	49,606	50,542	51,095	18
Contribution Pay Maximum	...	52,628	53,376	...	9

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior Capital Projects Managers is £45,012 to £49,396, while the median salary is £46,199.

The data suggests that salaries are slightly higher in post-1992 HEIs; however, the small sample size makes it difficult to determine any correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £42,791 to £49,606, with a median contribution pay maximum of £52,628.

Contracted hours range between 35 and 38 hours; the most common number of contracted hours for a full-time post is 37 hours (8 HEIs).

One of the HEIs participating in the survey reported paying a market premium (£10,190) for this post and one HEI reports that while it has not had a vacancy recently it would anticipate having difficulties in recruiting staff.

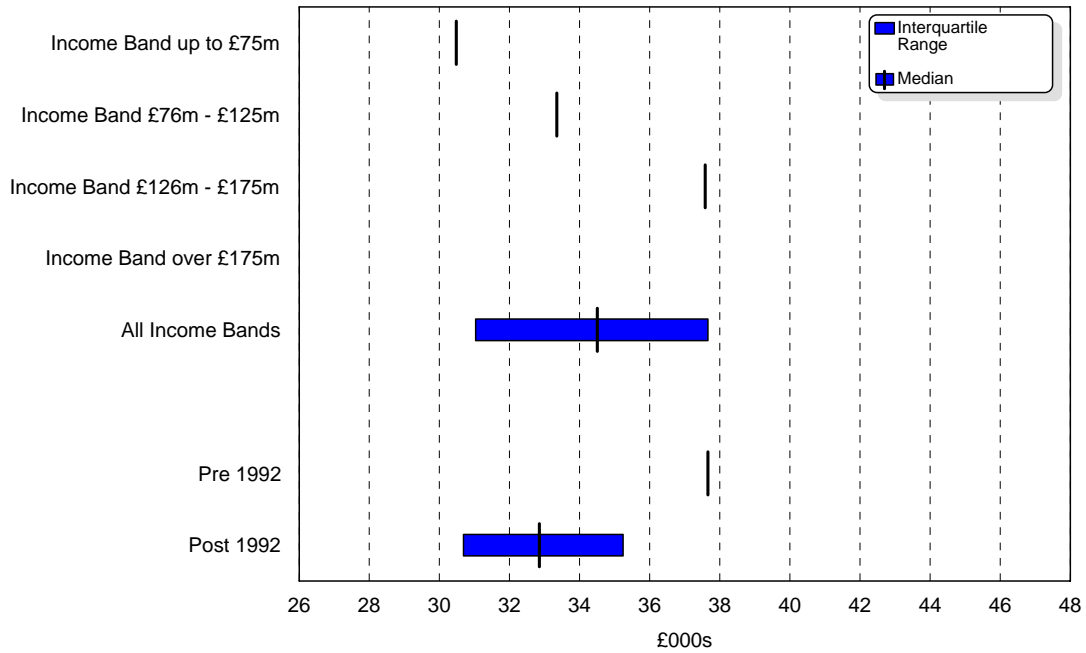
ECC Survey Job Description for Senior Projects Manager – Capital Projects

Job Title	Senior Project Manager – Capital Projects
Level	Reports to Director of Estates and Facilities or Director/Head of Capital Projects/Development
Experience	<ul style="list-style-type: none"> • Significant construction industry experience in contract and project management – related to large projects • Proven experience of planning and delivering property projects to time cost and quality specifications, appointing and managing consultants and contractors, dealing with health and safety, planning and building regulations. • Building-related IT knowledge and experience. In depth knowledge of contracts and experience of dealing with contractual issues
Qualifications	<ul style="list-style-type: none"> • Building related degree in surveying, building, engineering or architecture or an equivalent professional qualification (RICS, MCIQB, CEng, RIBA) • May be a Certified Project Manager and a member of the Project Managers Association or the Institute of Project Managers • Prince 2
Role	<ul style="list-style-type: none"> • Manages day-to-day activity of Capital Projects Team and resources their development to ensure provision and delivery of all capital projects by means of an effective, professional project management and surveying service to ensure the property portfolio is effectively maintained, improved and/or refurbished in accordance with the maintenance plan(s) and capital investment programme. • Undertakes management of large and complex construction projects. • Consults with senior managers to ensure construction projects meet their strategic needs • Manages complete pre- and post- project service in all aspects of construction work, development, new build, conversion, alterations and improvement works to ensure the estate is properly managed; • Provides direction and guidance on best methods or preferred means of construction to consultants and contractors; • Develops client brief and ongoing client requirements, conveying this to the consultancy or construct team as appropriate. Advises colleagues on matters relating to projects that may be of concern or impact on the function or work of departments; • Develops, designs and maintains a master programme and schedule for multiple projects tailored to client needs to effectively report on the status of individual projects; • Compiles, manages and authorises financial budgets and certification of appropriate payments. Provides feasibility costs and report for funding approval and review costs as required during the progress and completion of a project; • Ensures that risks are appraised and appropriate action is taken to remove or minimise any adverse factors • Ensures staff are trained and adequately resourced to enable them to fulfil their duties safely and effectively • Appoints and manages external consultant and contractor teams to deliver required construction project. • Provides professional surveying service and technical solutions for construction projects. • Utilises professional judgement and employ suitable expertise to overcome obstacles to the delivery of the programme and projects, inspect and report on statutory, building or services related problems as required; • Manages statutory compliance for projects

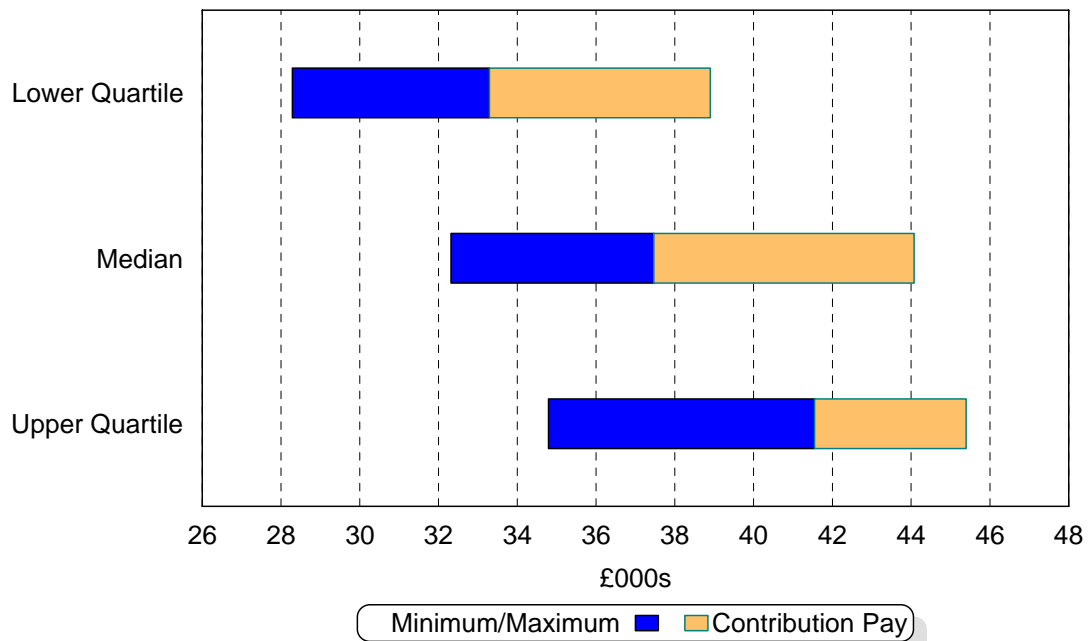
Project Manager Roles – Estates

Project Manager – Estates

**Project Manager - Estates
- Mid-Point of Range Salaries (£'000 pa)**



**Project Manager - Estates
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

Project Manager – Estates	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	30,481	4
Income Band £76m - £125m	...	33,351	32,869	...	8
Income Band £126m - £175m	...	37,585	37,149	...	7
Income Band over £175m	2
All Income Bands	31,035	34,506	34,265	37,663	21

HEI Type Analysis of Mid-Point Salaries £

Project Manager – Estates	LQ	Median	Average	UQ	HEIs
Pre 1992	...	37,663	35,959	...	9
Post 1992	30,689	32,852	32,994	35,242	12

Summary Analysis of Pay Ranges £

Project Manager – Estates	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	28,290	31,840	31,642	34,793	21
Normal Range Maximum Salary	33,780	36,912	36,887	41,545	21
Contribution Pay Maximum	38,901	44,074	42,062	45,397	10

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Estates Projects Managers is £31,035 to £37,663, while the median salary is £34,506.

The data suggests that salaries are higher in pre-1992 HEIs and in the HEIs which are larger in terms of income.

The data on the pay ranges shows the median normal pay range is from £31,840 to £36,912, with a median contribution pay maximum of £44,074.

Contracted hours range between 35 and 38 hours; the most common number of contracted hours for a full-time post is 37 hours (8 HEIs).

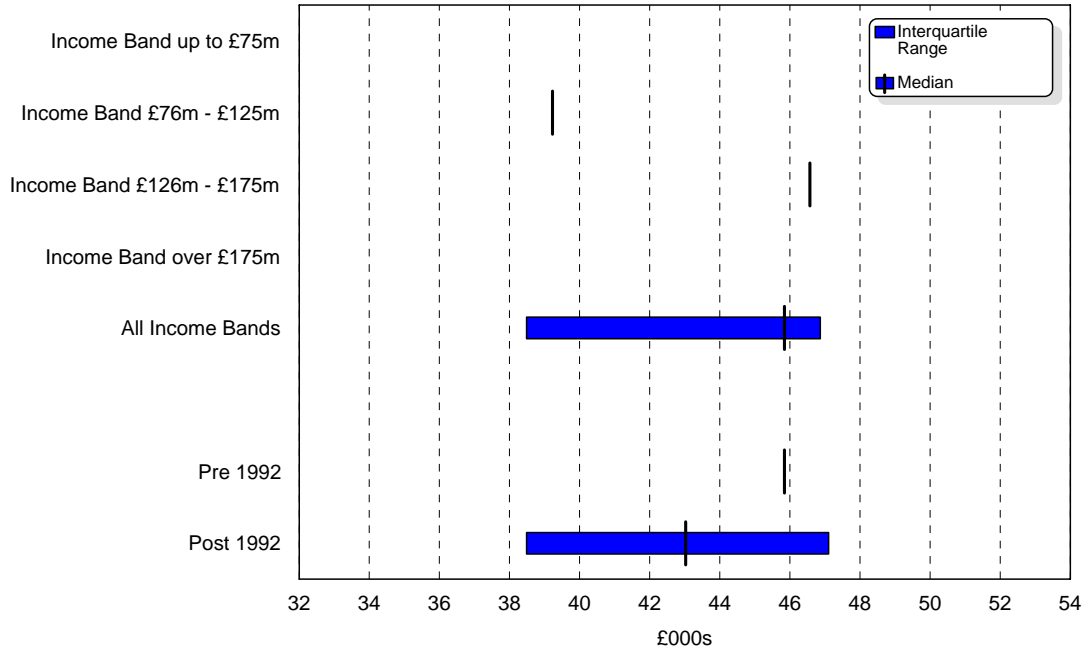
One of the HEIs participating in the survey reported paying a market premium (£3,560) for this post and two HEIs report difficulties in recruiting staff due to the specialised nature of the market.

ECC Survey Job Description for Project Manager - Estates

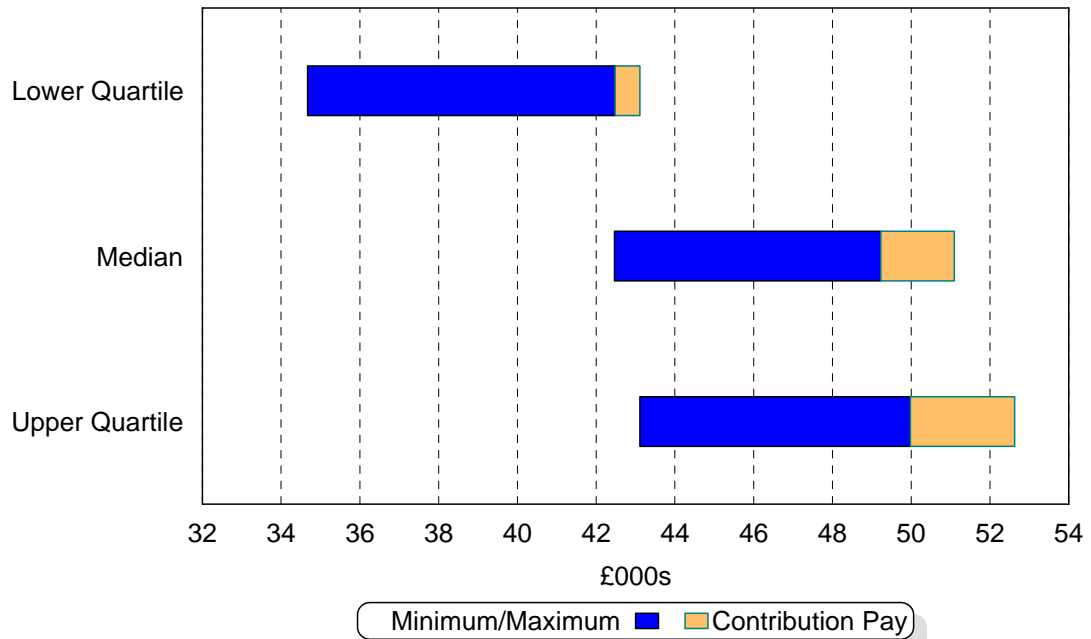
Job Title	Project Manager – Estates
Level	Reports to Director of Estates and Facilities or Deputy or Senior Project Manager
Experience	<ul style="list-style-type: none"> • Project management experience (typically 2-3 years)
Qualifications	<ul style="list-style-type: none"> • Building related degree or an equivalent professional qualification (RICS, MCIQB, CEng) • May be a Certified Project Manager and a member of the Project Managers Association or the Institute of Project Managers • Prince 2
Role	<ul style="list-style-type: none"> • Responsible for provision and delivery of buildings and ground maintenance projects across the estate, including building repairs and refurbishment and minor capital works, in a cost effective and customer focused manner • Designs, obtains tenders, liaises with consultants, contractors, statutory bodies • Agrees standards and specifications for work and ensures these are met • Maintains database of records, drawings and other documentation for projects • Develops and monitors the implementation of project plans • Carries out risk assessments and proposes solutions to minimise or remove adverse factors • Oversees the work of contractors ensuring safe and efficient working practices • Contributes to the training and development of estates and other staff

Senior Project Manager – Estates

**Senior Project Manager - Estates
- Mid-Point of Range Salaries (£'000 pa)**



**Senior Project Manager - Estates
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

Senior Project Manager - Estates	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	3
Income Band £76m - £125m	...	39,229	41,811	...	7
Income Band £126m - £175m	...	46,571	45,877	...	8
Income Band over £175m	2
All Income Bands	38,486	45,845	43,468	46,866	20

HEI Type Analysis of Mid-Point Salaries £

Senior Project Manager - Estates	LQ	Median	Average	UQ	HEIs
Pre 1992	...	45,845	43,334	...	8
Post 1992	38,486	43,025	43,558	47,103	12

Summary Analysis of Pay Ranges £

Senior Project Manager – Estates	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	34,673	42,463	40,147	43,112	20
Normal Range Maximum Salary	42,480	49,226	46,790	49,979	20
Contribution Pay Maximum	43,112	51,095	48,412	52,628	10

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior Estates Projects Managers is £38,486 to £46,866, while the median salary is £45,845.

The data suggests that salaries are higher in pre-1992 HEIs and in the HEIs which are larger in terms of income, although the sample size is small.

The data on the pay ranges shows the median normal pay range is from £42,463 to £49,226, with a median contribution pay maximum of £51,095.

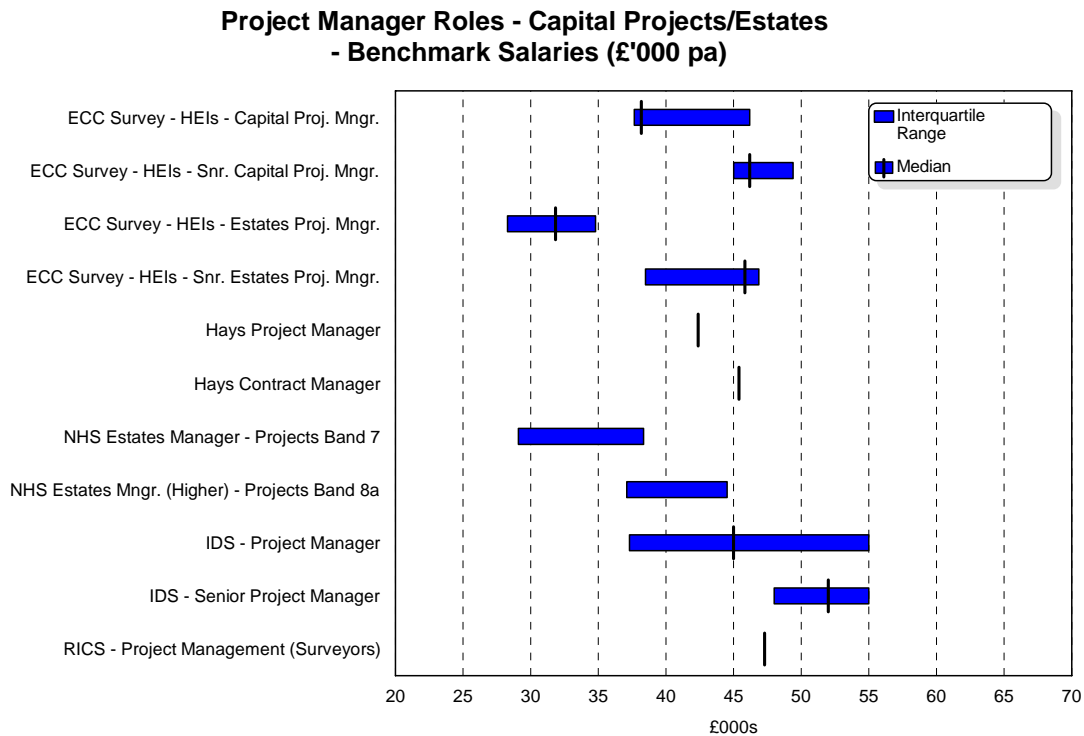
Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours (10 HEIs).

One of the HEIs participating in the survey reported paying a market premium (£10,190) for this post. None of the HEIs participating in the survey reported having any difficulties in either recruiting or retaining staff.

ECC Survey Job Description for Senior Project Manager - Estates

Job Title	Senior Project Manager – Estates
Level	Reports to Director of Estates and Facilities
Experience	<ul style="list-style-type: none"> • Project management experience (3-5 years)
Qualifications	<ul style="list-style-type: none"> • Building related degree in surveying, building or engineering or an equivalent professional qualification (RICS, MCIQB, CEng) • May be a Certified Project Manager and a member of the Project Managers Association or the Institute of Project Managers • Prince 2
Role	<ul style="list-style-type: none"> • Commissions and project manages larger maintenance, repairs, refurbishment projects and may commission and manage minor capital projects • Contributes to the introduction and development of Strategic Maintenance Policy, and Standards for Legislation Compliance, in the management and safe operation of the Estate • Manages and develops projects and estates staff • Establishes and maintains the organisation's long-term maintenance programme of condition-based and legal compliance surveys • Develops maintenance plans that are cost effective and minimise disruption or closures, particularly to research and teaching facilities • Provides expert specialist and professional construction and estates projects advice to other estates staff and other in organisation and may advise external agencies • Conducts risk assessments, complies risk registers and proposes action to remove or minimise adverse factors

Benchmark Pay Data for Project Manager – Capital Projects/Estates



The chart above suggests HEI mid-point salary levels for Capital Projects Managers are significantly higher than those for Estates Projects Managers while the median mid-point salaries for both sets of Senior Project Managers are very close (even if the inter-quartile mid-point salaries vary).

HEI salary levels for Estates Project Manager are generally in line with the pay range for NHS Estates Managers for Projects while the HEI salaries for Capital Project Manager and Senior Estates Project Managers are in line with Higher Level Estates Managers for Projects in the NHS.

HEI salary levels are broadly in line with those shown for Project Managers and Contract Managers in the Hays Contractors Salary Guide., although the HEI salaries for Estates Project Manager are lower.

IDS' monitoring of advertised salaries suggest some higher salaries may be offered for some Project Manager and Senior Project Manager posts.

NHS Estates Projects Manager Posts

Details of the national NHS job profiles for these posts and appropriate salary ranges, effective from 1 April 2008, are provided below.

Estates Manager (Projects): Pay Band 7 - £29,091 to £38,352

- Responsible for the day to day management of the organisation's capital programme and revenue schemes
- Maintains database of estates records and drawings
- Manages estates staff

Estates Manager, Higher Level (Projects) Band 8a: £37,106 to £44,527 or **Band 8b:** £43,221 to £53,432.

- Develops policies and strategies for implementation of the organisation's capital programme to improve environment for patients and staff
- Commissions and project manages major capital projects
- Provides expert specialist and professional construction and estates projects advice to other estates staff, directors, senior management of the organisation; may advise external agencies
- Manages estates projects staff

Hays

The Hays Contractors Salary Guide 2007 provides information on annual salaries of Chartered Project Managers with five years or more experience and Contract Managers with 10 years or more experience.

Region	Project Manager (BSc, Chartered)		Contract Manager (MCIOB)	
	Salary Range £ pa	Typical Salary £ pa	Salary Range £ pa	Typical Salary £ pa
Central London	40,000 – 60,000	53,000	44,000 – 58,000	51,000
North Home Counties	37,000 – 52,000	45,000	42,000 – 52,000	48,000
South Home Counties	40,000 – 49,000	45,000	43,000 – 54,000	48,000
South West	40,000 – 46,000	42,000	37,000 – 48,000	45,000
Wales	36,000 – 46,000	41,000	40,000 – 48,000	45,000
West Midlands	42,000 – 50,000	42,000	41,000 – 47,000	45,000
East Midlands	38,000 – 48,000	42,000	38,000 – 49,000	45,000
East Anglia	37,500 – 47,000	43,000	40,000 – 53,500	45,000
North West	38,000 – 48,000	42,000	38,000 – 50,000	45,000
Yorkshire	35,000 – 45,000	40,000	37,000 – 48,000	44,000
North East	35,000 – 45,000	40,000	38,500 – 48,000	43,250
National Average		42,385		45,404

IDS

Incomes Data Services' monitoring job advertisements published in May 2007 found the following typical advertised salaries for project management roles in the construction/property sector.

Position	Lower Quartile	Median	Upper Quartile	Average
Senior Project Manager	£48,000	£52,000	£55,000	£50,333
Project Manager	£37,303	£45,000	£55,000	£47,408

Royal Institution of Chartered Surveyors

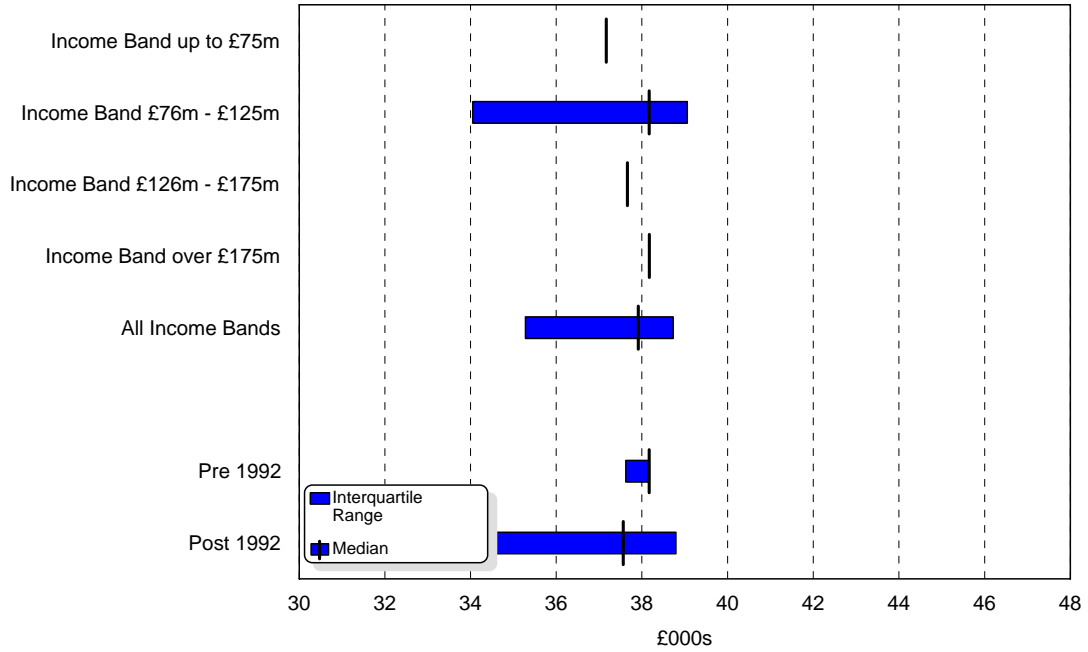
The RICS and Macdonald & Company UK Salary Survey 2008 shows the following pay data for chartered surveyors involved in Project Management.

Position	Average Salary £pa	Average Bonus £pa	Total £pa	Sample size
Project Management	47,300	5,500	52,700	357

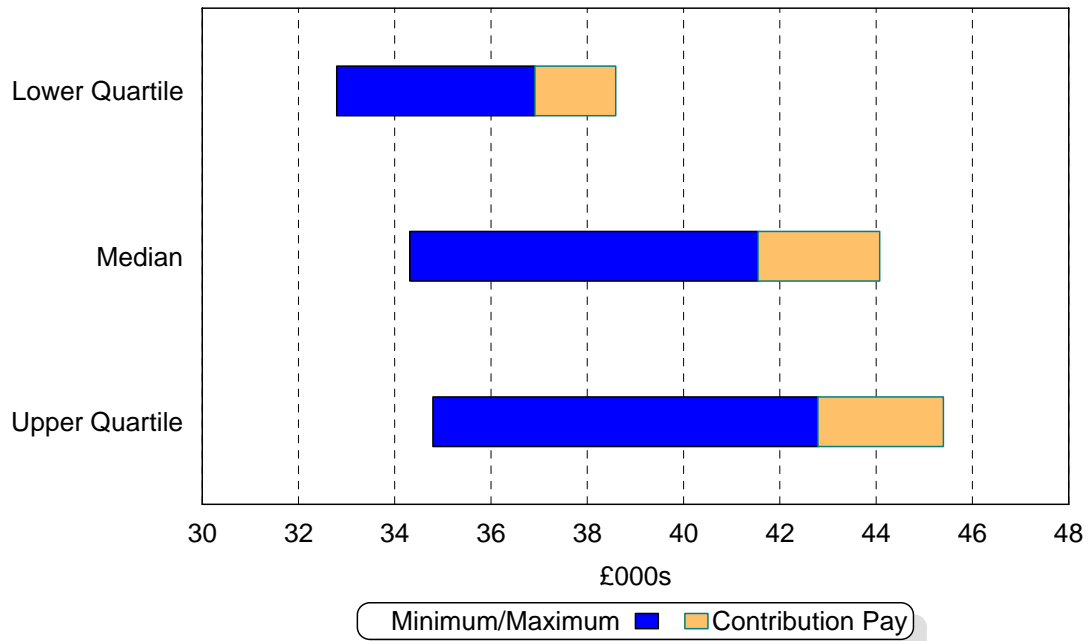
Project Manager Roles – IT

Project Manager – IT

Project Manager – IT
- Mid-Point of Range Salaries (£'000 pa)



Project Manager – IT
Pay Ranges (£'000 pa)



ECC Survey Data

HEI Annual Income Analysis for Mid-Point Salaries £

Project Manager – IT	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	37,170	34,929	...	5
Income Band £76m - £125m	34,055	38,169	37,952	39,060	10
Income Band £126m - £175m	...	37,663	37,420	...	7
Income Band over £175m	...	38,174	4
All Income Bands	35,282	37,916	37,379	38,732	26

HEI Type Analysis for Mid-Point Salaries £

Project Manager – IT	LQ	Median	Average	UQ	HEIs
Pre 1992	37,624	38,169	38,429	38,174	11
Post 1992	34,351	37,564	36,608	38,792	15

Summary Analysis of Pay Ranges £

Project Manager – IT	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	32,795	34,553	34,217	34,793	26
Normal Range Maximum Salary	37,768	41,545	40,541	42,480	26
Contribution Pay Maximum	38,590	44,074	43,451	45,397	15

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to IT Projects Managers is from £35,282 to £38,732, while the median salary is £37,916.

The data suggests that there is a consistent mid-point salary level irrespective of the size or type of HEI.

The data on the pay ranges shows the median normal pay range is from £34,553 to £41,545, with a median contribution pay maximum of £44,074.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours (10 HEIs) or 35 hours (8 HEIs).

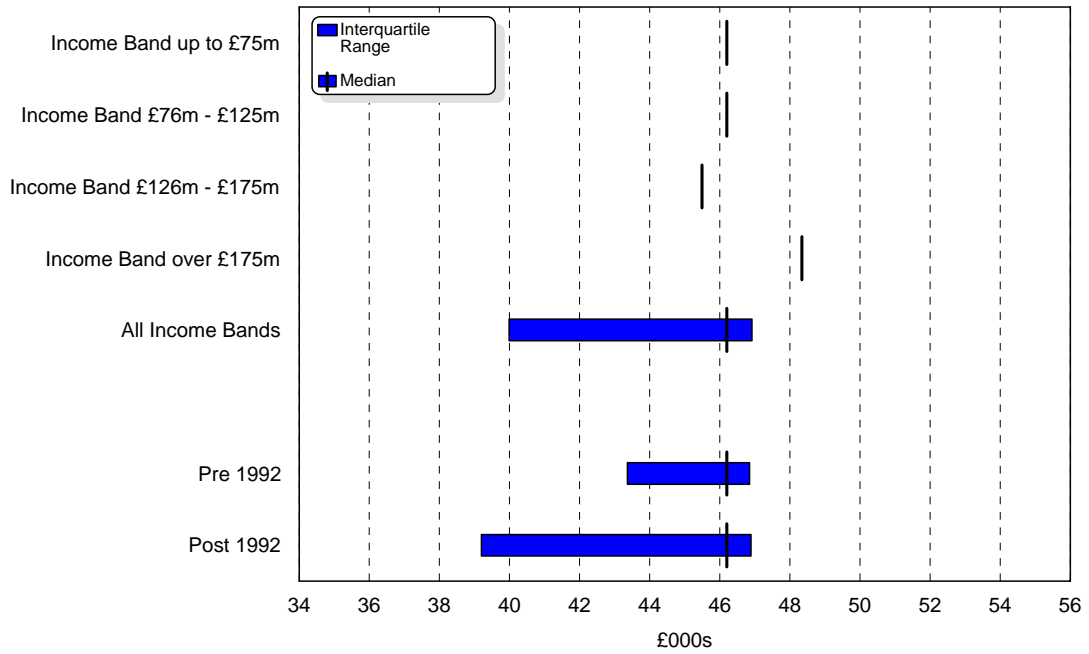
Two of the HEIs participating in the survey reported paying a market premium (£4,775/£7,700) for this post. Two HEIs reported having difficulties recruiting staff and one indicated that it had retention problems.

ECC Survey Job Description for Project Manager - IT

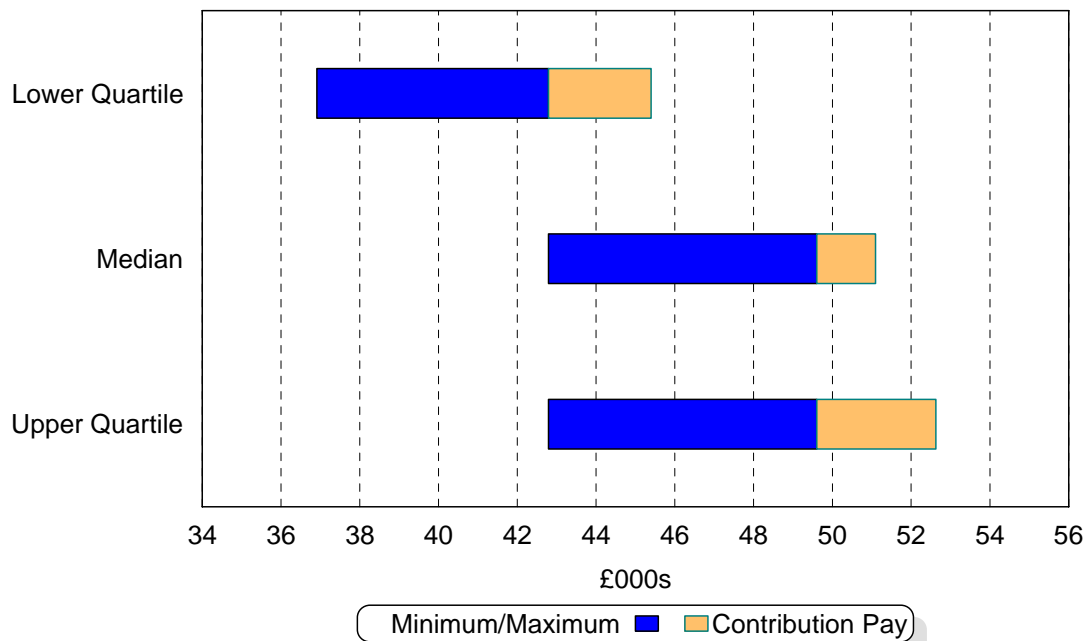
Job Title	Project Manager – IT
Level	Reports to Director or Head of IT or Senior IT Manager or Senior IT Projects Manager
Experience	<ul style="list-style-type: none"> • Project management experience (typically 2-3 years) • Management experience in a computing environment
Qualifications	<ul style="list-style-type: none"> • First degree or equivalent • Prince 2 • Specific professional qualifications
Role	<ul style="list-style-type: none"> • Manages one or more IT development projects or programmes • Advises service users of the most appropriate ways of achieving their objectives • Responsible for leading, developing and supporting a project team (including any contractors) to ensure the delivery of project(s) to time, cost and quality specifications. • Manages project risks, including the development of risk management plans and actions and proposing action to remove or minimise adverse factors • Responsibility for overall progress and use of resources, initiating corrective actions where necessary. • Liaises with Project Board and others on overall direction and integrity of the programme and technical and quality strategy. • Contributes to the work of other project teams as requested • Evaluates project and prepares an end of project report.

Senior Project Manager – IT

Senior Project Manager – IT
- Mid-Point of Range Salaries (£'000 pa)



Senior Project Manager – IT
- Pay Ranges (£'000 pa)



ECC Survey Data

HEI Annual Income Analysis for Mid-Point Salaries £

Senior Project Manager – IT	LQ	Median	Average	UQ	HEI
Income Band up to £75m	...	46,199	4
Income Band £76m - £125m	...	46,199	44,347	...	7
Income Band £126m - £175m	...	45,491	43,853	...	7
Income Band over £175m	...	48,341	4
All Income Bands	39,990	46,199	44,827	46,918	22

HEI Type Analysis for Mid-Point Salaries £

Senior Project Manager – IT	LQ	Median	Average	UQ	Posts
Pre 1992	43,364	46,199	45,808	46,850	11
Post 1992	39,202	46,199	43,846	46,892	11

Summary Analysis of Pay Ranges £

Senior Project Manager – IT	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	37,189	42,791	41,591	42,791	22
Normal Range Maximum Salary	42,791	49,606	48,063	49,607	22
Contribution Pay Maximum	45,397	51,095	50,110	52,628	13

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior IT Projects Managers is £39,990 to £46,918, while the median salary is £46,199.

The data suggests that there is a consistent mid-point salary level within HEIs irrespective of their size or type.

The data on the pay ranges shows the median normal pay range is from £42,791 to £49,606, with a median contribution pay maximum of £51,095.

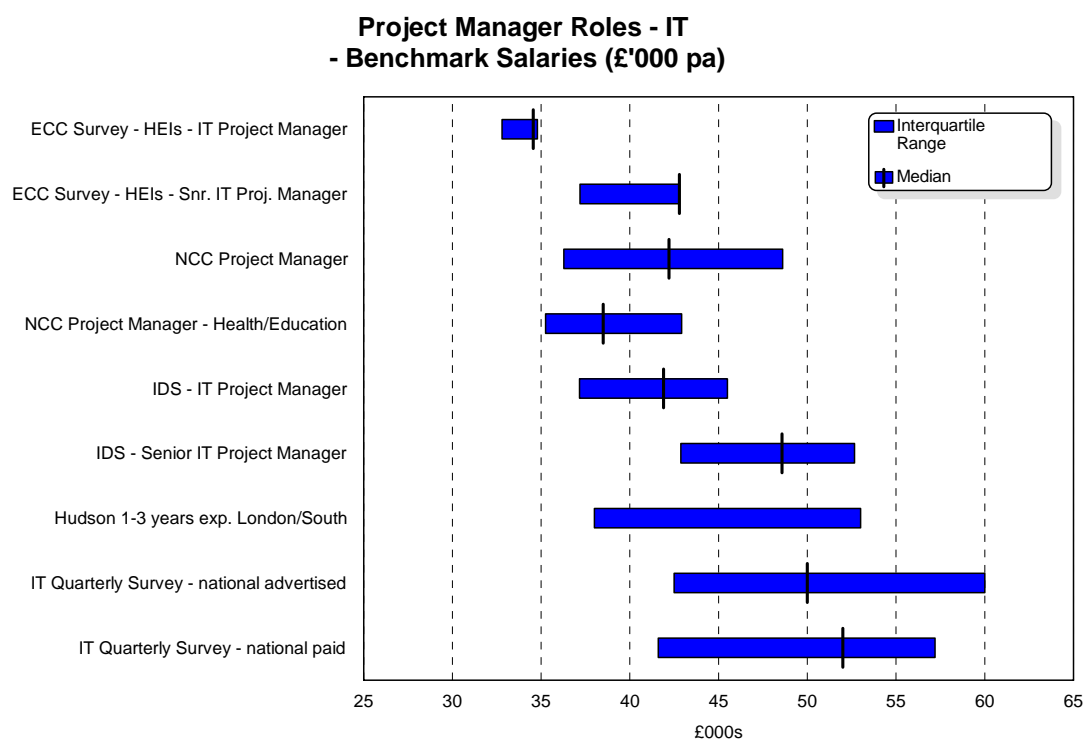
Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours (9 HEIs) or 35 hours (6 HEIs).

Three of the HEIs participating in the survey reported paying a market premium (£2,300/£5,000/£7,300) for this post and two HEIs reported having difficulties recruiting staff.

ECC Survey Job Description for Senior Project Manager - IT

Job Title	Senior Project Manager – IT or Programme Manager
Level	Reports to Director or Head of IT/IS or Senior IT Manager
Experience	<ul style="list-style-type: none"> • Significant project management experience • Management experience in a computing environment
Qualifications	<ul style="list-style-type: none"> • First degree or equivalent • Prince 2 • Specific professional qualifications
Role	<ul style="list-style-type: none"> • Manages and develops project team staff and ensures they are adequately resourced to carry out their responsibilities • Develops and carries out day to day management of project plans for a portfolio of projects including large scale and more complex IT based projects and programmes consisting of multiple projects in the organisation. • Carries out risk appraisals • Consults with senior managers in other parts of the organisation to ensure the programme meets their strategic needs • Monitors changes within the portfolio of projects. • Develops action plans to remove or eliminate obstacles impeding the delivery of the programme • Tracks programme finances, monitoring and reporting spend against budget. • Co-ordinates programmes and projects, providing direction to and co-operation between project managers. • Establishes and communicates project management best practice

Benchmark Pay Data for Project Manager - IT Roles



The chart above suggests that HEI mid-point salary levels for IT Project Managers and Senior Project Managers may not be competitive with pay levels elsewhere.

National Computing Centre

The National Computing Centre Benchmark of Salaries and Employment Trends in IT for 2008 shows the following salary levels for Project Managers responsible for IT development staff and one or more IT development projects.

Area	LQ £pa	Median £pa	UQ £pa	Average £pa	Sample Size
National	36,283	42,202	48,608	43,686	221
Greater London	36,333	41,667	55,000	48,278	36
South East	41,923	47,143	53,333	47,223	56
Midlands & East Anglia	33,800	38,222	43,500	38,833	60
South West & Wales	37,500	42,813	46,406	41,870	23
North	37,900	44,375	48,036	44,289	19
Scotland	33,500	39,250	48,750	42,700	25
Department Size:					
6 – 10	33,500	37,000	43,333	39,042	12
11 – 25	40,417	46,563	57,083	50,988	43
26 – 50	33,875	38,167	43,875	40,179	53
Over 50	36,750	43,375	48,542	43,131	111

Industry Sector:	LQ £pa	Median £pa	UQ £pa	Average £pa	Sample Size
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Manufacturing	36,500	42,500	49,250	43,630	27
Finance	43,000	46,765	49,118	46,734	32
Business Services	36,429	45,000	52,500	45,855	38
IT Services	40,500	44,000	50,833	45,179	14
Other Services	34,500	40,833	44,583	40,130	27
Health & Education	35,250	38,500	42,917	39,731	13
Government	33,250	38,091	41,806	38,427	55

IDS Survey

Incomes Data Services collected pay data for IT managers at May 2007 in 44 organisations employing around 4,000 IT staff. Some 25 of these paid bonuses ranging from 4% to 25%, with payments increasing with the level of seniority. The tables below summarises the results for IT Project Managers. There were more than 100 Senior IT Project Managers and more than 150 IT Project Managers in the samples.

IT Project Manager

	Lower Quartile	Median	Upper Quartile	Average	Sample (Orgs)
Minimum	£30,374	£34,146	£39,553	£35,506	23
Midpoint	£36,342	£41,500	£46,000	£41,802	24
Maximum	£41,560	£47,000	£51,625	£48,530	25
Typical salary	£37,165	£41,900	£45,500	£42,348	22

Senior Project Manager

	Lower Quartile	Median	Upper Quartile	Average	Sample (Orgs)
Minimum	£37,406	£41,000	£41,438	£43,342	15
Midpoint	£44,750	£47,026	£51,898	£49,511	16
Maximum	£50,183	£53,586	£63,177	£56,044	15
Typical salary	£42,875	£48,576	£52,660	£49,513	18

Source IDS Executive Compensation Review 317, July 2007

Mid-point salaries were generally highest in finance and lowest in the public sector.

IT Quarterly Survey

The IT Quarterly Survey (April 2008), produced by Salary Services and itjobswatch.co.uk, includes salary data for the post of Project Manager, defined as being 'responsible for the design, development and implementation of systems covering one or more business functions. Would typically have budgetary control over the delivery of projects'.

Location	LQ £pa	Median £pa	UQ £pa	Average £pa	Sample Size
Inner London Advertised	45,000	55,000	65,000	56,414	696
Outer London Advertised	45,000	53,500	65,000	56,363	3266
Southern England Advertised	40,000	47,000	55,000	48,834	1729
West & Wales Advertised	39,000	42,500	48,000	43,922	710
East Midlands Advertised	40,000	47,500	52,500	47,103	655
West Midlands Advertised	40,500	47,500	55,000	49,557	348
North West Advertised	40,000	45,000	55,000	47,894	693
North East Advertised	40,000	42,000	45,700	43,995	516
Scotland/Northern Ireland Advertised	37,500	44,500	50,000	44,364	235
National Advertised	42,500	50,000	60,000	51,685	9261
National Paid	41,600	52,000	57,200	51,969	189

Hudson IT Salary Survey 2007/08

The Hudson IT Salary Survey includes the following salary data for the post of Project Manager at differing levels of experience:

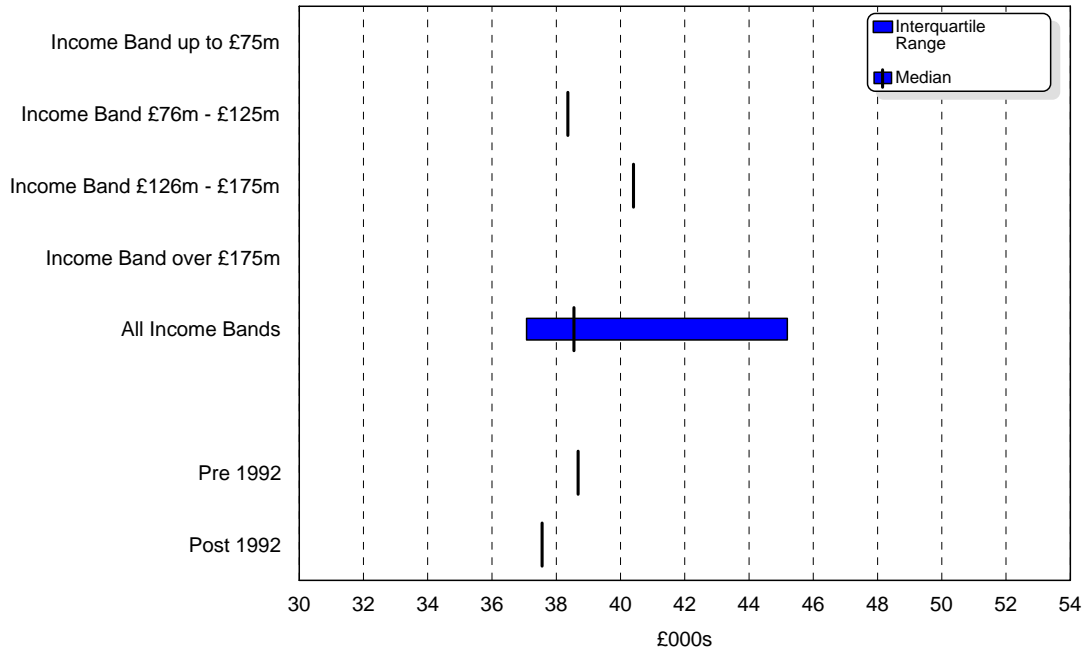
Area	1-3 yrs £pa	3-5 yrs £pa	5+ yrs £pa
London and the South	38,000 – 53,000	53,000 – 69,000	69,000 – 87,000
Midlands and the North	37,000 – 40,000	45,000 – 50,000	50,000 – 56,000

NHS Job Profiles

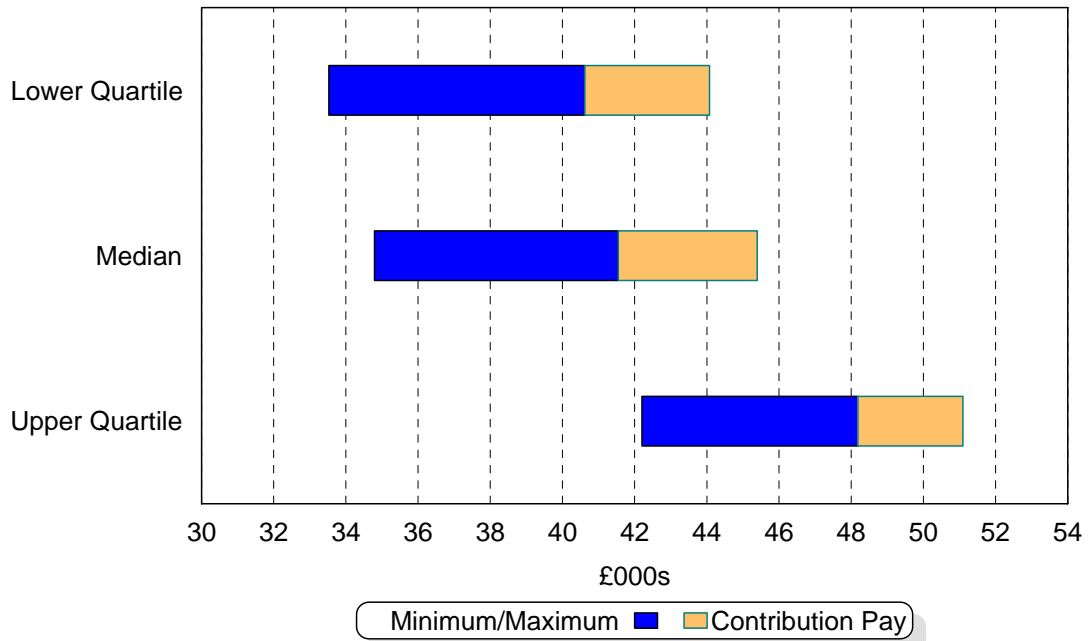
A number of the national IM&T NHS job profiles include responsibility for managing IM&T projects and these are in pay band 7 (with a salary range of £29,091 to £38,352, effective from 1 April 2008) in the case of IM&T Section Manager or IM&T Analyst Advanced/Technical Engineer Specialist or pay bands 8a (£37,106 to £44,527) or 8b (£43,221 to £53,432) in the case of an IM&T Consultant.

Project Manager – Business Related Strategies or Projects

**Project Manager – Business Related Strategies or Projects
- Mid-Point of Range Salaries (£'000 pa)**



**Project Manager – Business Related Strategies or Projects
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £

Project Manager – Business Related Strategies or Projects	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	2
Income Band £76m - £125m	...	38,361	42,363	...	6
Income Band £126m - £175m	...	40,405	40,527	...	5
Income Band over £175m	2
All Income Bands	37,075	38,553	40,410	45,193	15

HEI Type Analysis of Mid-Point Salaries £

Project Manager – Business Related Strategies or Projects	LQ	Median	Average	UQ	HEIs
Pre 1992	...	38,679	43,227	...	7
Post 1992	...	37,559	37,946	...	8

Summary Analysis of Pay Ranges £

Project Manager – Business Related Strategies or Projects	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	33,528	34,793	37,119	42,204	15
Normal Range Maximum Salary	40,622	41,545	43,701	48,183	15
Contribution Pay Maximum	...	45,397	47,513	...	5

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Projects Managers working on business related strategies or projects is £37,075 to £45,193, while the median salary is £38,553.

When broken down the sample sizes are small and it is difficult to see any clear 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 £34,793 to £41,545, with a median contribution pay maximum of £45,397. Inter-quartile contribution pay maximums are not provided in the table above because of the sample size but are shown for illustrative purposes in the previous chart showing pay ranges.

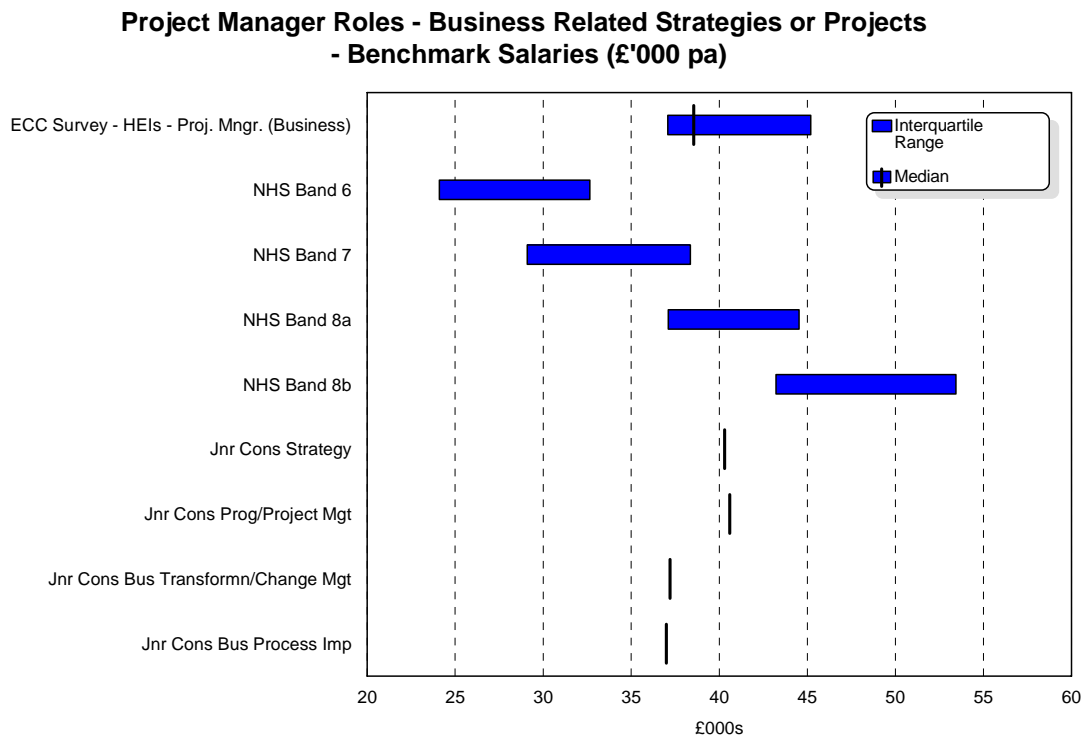
The most common number of contracted hours for a full-time post is 37 hours a week (6 HEIs) and then 35 hours (4 HEIs).

One of the HEIs participating in the survey reported paying a market premium (£4,775) for this post and three HEIs reported having difficulties recruiting staff. None of the HEIs participating in the survey reported having retention difficulties for this post.

ECC Survey Job Description for Project Manager – Business Related Strategies or Projects

Job Title	Project Manager – Business Related Strategies or Projects
Level	Reports to Senior Projects Manager/Director or member of Senior Management Team responsible for project or Strategic Planning Team
Experience	<ul style="list-style-type: none"> • Project management experience
Qualifications	<ul style="list-style-type: none"> • First degree or equivalent • Prince 2 • May have specific professional qualifications
Role	<ul style="list-style-type: none"> • Responsible for successful planning, delivery, monitoring and evaluation of specified project(s), with specific accountability for achieving all defined project objectives within time periods, resource budgets and to quality standards set • Responsible for project team and administrative staff associated with project. • Consults with managers to ensure projects are designed and delivered in ways that meet their needs. • Carries out risk assessments and compile risk registers. • Proposes action to remove or eliminate the impact of adverse factors. • Contributes to the development of staff assigned to projects • Clarifies the objectives and action plans of project team members and liaises with line managers, as required

Benchmark Pay Data for Business Related Strategy Projects Managers



The chart above suggests that HEI mid-point salaries are in line with the upper end of NHS pay band 7 (covering Project Team Managers) and pay band 8a (covering Programme Managers, Professional Managers for Improvement and Development and lower level Information Analyst Principal roles).

HEI salaries also appear to be broadly in line with the average salaries paid to junior management consultants (with between one and three years of consulting experience) working in the areas of strategic consulting, programme and project management, business transformation/change management, and business process improvement. The average basic salary for Senior Consultants, with three to five years' consulting experience is much higher at £52,000.

NHS Job Profiles

There a number of national NHS job profile that are broadly comparable including the following:

Project Manager: project manages a specific project within a site or health economy. Supports, facilitates and monitors progress of project within site(s) or health economy. Supports performance improvement: Pay band 6 (£24,103 - £32,653)

Project Team Manager: provides overall management for projects. Supports, facilitates and monitors progress of project within and across site(s). Supports performance improvement. Manages a team of project staff: Pay band 7 (£29,091 - £38,352)

Programme Manager: manages a major initiative or programme which has a range of projects and plans, supports, facilitates and monitors the progress of programme: Pay band 8a (£37,106- £44,527).

Professional Manager, Improvement & Development: supports delivery of improved performance and service delivery in a range of service areas, promotes quality improvement and leads on a range of programmes addressing performance and service issues: Pay band 8a (£37,106- £44,527).

Information Analyst Principal (Statistics/Information Management): analyses data interprets and reports on results, leads on discrete projects, undertakes research and manages projects: Pay band 8a (£37,106- £44,527) or 8b (£43,221-£53,432).

Top-Consultant.com's Salary Benchmarking Report 2007

The Consulting Salary Report shows the following average basic salary, bonus and benefits levels for Junior Consultants with between one and three years of consulting experience by area of consultancy. The survey is based on a total sample of 1,223 management consultants and 437 IT consultants. Some 17% of the sample of management consultants are junior consultants and 22% senior consultants. One third of the management consultants in the sample work in the public sector.

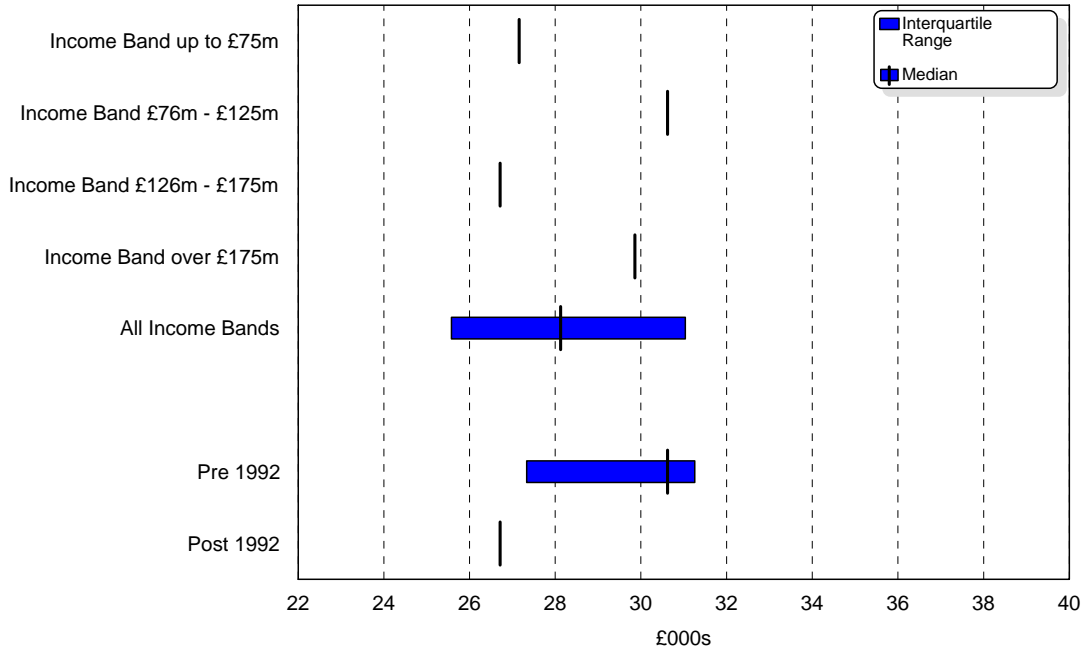
Junior Consultants: Sector/Area of Consultancy	Basic Salary £pa	Basic + Benefits £pa	Basic Salary + Benefits + Bonus £pa
Strategy Consulting	40,300	42,355	47,191
Programme & Project Management	40,600	42,955	46,649
Business Transformation/Change Management	37,200	40,362	43,375
Business Process Improvement	37,000	39,405	42,587
Consultancy Industry Average	37,000	39,405	42,735

The industry average basic salary for Senior Consultants, with three to five years' consulting experience is £52,000.

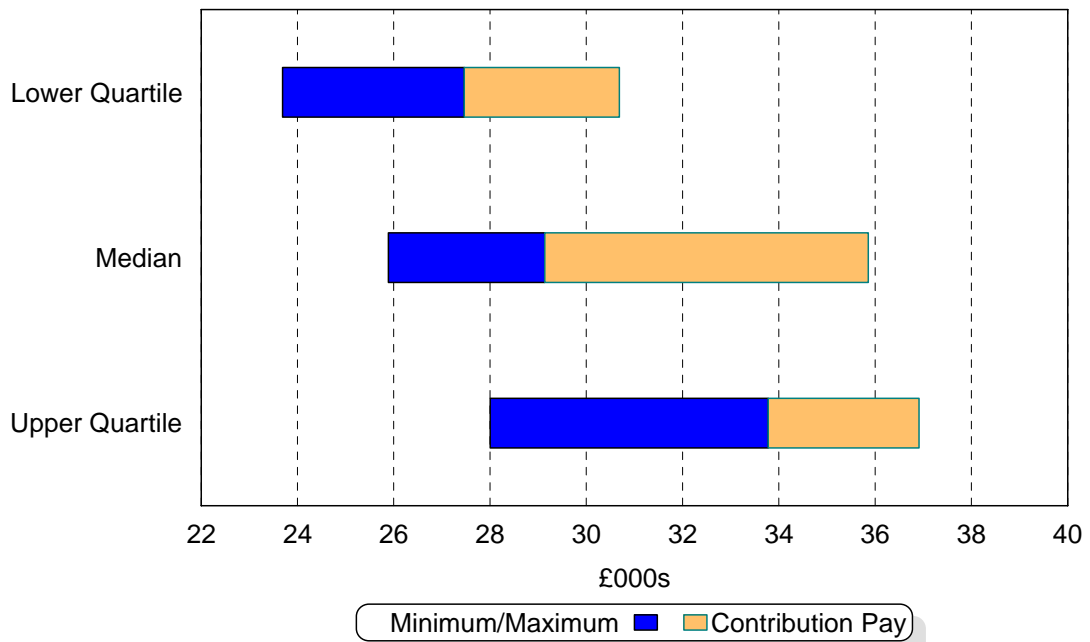
Management Accountancy Posts

Part Qualified Management Accountant

**Part Qualified Management Accountant
- Mid-Point of Range Salaries (£'000 pa)**



**Part Qualified Management Accountant
- Pay Ranges (£'000 pa)**



ECC Survey Results

HEI Annual Income Analysis of Mid-Point Salaries £					
Part Qualified Management Accountant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	27,159	26,743	...	6
Income Band £76m - £125m	...	30,623	30,737	...	5
Income Band £126m - £175m	...	26,713	26,492	...	5
Income Band over £175m	...	29,857	4
All Income Bands	25,579	28,126	28,147	31,035	20

HEI Type Analysis of Mid-Point Salaries £					
Part Qualified Management Accountant	LQ	Median	Average	UQ	HEIs
Pre 1992	27,335	30,623	29,663	31,259	11
Post 1992	...	26,713	26,293	...	9

Summary Analysis of Salary Ranges £					
Part Qualified Management Accountant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	23,692	25,888	25,869	27,862	20
Normal Range Maximum Salary	27,466	29,576	30,424	33,780	20
Contribution Pay Maximum	30,687	35,858	33,989	36,912	12

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to part-qualified Management Accountants is £25,579 to £31,035, while the median salary is £28,126.

When broken down the sample sizes are small and it is difficult to see any clear relationship between salary levels and the size of HEI; salaries would appear, however, to be higher in pre-1992 Universities than in post-1992 organisations.

The data on the pay ranges shows the median normal pay range is from £25,888 to £29,576, with a median contribution pay maximum of £35,858.

HEI salary levels for part-qualified Management Accountants appear to be generally higher than for their part-qualified Financial Accountant colleagues.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours a week (10 HEIs) and then 35 hours (4 HEIs).

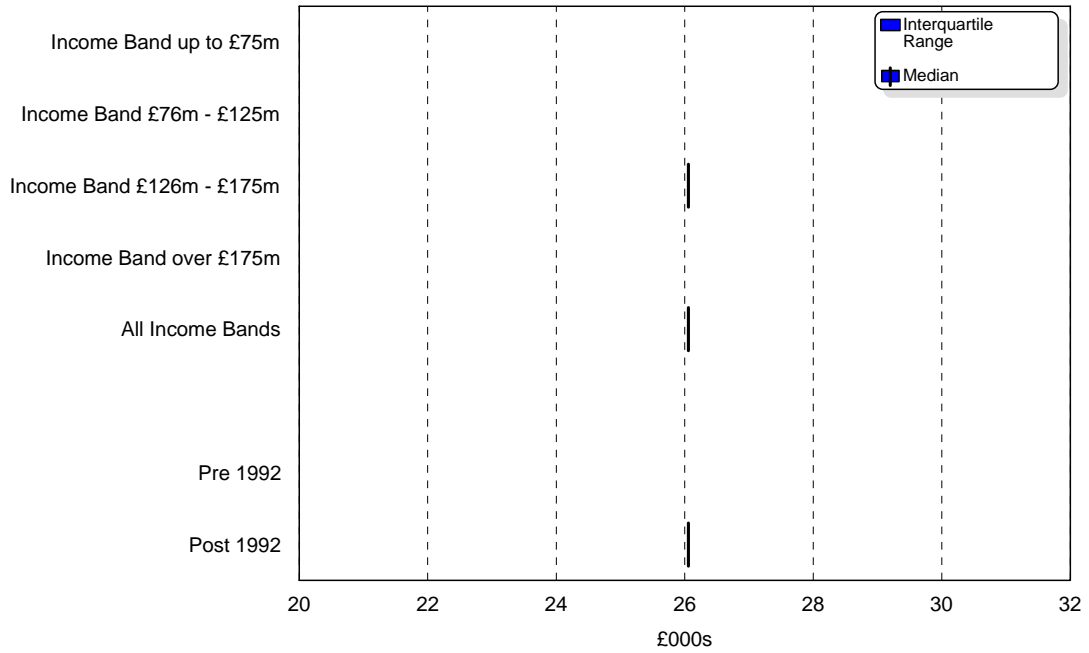
One of the HEIs participating in the survey reported paying a market premium (£2,889) for this post and one HEI reported having difficulties recruiting staff. None of the HEIs participating in the survey reported having retention difficulties for this post.

ECC Survey Job Description for Part Qualified Management Accountant

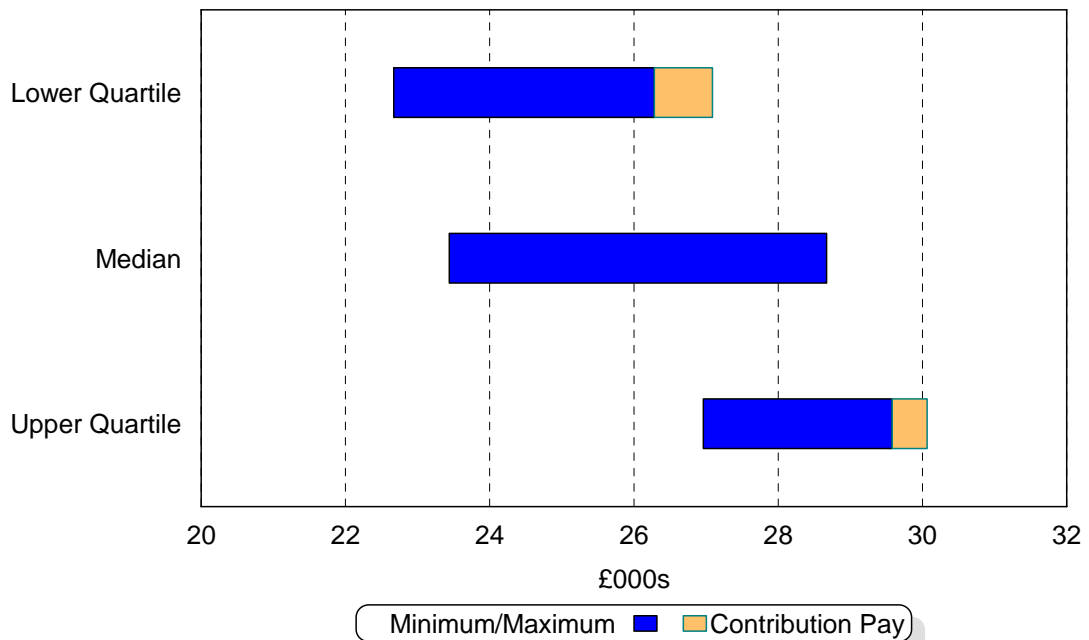
Job Title	Part-Qualified Management Accountant
Level	Reports to Senior Management Accountant but may be supervised by Qualified Management Accountant
Experience	Entry level experience
Qualifications	<ul style="list-style-type: none"> • CIMA Certificate in Business Accounting, or; • Degree specialising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

Management Accountant – Newly Qualified

**Management Accountant - Newly Qualified
- Mid-Point of Range Salaries (£'000 pa)**



**Management Accountant - Newly Qualified
- Pay Ranges (£'000 pa)**



ECC Survey Results

HEI Annual Income Analysis of Mid-Point Salaries £					
Management Accountant – Newly Qualified	LQ	Median	Average	UQ	HEIs
Income Band up to £75m
Income Band £76m - £125m	3
Income Band £126m - £175m	...	26,055	4
Income Band over £175m	1
All Income Bands	...	25,646	23,197	...	8

HEI Type Analysis of Mid-Point Salaries £					
Management Accountant – Newly Qualified	LQ	Median	Average	UQ	HEIs
Pre 1992	2
Post 1992	...	25,646	21,911	...	6

Summary Analysis of Salary Ranges £					
Management Accountant – Newly Qualified	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	...	23,441	24,176	...	8
Normal Range Maximum Salary	...	28,670	28,017	...	8
Contribution Pay Maximum	3

There was a very low response for this post, resulting in a total sample of only 8 HEIs and restricting analysis of the data. The survey shows that, based on the mid-point of the salary range, the median salary paid to newly qualified Management Accountants is £25,646.

The data on the pay ranges shows the median normal pay range is from £23,441 to £28,670. Contribution pay maximums are not provided in the table above because of the sample size but are shown for illustrative purposes in the previous chart showing pay ranges

HEI salary levels for newly-qualified Management Accounts appear to be lower than for their newly-qualified Financial Accountant colleagues. However, the sample sizes are small.

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

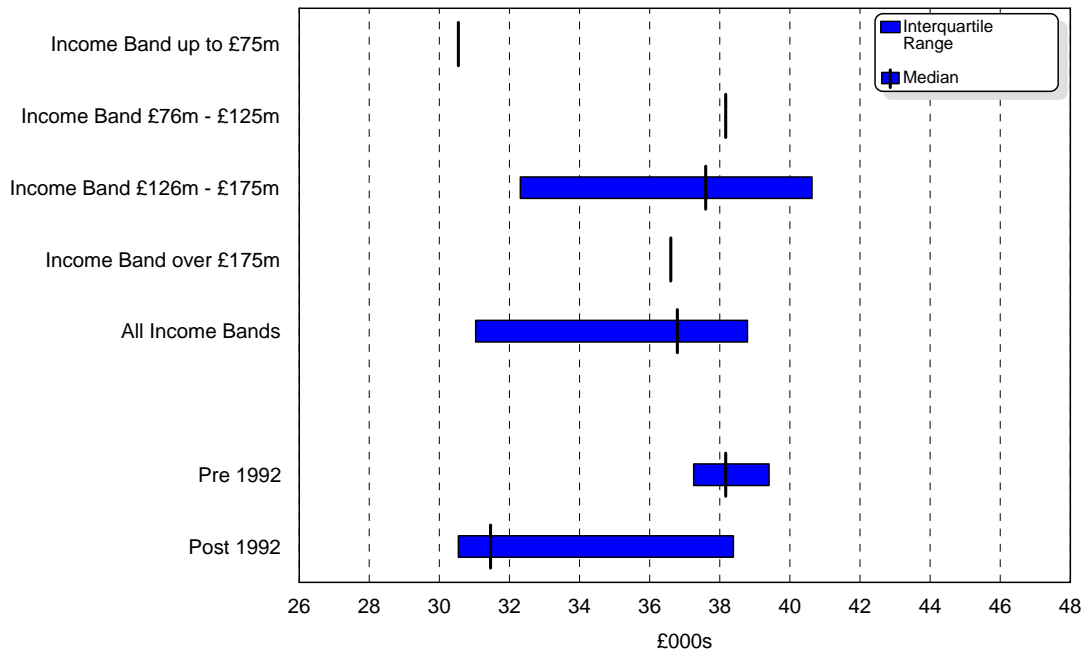
None of the HEIs participating in the survey reported having recruitment or retention difficulties for this post, or that they were paying a market premium.

ECC Survey Job Description for Management Accountant – Newly Qualified

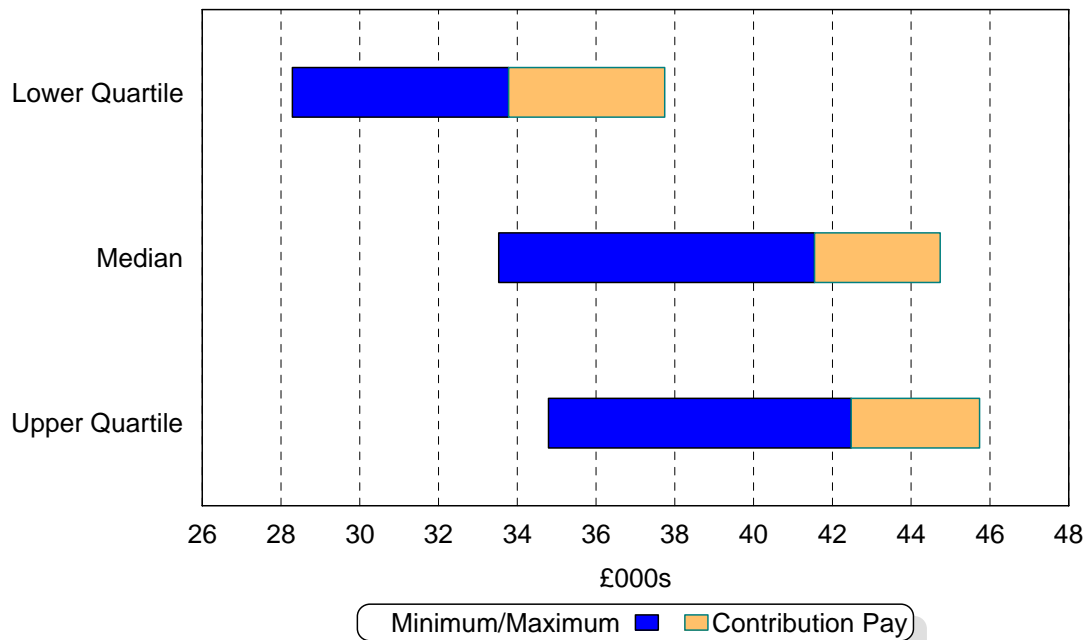
Job Title	Newly-Qualified Management Accountant
Level	Reports to Senior Management Accountant
Experience	<ul style="list-style-type: none"> • Newly Qualified • At least 18 months' experience in management accounting (CIMA requirement)
Qualifications	<ul style="list-style-type: none"> • Full CIMA professional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

Qualified Management Accountant

**Qualified Management Accountant
- Mid-Point of Range Salaries (£'000 pa)**



**Qualified Management Accountant
- Pay Ranges (£'000 pa)**



ECC Survey Results

HEI Annual Income Analysis of Mid-Point Salaries £					
Qualified Management Accountant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	30,543	31,510	...	8
Income Band £76m - £125m	...	38,169	38,465	...	8
Income Band £126m - £175m	32,308	37,599	37,129	40,627	10
Income Band over £175m	...	36,603	4
All Income Bands	31,034	36,788	35,804	38,792	30

HEI Type Analysis of Mid-Point Salaries £					
Qualified Management Accountant	LQ	Median	Average	UQ	HEIs
Pre 1992	37,253	38,169	37,978	39,404	12
Post 1992	30,543	31,459	34,355	38,387	18

Summary Analysis of Salary Ranges £					
Qualified Management Accountant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	28,290	33,528	32,648	34,793	30
Normal Range Maximum Salary	33,779	41,545	38,961	42,480	30
Contribution Pay Maximum	37,742	44,736	43,330	45,738	16

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Qualified Management Accountants is £31,034 to £38,792, while the median salary is £36,788.

Salaries are lower in the smallest HEIs in terms of income and are higher in pre-1992 Universities than in post-1992 organisations.

The data on the pay ranges shows the median normal pay range is from £33,528 to £41,545, with a median contribution pay maximum of £44,736.

HEI salary levels for Qualified Management Accountants appear to be broadly in line with, but slightly higher than, salary levels for Qualified Financial Accountants.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours a week (14 HEIs) and then 35 hours (7 HEIs).

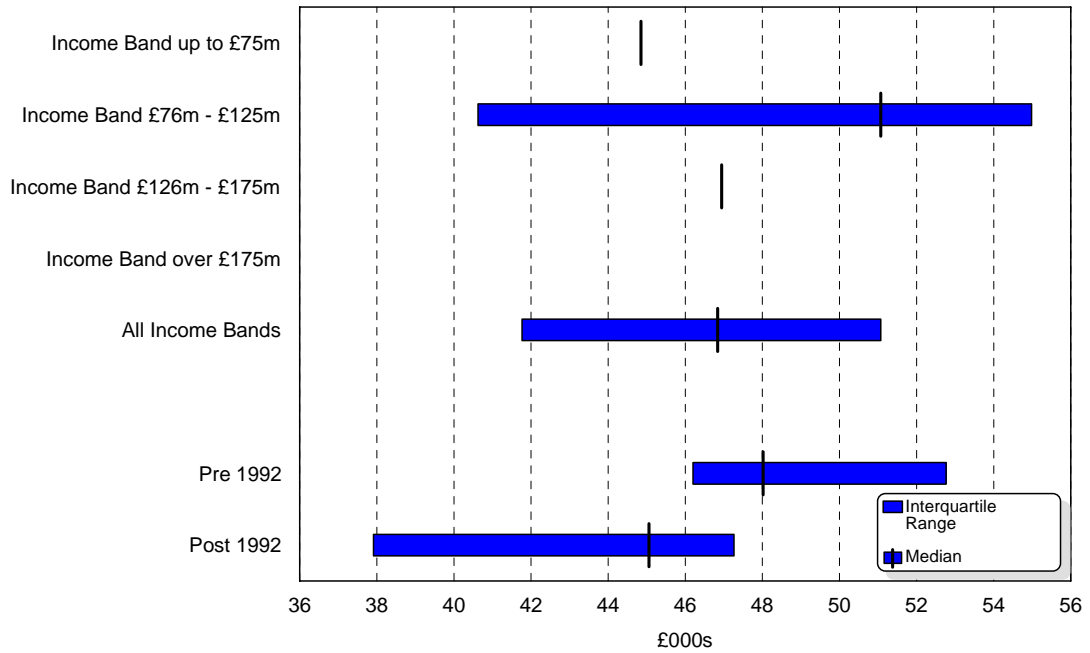
Two of the HEIs participating in the survey reported paying a market premium (£4,394/£8,000) for this post and one of the HEIs reported having difficulties recruiting due to 'the London factor'.

ECC Survey Job Description for Qualified Management Accountant

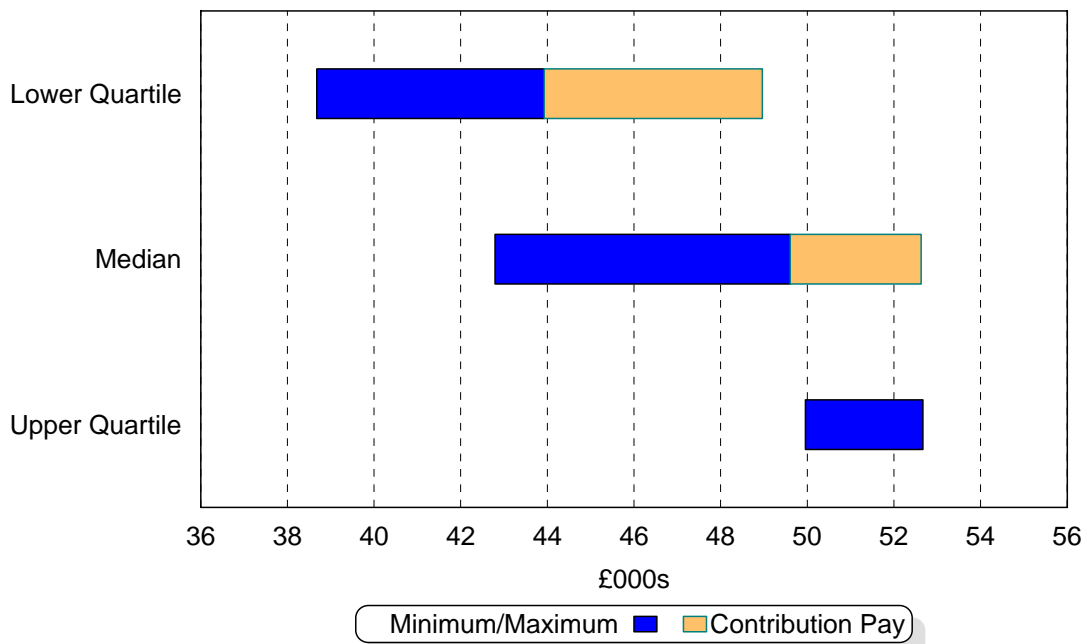
Job Title	Qualified Management Accountant
Level	Reports to Senior Management Accountant
Experience	<ul style="list-style-type: none"> • Fully Qualified • Post qualification experience in management accounting
Qualifications	<ul style="list-style-type: none"> • Fully qualified Chartered Management Accountant (completion of Test of Professional Competence (TOPCIMA) or equivalent) • Minimum of three years practical experience (CIMA requirement) • IT proficiency
Role	<ul style="list-style-type: none"> • Prepares and maintains budgets for allocated areas of responsibility, ensuring that budgets are set within control totals, identifying developments and cost pressures. • Reviews and analyses management reports, through detailed analytical review and communication with budget holders and managers. • Prepares accurate and timely year end forecasts on a monthly basis. • Produces monthly written report to include variance analysis and forecasts • Responds to queries from budget holders and managers and assists them in interpreting financial information • Provides financial training for non-financial managers. • Provides detailed costing information on request to managers who wish to assess the financial impact of developments and service changes to include financial modelling of scenarios to ensure best use is made of resources.

Senior/Chief Management Accountant

**Senior Management Accountant/Chief Management Accountant
- Mid-Point of Range Salaries (£'000 pa)**



**Senior Management Accountant/Chief Management Accountant
- Pay Ranges (£'000 pa)**



ECC Survey Data

HEI Annual Income Analysis of Mid-Point Salaries £					
Senior/Chief Management Accountant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	44,853	41,192	...	7
Income Band £76m - £125m	40,624	51,068	49,632	54,979	10
Income Band £126m - £175m	...	46,943	47,899	...	7
Income Band over £175m	3
All Income Bands	41,766	46,840	46,692	51,068	27

HEI Type Analysis of Mid-Point Salaries £					
Senior/Chief Management Accountant	LQ	Median	Average	UQ	HEIs
Pre 1992	46,199	48,018	49,214	52,765	12
Post 1992	37,916	45,059	44,675	47,264	15

Summary Analysis of Salary Ranges £					
Senior/Chief Management Accountant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	38,679	42,791	43,741	49,959	27
Normal Range Maximum Salary	43,925	49,606	49,643	52,668	27
Contribution Pay Maximum	48,964	52,628	51,740	52,628	11

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior/Chief Management Accountants is £41,766 to £51,068, while the median salary is £46,840.

When broken down the sample sizes are small and it is difficult to see any clear relationship between salary levels and the size of HEI; salaries would appear, however, to be higher in pre-1992 Universities than in post-1992 organisations.

The data on the pay ranges shows the median normal pay range is from £42,791 to £49,606, with a median contribution pay maximum of £52,628.

Median and average HEI salaries for Senior/Chief Management Accountants are broadly in line with those for Senior/Chief Financial Accountants, although the quartile salaries vary.

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

One of the HEIs participating in the survey reported having retention difficulties for this post. None, however, indicated that they were having difficulties recruiting staff or paying a market premium.

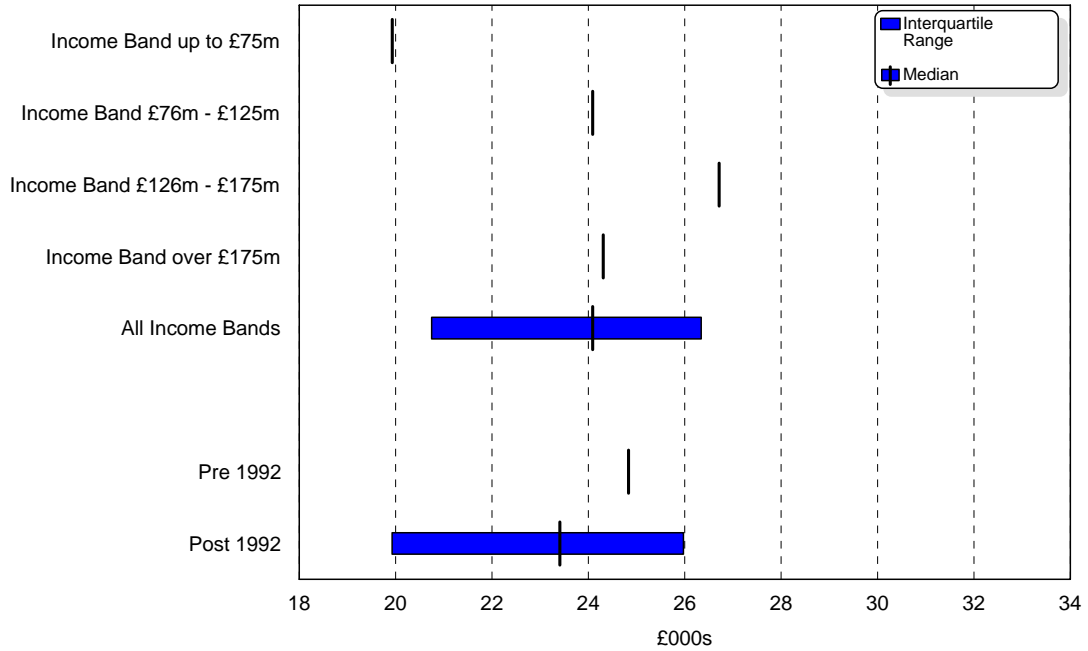
ECC Survey Job Description for Senior/Chief Management Accountant

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

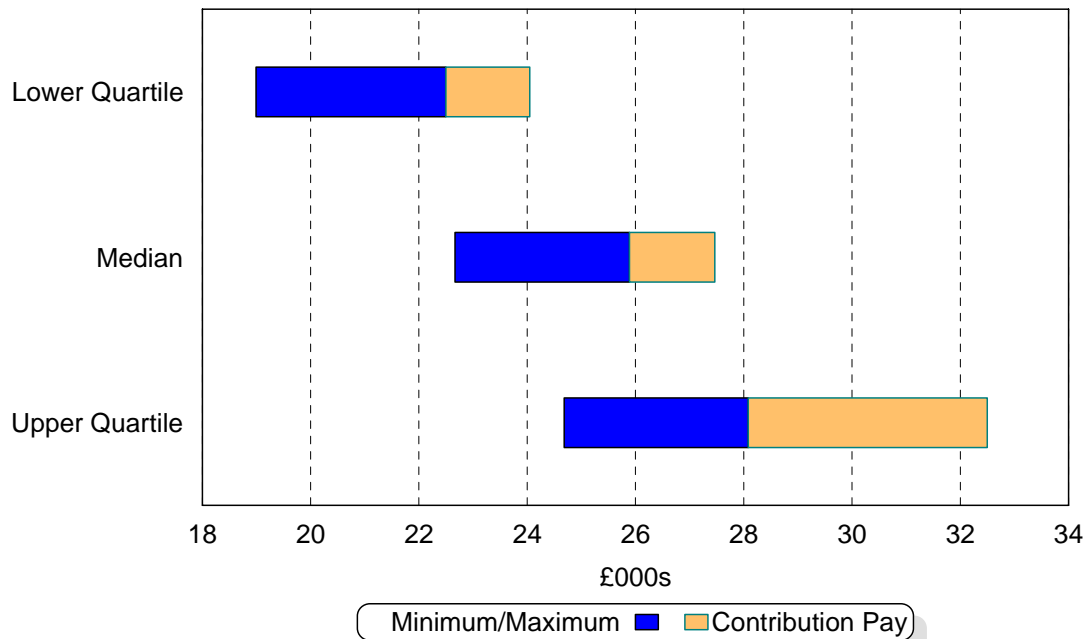
Financial Accountancy Roles

Part Qualified Financial Accountant

**Part Qualified Financial Accountant
- Mid-Point of Range Salaries (£'000 pa)**



**Part Qualified Financial Accountant
- Pay Ranges (£'000 pa)**



ECC Survey Results

HEI Annual Income Analysis of Mid-Point Salaries £					
Part Qualified Financial Accountant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	19,931	20,531	...	5
Income Band £76m - £125m	...	24,089	4
Income Band £126m - £175m	...	26,713	27,125	...	5
Income Band over £175m	...	24,309	4
All Income Bands	20,746	24,089	24,232	26,343	18

HEI Type Analysis of Mid-Point Salaries £					
Part Qualified Financial Accountant	LQ	Median	Average	UQ	HEIs
Pre 1992	...	24,834	25,786	...	7
Post 1992	19,927	23,408	23,243	25,973	11

Summary Analysis of Salary Ranges £					
Part Qualified Financial Accountant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	18,993	22,667	22,466	24,684	18
Normal Range Maximum Salary	22,500	25,888	25,998	28,084	18
Contribution Pay Maximum	24,048	27,466	28,667	32,498	11

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to part-qualified Financial Accountants is £20,746 to £26,343, while the median salary is £24,089.

When broken down the sample sizes are small and it is difficult to see any clear relationship between salary levels and the size of HEI; salaries would appear, however, to be slightly higher in pre-1992 Universities than in post-1992 organisations.

The data on the pay ranges shows the median normal pay range is from £22,667 to £25,888, with a median contribution pay maximum of £27,466.

HEI salaries for part-qualified Financial Accountants appear to be generally lower than for their part-qualified Management Accountant colleagues but the sample sizes are small.

Contracted hours range between 35 and 37 hours; the most common number of contracted hours for a full-time post is 37 hours a week (9 HEIs) and then 35 hours (5 HEIs).

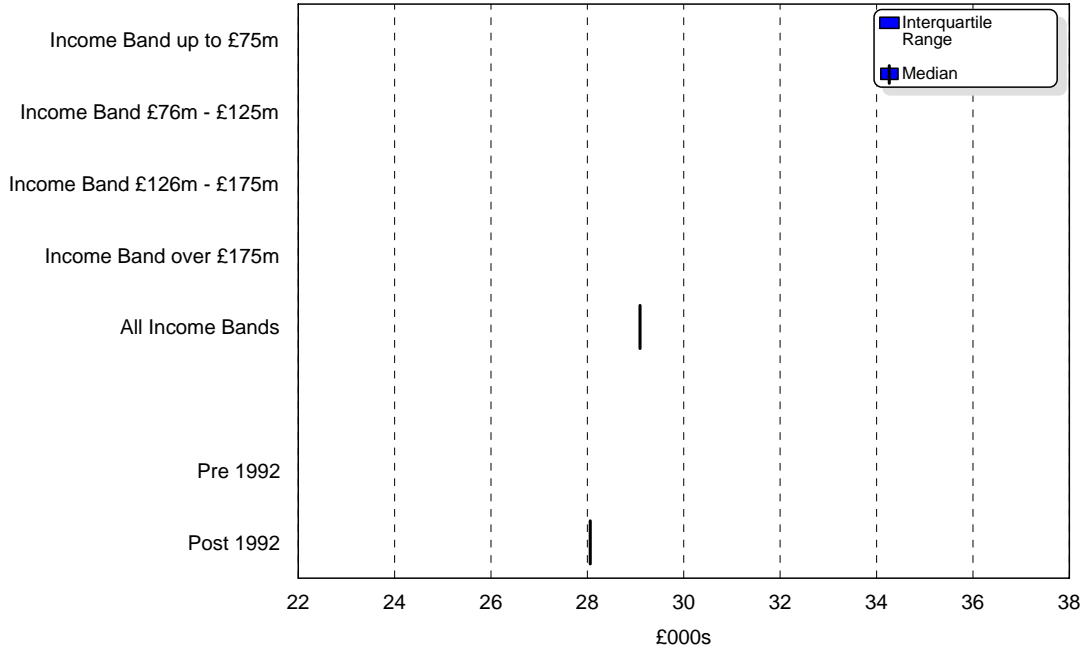
One of the HEIs participating in the survey reported paying a market premium (£4,000) for this post, for which none of the HEIs reported having recruitment or retention difficulties.

ECC Survey Job Description for Part Qualified Financial Accountant

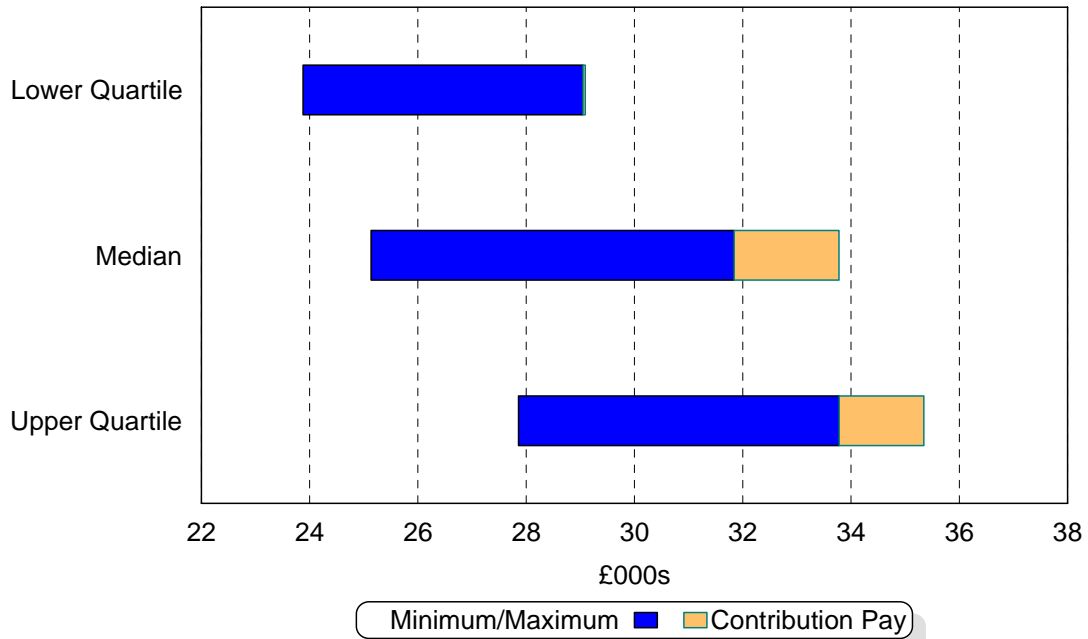
Job Title	Part Qualified Financial Accountant
Level	Reporting to Senior Financial Accountant and may be supervised by Qualified Financial Accountant
Experience	Entry level position
Qualifications	<ul style="list-style-type: none"> • Degree in accounting/finance, business/management, economics or mathematics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

Financial Accountant – Newly Qualified

**Financial Accountant - Newly Qualified
- Mid-Point of Range Salaries (£'000 pa)**



**Financial Accountant - Newly Qualified
- Pay Ranges (£'000 pa)**



ECC Survey Results

HEI Annual Income Analysis of Mid-Point Salaries £					
Financial Accountant – Newly Qualified	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	2
Income Band £76m - £125m	3
Income Band £126m - £175m	3
Income Band over £175m	1
All Income Bands	...	29,092	27,904	...	9

HEI Type Analysis of Mid-Point Salaries £					
Financial Accountant – Newly Qualified	LQ	Median	Average	UQ	HEIs
Pre 1992	3
Post 1992	...	28,059	27,319	...	6

Summary Analysis of Salary Ranges £					
Financial Accountant – Newly Qualified	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	...	25,135	25,452	...	9
Normal Range Maximum Salary	...	31,840	30,357	...	9
Contribution Pay Maximum	3

There was a very low response for this post, resulting in a total sample of only 9 HEIs and restricting analysis of the data. The survey shows that, based on the mid-point of the salary range, the median salary paid to newly-qualified Financial Accountants is £29,092.

The data on the pay ranges shows the median normal pay range is from £25,135 to £31,840. Contribution pay maximums are not provided in the table above because of the sample size but are shown for illustrative purposes in the previous chart showing pay ranges

HEI salary levels for newly-qualified Financial Accountants appear to be higher than for their newly-qualified Management Accountant colleagues – this is the opposite position for part-qualified posts where Management Accountants appear to earn more. However, the sample sizes are small.

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

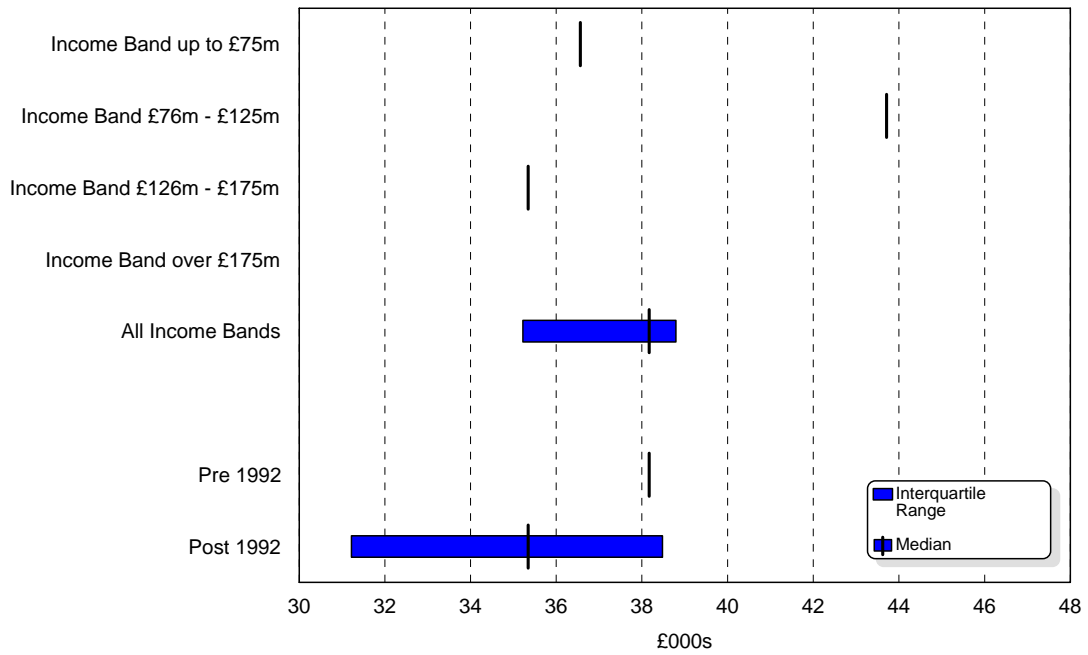
One of the HEIs participating in the survey reported paying a market premium (£2,097) for this post, for which it was having retention problems.

ECC Survey Job Description for Financial Accountant – Newly Qualified

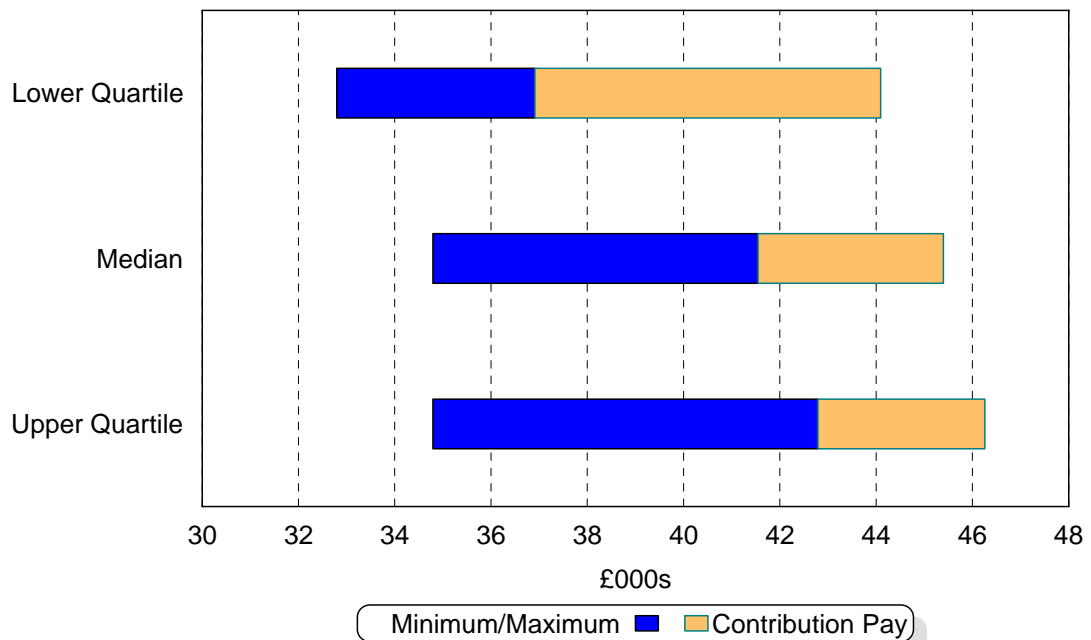
Job Title	Newly Qualified Financial Accountant
Level	Reports to Senior or Chief Accountant
Experience	Some post qualification experience and management experience
Qualifications	Newly qualified (CIPFA, ACCA etc) accountant
Role	<ul style="list-style-type: none"> • Prepares monthly account reconciliations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

Qualified Financial Accountant

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



Qualified Financial Accountant
- Pay Ranges (£'000 pa)



ECC Survey Results

HEI Annual Income Analysis of Mid-Point Salaries £					
Qualified Financial Accountant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	36,566	34,603	...	7
Income Band £76m - £125m	...	43,710	42,489	...	5
Income Band £126m - £175m	...	35,346	35,695	...	5
Income Band over £175m	3
All Income Bands	35,223	38,169	37,815	38,792	20

HEI Type Analysis of Mid-Point Salaries £					
Qualified Financial Accountant	LQ	Median	Average	UQ	HEIs
Pre 1992	...	38,169	39,681	...	9
Post 1992	31,220	35,346	36,288	38,481	11

Summary Analysis of Salary Ranges £					
Qualified Financial Accountant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	32,796	34,793	34,501	34,793	20
Normal Range Maximum Salary	36,912	41,545	41,129	42,791	20
Contribution Pay Maximum	44,094	45,397	44,954	46,259	11

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to qualified Financial Accountants is £35,223 to £38,792, while the median salary is £38,169.

When broken down the sample sizes are small and it is difficult to see any clear relationship between salary levels and the size of HEI; salaries would appear, however, to be higher in pre-1992 Universities than in post-1992 organisations.

The data on the pay ranges shows the median normal pay range is from £34,793 to £41,545, with a median contribution pay maximum of £45,397.

The salary levels for qualified Financial Accountants in HEIs appear to be broadly in line with, but slightly lower than, salary levels for qualified Management Accountants.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours a week (8 HEIs) and then 35 hours (7 HEIs).

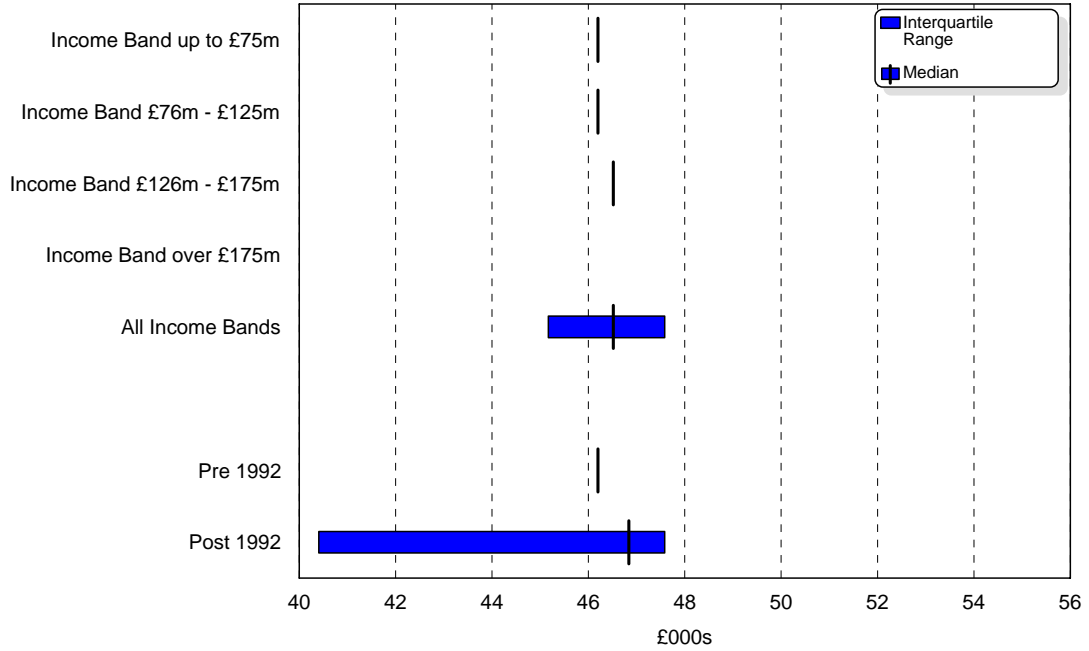
Three of the HEIs participating in the survey reported paying a market premium (£3,000/£4,394/£6,450) for this post and one HEI reported having difficulties recruiting staff. None of the HEIs participating in the survey reported having retention difficulties for this post.

ECC Survey Job Description for Qualified Financial Accountant

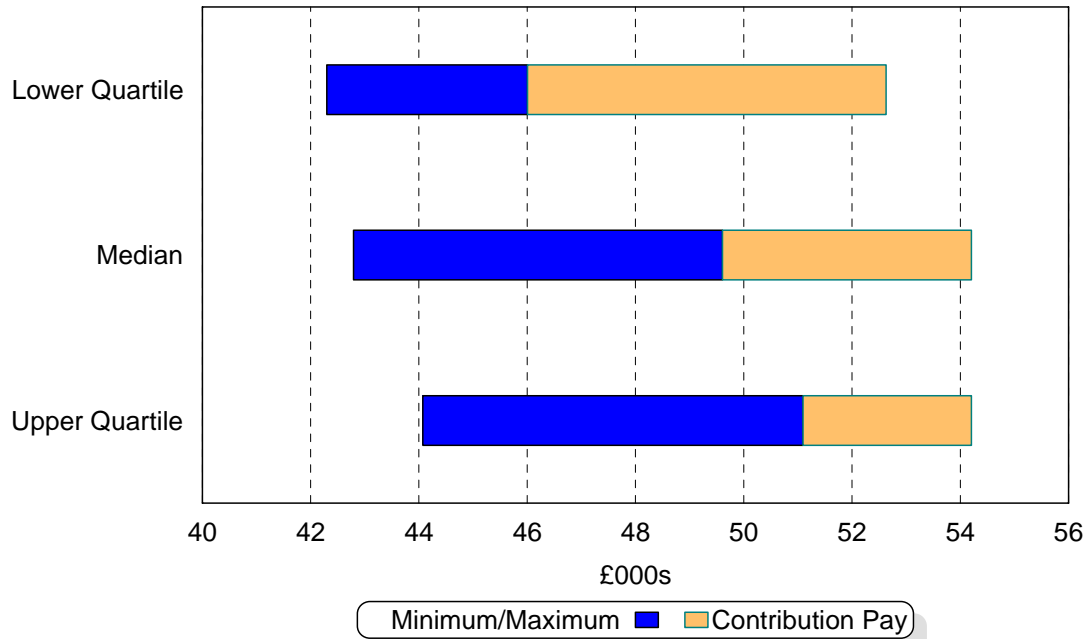
Job Title	Qualified Financial Accountant
Level	Reports to Senior or Chief Accountant
Experience	More than two years' post qualification experience and management experience
Qualifications	Fully qualified (CIPFA, ACCA etc) accountant
Role	<ul style="list-style-type: none"> • Prepares monthly account reconciliations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

Senior/Chief Financial Accountant

Senior Financial Accountant/ Chief Financial Accountant
- Mid-Point of Range Salaries (£'000 pa)



Senior Financial Accountant/ Chief Financial Accountant
- Pay Ranges (£'000 pa)



HEI Annual Income Analysis of Mid-Point Salaries £					
Senior/Chief Financial Accountant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	46,199	44,670	...	5
Income Band £76m - £125m	...	46,199	47,341	...	7
Income Band £126m - £175m	...	46,519	45,750	...	8
Income Band over £175m	2
All Income Bands	45,167	46,519	46,344	47,585	22

HEI Type Analysis of Mid-Point Salaries £					
Senior/Chief Financial Accountant	LQ	Median	Average	UQ	HEIs
Pre 1992	...	46,199	46,111	...	9
Post 1992	40,405	46,840	46,506	47,585	13

Summary Analysis of Salary Ranges £					
Senior/Chief Financial Accountant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	42,299	42,791	43,198	44,074	22
Normal Range Maximum Salary	46,006	49,606	49,490	51,095	22
Contribution Pay Maximum	...	54,207	54,846	...	9

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior/Chief Financial Accountants is £45,167 to £47,585, while the median salary is £46,519.

The data suggests that a consistent median mid-point salary is paid for this post irrespective of the size or type of HEI.

The data on the pay ranges shows the median normal pay range is from £42,791 to £49,606, with a median contribution pay maximum of £54,207. Inter-quartile contribution pay maximums are not provided in the table above because of the sample size but are shown for illustrative purposes in the previous chart showing pay ranges.

Median and average salary levels for Senior/Chief Financial Accountants in HEIs are generally broadly in line with those for Senior/Chief Management Accountants, although quartile salaries show more variation.

The most common number of contracted hours for a full-time post is 37 hours a week (10 HEIs) and then 35 hours (4 HEIs).

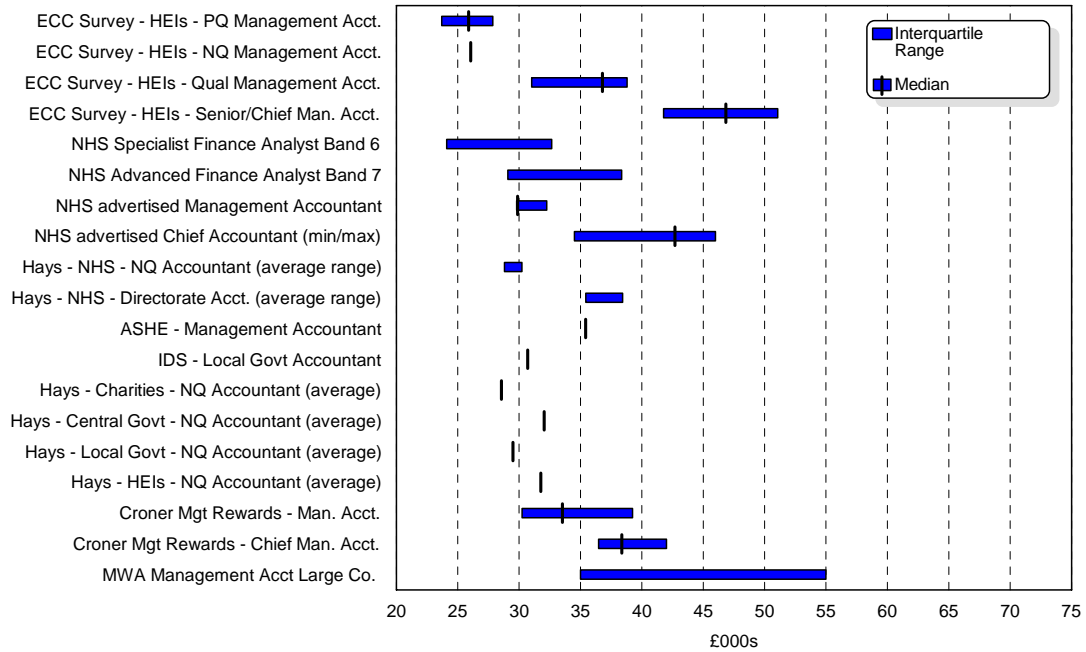
Two of the HEIs participating in the survey reported paying a market premium (£3,415/£10,000) for this post and one HEI reported having difficulties recruiting staff. None of the HEIs participating in the survey reported having retention difficulties for this post.

ECC Survey Job Description for Senior/Chief Financial Accountant

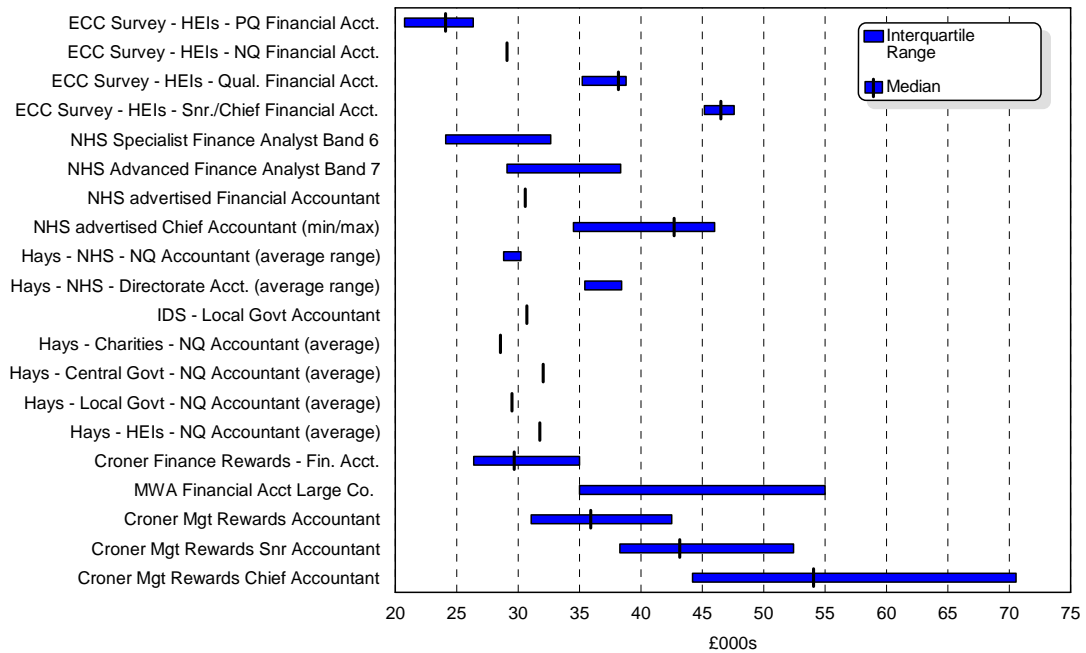
Job Title	Senior/Chief Financial Accountant
Level	Reports to Deputy/Assistant Director or Head of Finance or Financial Controller
Experience	<ul style="list-style-type: none"> • Significant post qualification experience • Staff and management experience • Project management experience
Qualifications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

Benchmark Pay Data for Management and Financial Accountancy Roles

Management Accountancy Roles - Benchmark Salaries (£'000 pa)



Financial Accountancy Roles - Benchmark Salaries (£'000 pa)



Accountancy Posts

The jobs market for accountants remains buoyant, and many public sector employers pay some form of market supplement or premium to accountants.

The latest Local Government Pay & Workforce Strategy Survey, published in 2007, suggests some 29% of councils in England have difficulties recruiting accountancy staff although only half this number have retention problems. Nearly 22% of UK councils reported using market supplements for accountancy posts, with 40% of London Boroughs paying supplements.

In the NHS, financial accountants are one of the 15 staff groups eligible to receive national recruitment and retention premia under Agenda for Change pay arrangements.

The Annual Survey of Hours & Earnings (ASHE) shows median average annual gross earnings for full-time chartered and certified accountants and management accountants of £36,447 and £35,423 respectively at April 2007.

Average Earnings For Full-Time Chartered & Certified Accountants And Management Accountants £pa				
Occupation	Lower Quartile £	Median £	Upper Quartile £	Mean £
Chartered/certified accountants	28,094	36,447	46,854	39,589
Management accountants	31,768	35,423	Na	39,641

Source: ASHE

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

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

There is also data on the earnings for chartered and certified accountants, and management accountants by geographical area from ASHE.

NHS

National Job Profiles

The national NHS job profiles for financial staff include specialist and advanced finance analysts for which professional accountancy qualifications are required. Specialist Finance Analysts are in pay band 6 with a salary range of £24,103 to £32,653, and Advanced Finance Analysts are in pay band 7, with a salary range of £29,091 to £38,352.

Financial accountants are also eligible to receive national recruitment and retention premia under Agenda for Change pay arrangements.

Current NHS Pay Bands

Financial Accountant

Monitoring of recent job advertisements for Financial Accountants in the NHS indicates that advertised salaries for Financial Accountants are around band 6 (£24,103 to £32,653) or band 7 (£29,091 to £38,352).

Our monitoring of job advertisements over the past two years indicates that the median salary for Financial Accountants is £30,578, with an average of £31,768 – broadly in line with the lower end of band 7.

Management Accountant

Monitoring of recent job advertisements for Management Accountants in the NHS indicates that advertised salaries for fully qualified Management Accountants are around band 7 (£29,091 to £38,352) although posts are also advertised at band 6 and even band 5 (part qualified or AAT Technician level). Advertisements for more experienced Management Accountants generally pay salaries within band 8a (£37,106 to £44,527).

This is supported by our analysis of job advertisements over the past two years, which indicates that the median salary for Management Accountants is £29,875, with an inter-quartile range of £29,809 to £32,256 – broadly in line with bands 6 and 7.

Chief Accountant

Our monitoring of recent job advertisements suggests that the most commonly used Agenda for Change pay bands for Chief Accountants are bands 8a and 8b.

Analysis of job advertisements over the past two years indicates that advertised salaries for the post of Chief Accountant range between a minimum of around £34,500 and a maximum of around £46,000, with a median salary of £42,701 – broadly in line with bands 8a and 8b.

The Hays Accountancy & Finance Public Services Guide 2007 suggests national average salaries range from around £28,818 to £30,227 for newly qualified accountants in NHS Trusts. National average salaries range from £35,432 to £38,432 for Directorate Accountants.

Local Government

Incomes Data Services' local government pay benchmarking survey, published in its 'Pay in the Public Services 2008' report, includes the following salary information for local government posts in England and Wales :

	Accountants £pa
Median Salary Range	28,172-32,864
Median Mid-point Salary	30,705
Lower Quartile Salary Range	26,835-30,598
Upper Quartile Salary Range	31,365-34,140

The median salary range for Accountants in the South East of England excluding London was higher at £32,580 to £39,528.

The median mid-point salary for Accountants in Scottish local authorities was £31,388, and the median salary range was from £29,106 to £32,906.

IDS indicates that two-thirds of respondents to its survey of local councils pay market supplements for certain 'hard to recruit or retain' posts. With regard to accountancy/finance posts, the following examples of supplements are paid :

Council	Post	Market Supplement
Bracknell Forest BC	Chief Financial Accountant	15%
	Chief Technical Accountant	15%
	Head of Finance	15%
	Principal Accountant	15%
Dorset CC	Accounting Technician	Not specified
	Finance Officer	Not specified
Milton Keynes	Finance-related	£8,000

Salary Survey Data

The Hays Accountancy & Finance Public Services Guide 2008 provides details of salary ranges and typical salaries for newly qualified accountants by different types of public sector organisation. Hays defines newly qualified accountants as fully qualified CCAB accountants with up to 2 years' post qualification experience.

Typical Salaries for Newly Qualified Accountants (£pa)					
Location	Charities	Central Government/ Government Agencies	Local Gov't District/ Borough Councils	Metropolitan/ County/ Unitary Councils	Higher Education
Greater London		41,600		39,000	38,480
South East	33,280	36,400	35,360	36,400	31,200
East Anglia	27,300	29,120	28,600	29,640	32,240
East Midlands	29,120	31,720	31,200	30,160	33,280
West Midlands	31,200	33,280	32,240	32,240	34,320
South West & Wales	28,522	28,730	28,860	31,564	30,160
North West	26,000	32,760	30,680	31,200	30,680
North East	27,040	33,280	30,160	33,280	29,120
Yorkshire & the Humber	26,000	32,760	30,680	31,148	32,240
Scotland	32,240	30,160	21,840	-	31,200
National Average	28,562	32,045	29,498	-	31,763

Our monitoring of the salaries for Government departments suggests that salaries can vary quite significantly. Accountants are generally employed as Higher Executive Officers or Senior Executive Officers. The Home Office currently pays its accountants minimum salaries of £27,441 (HEO) and £32,941 (SEO) outside London. Staff can progress to target rates of £32,608 (HEO) and £39,144 (SEO) after 5 years subject to performance. The Home Office salaries for accountants are generally between £2,000 and £4,000 higher than for other HEO and SEO grade staff.

The Martin Ward Anderson 2007-8 Salary Survey shows part qualified accountants in the not-for-profit and public sectors in London generally earn £18,000 to £35,000, rising to £38,000 to £46,000 for qualified accountants.

The Hays Guide to Salaries in Accountancy and Finance (2008) suggests national average salaries for newly qualified accountants in the commerce and industry sector of £34,136 (ACCA) and £35,227 (CIMA).

The Martin Anderson 2007/8 Salary Survey shows newly qualified CIMA/ACCA accountants earning £38,000 to £46,000 in a small/medium company and £40,000 to £55,000 in a large company in the commerce and industry sector (excluding banking) in London. The survey's market overview for 2007 reports that demand for accountants continues to exceed supply, leading to salary inflation across the board, but particularly at part and newly qualified level.

The survey also shows salaries for qualified accountants range from £38,000 to £46,000 in both the not-for-profit sector and the public sector in London.

Salaries in Companies in Commerce & Industry by Location £pa

Location	Management Accountant	Financial Accountant
-----------------	------------------------------	-----------------------------

	Small/Medium Company £ pa	Large Company £ pa	Small/Medium Company £ pa	Large Company £ pa
London	40,000 - 48,000	40,000 - 55,000	40,000 - 48,000	40,000 - 55,000
Thames Valley	40,000 - 45,000	40,000 - 50,000	35,000 - 45,000	40,000 - 50,000
Southern Home Counties	36,000 - 43,000	40,000 - 50,000	36,000 - 43,000	40,000 - 50,000
South Coast	30,000 - 45,000	40,000 - 50,000	30,000 - 45,000	40,000 - 50,000
Northern Home Counties	38,000 - 48,000	42,000 - 50,000	38,000 - 48,000	42,000 - 50,000
North Bucks, Beds & Northants	35,000 - 45,000	40,000 - 50,000	35,000 - 45,000	40,000 - 48,000
Midlands	30,000 - 40,000	35,000 - 50,000	35,000 - 45,000	35,000 - 50,000
North West England	30,000 - 40,000	35,000 - 50,000	35,000 - 45,000	35,000 - 50,000
North East England	30,000 - 40,000	35,000 - 50,000	35,000 - 45,000	35,000 - 50,000
Scotland	33,000 - 42,000	35,000 - 50,000	33,000 - 45,000	35,000 - 50,000

Source: Martin Ward Anderson

Salaries in Companies in Commerce & Industry by Location £pa

Location	CIMA Qualified		ACA Qualified	
	Small/Medium Company £ pa	Large Company £ pa	Small/Medium Company £ pa	Large Company £ pa
London	38,000 - 45,000	40,000 - 50,000	39,000 - 46,000	42,000 - 55,000
Thames Valley	35,000 - 45,000	40,000 - 50,000	38,000 - 45,000	42,000 - 55,000
Southern Home Counties	38,000 - 44,000	40,000 - 46,000	38,000 - 45,000	40,000 - 48,000
South Coast	30,000 - 38,000	35,000 - 45,000	30,000 - 40,000	40,000 - 50,000
Northern Home Counties	32,000 - 40,000	38,000 - 46,000	36,000 - 42,000	40,000 - 48,000
North Bucks, Beds & Northants	32,000 - 38,000	36,000 - 44,000	32,000 - 40,000	36,000 - 44,000
Midlands	32,000 - 40,000	35,000 - 45,000	32,000 - 38,000	35,000 - 45,000
North West England	32,000 - 40,000	35,000 - 45,000	32,000 - 38,000	35,000 - 45,000
North East England	32,000 - 40,000	35,000 - 45,000	32,000 - 38,000	35,000 - 45,000
Scotland	35,000+	40,000+	37,000+	35,000+

Source: Martin Ward Anderson

Salary levels are slightly higher for ACA qualified accountants because the ACA qualification is generally more sought after by employers.

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

The Joslin Rowe Salary Survey 2007/8 for Scotland shows a salary range of £28,000 to £36,000 and typical salary of £34,000 for ACA, CIMA and ACCA qualified financial accountants.

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

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

Source: Robert Half

The Finance Rewards 2007 Survey produced by Croner Reward shows the following basic salary data for accountancy professionals, based on a survey of almost 7,000 posts from more than 700 organisations across the country:

Post	Lower Quartile £pa	Median £pa	Upper Quartile £pa
Chief Accountant	44,756	57,926	68,360
Senior Accountant	38,300	43,775	49,952
Chief Management Accountant	33,893	38,104	43,264
Accountant	31,440	35,869	41,050
Management Accountant	31,500	33,990	38,500
Financial Accountant	26,386	29,689	35,000

Croner Management Rewards

The Management Rewards 2008 Survey produced by Croner Reward shows the following basic salary data for accountancy professionals:

Post	Lower Quartile £pa	Median £pa	Upper Quartile £pa
Chief Accountant	44,205	54,058	70,545
Senior Accountant	38,281	43,161	52,426
Accountant	31,065	35,907	42,506
Management Accountant	30,239	33,527	39,244
Chief Management Accountant	36,475	38,364	42,000

Organisational Data

Profile of Respondents

A detailed profile of the 38 HEIs responding to the survey is given below:

Type of HEI	Number	% of Sample Respondents
Pre-1992	16	42.1%
Post-1992	21	55.3%
College of Higher Education	1	2.6%
Total number of organisations	38	100.0%

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

Country	Number	% of Sample Respondents
England	30	79.0%
Scotland	4	10.5%
Wales	3	7.9%
Northern Ireland	1	2.6%
Total number of organisations	38	100.0%

Geographical Area	Number	% of Sample Respondents
London	8	21.1%
South West	5	13.2%
Yorkshire and the Humber	5	13.2%
Scotland	4	10.5%
North West	3	7.9%
South East	3	7.9%
North East	3	7.9%
Wales	3	7.9%
Eastern	1	2.6%
West Midlands	1	2.6%
East Midlands	1	2.6%
Northern Ireland	1	2.6%

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.

HEI Revenue/Income	No. of Survey Respondents	%	Number of ECC Members	%	Response Rate %
Up to £75 million	13	34.2%	65	52.0%	20.0%
£76 million up to £125 million	11	29.0%	29	23.2%	37.9%
£126 million up to £175 million	10	26.3%	22	17.6%	45.5%
Over £175 million	4	10.5%	9	7.2%	44.4%
Total number of organisations	38	100%	125	100%	30.4%

Statistical Terms and Notes on Sources of Information

Statistical Terms

The following statistical terms are used in this report:

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

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

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)¹. 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.

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

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.

Heywood Associates Recruitment Salary Survey

Data is quoted from the 2007 survey. The 2008 survey covers recruitment roles in Accountancy & Finance, Banking & Investment Management, Commercial, HR, Insurance, Legal, Technology & Telecoms sectors. Both surveys are available from www.heywoodassociates.com

Hudson HR Salary Survey 2007

The survey covers information relating to positions within HR, from HR Officer/Advisor to HR Directors. The survey provides a review of salaries, and also provides an insight into the changing nature of benefits and bonuses, in organisations across commerce & industry, banking & finance, professional services and the public sector. Data is provided for London; the South, Midlands and North of England; and Scotland.

Hudson IT Salary Survey 2007/8

The survey contains data on the salary ranges for IT roles in business IT and technology and IT infrastructure and operations in London and the South, and the Midlands and the North.

Inbucon Housing Association Salaries and Benefits Survey 2007/8

This survey contains data at 1 October 2007 from 86 housing associations covering over 11,000 jobs. Pay data is analysed by 11 ranks of responsibility and by size and location of organisation. Basic salary includes location allowances and guaranteed bonuses but excludes variable bonuses. The survey is available from Inbucon, telephone 020 8334 5727

Inbucon Housing Association Salary Surveys 2007

These surveys cover housing associations in the South West of England, Northern England, Scotland and Wales. Data is correct at July 2007.

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.

IDS Local Government Pay Benchmarking Survey

The results of the IDS local government pay benchmarking survey are published in IDS Pay Report 995, February 2008 and IDS Pay in the Public Services 2008 ISBN 978-1-905642-70-0.

IT Quarterly Survey of Appointments Data and Trends April 2008

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

Joslin Rowe Salary Survey 2007/8

This survey provides details of key trends, salary levels and bonuses for a wide range of jobs in London, Scotland and Dublin.

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/lgv/core/page.do?pagelid=24761>

Marketing Week/Ball & Hoolahan Marketing Salary Survey

The survey, published in January 2008, is based on the responses of 1,283 respondents working in marketing. Summary details of the survey can be found on www.marketingweek.co.uk. Data is correct at November 2007.

Martin Ward Anderson 2007-8 Salary Survey

The survey shows salary levels for small/medium and large companies in locations such as London, Thames Valley, Southern and Northern Home Counties, South Coast, the Midlands, North West, North East and Scotland.

National Computing Centre Benchmark of Salaries & Employment Trends in IT in 2008 Research Report

This annual survey of the IT labour market is carried out by the National Computing Centre. The report is based on data from 244 organisations, which provided salary and employment details for nearly 5,500 IT staff. The survey is available from the NCC on 0161 242 2121 or www.ncc.co.uk

The RICS and Macdonald & Company Salary & Benefits Survey 2008

The survey is based on the responses of 6,920 UK and non UK surveying and property professionals and data is correct at December 2007/January 2008. The survey can be downloaded from www.macdonald.co.uk

Top-Consultant.com Salary Benchmarking Report 2007

The Consulting Salary Report provides details of remuneration levels for IT and management consultants, analysed by type of consultancy and seniority levels. It is based on a sample of some 1,600 consultants,