



# Pay & Labour Market Report

## Winter 2008/09 Issue 8

**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.

Some 51 HEIs participated in the survey. Many will employ more than one individual in some posts covered by the survey but we did not collect data on the number of post holders and therefore 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)				Count (HEIs)
	LQ	Median	Average	UQ	
Secretary	18,058	18,336	18,771	19,388	45
Senior Secretary/PA	20,896	21,547	22,647	24,961	46
Personal Assistant/Executive Assistant	21,838	25,668	25,778	28,109	49
Business Development Officer	26,496	30,609	29,451	32,587	29
Business Development Manager	39,029	40,077	40,327	41,844	45
Director/Head of Business Development	49,182	56,137	56,000	59,815	29
Library Assistant	16,543	18,058	18,113	18,859	50
Senior Library Assistant	21,205	22,454	23,173	25,272	45
Librarian	30,003	32,640	34,261	39,693	48
Systems Developer/Analyst Programmer	26,496	29,297	29,787	32,242	45
Senior Systems Developer/Analyst Programmer	32,070	34,818	35,628	40,077	44
Systems Development Team Leader/Manager	40,077	40,913	42,328	48,198	46
Business Analyst	31,568	32,515	33,457	34,582	29
Senior Business Analyst	39,029	40,558	42,206	46,851	24

Some of the previous surveys of HEIs had collected post holder salaries but this and the previous salary survey were 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 £pa				
	LQ	Median	Average	UQ	Count
Secretary	18,058	18,320	18,836	19,100	18
Senior Secretary/PA	21,205	21,838	23,189	25,316	17
Personal Assistant/Executive Assistant	25,007	26,144	26,758	28,149	20
Business Development Officer	29,164	32,320	30,985	32,587	14
Business Development Manager	40,077	40,077	41,267	41,405	17
Director/Head of Business Development	49,182	55,259	54,426	58,223	15
Library Assistant	15,827	18,058	17,761	18,320	19
Senior Library Assistant	21,364	24,360	23,858	25,954	18
Librarian	32,667	39,811	38,155	40,077	20
Systems Developer/Analyst Programmer	27,859	32,154	31,888	32,587	18
Senior Systems Developer/Analyst Programmer	33,032	40,077	37,885	40,077	17
Systems Development Team Leader/Manager	40,077	41,844	43,814	48,508	19
Business Analyst	31,944	32,587	35,328	40,077	11
Senior Business Analyst	...	41,689	43,407	...	8

Note: Lower and upper quartile salary analysis is only provided where there is a sample of 10 or more

Post 1992 HEIs	Mid-Point of Range Salaries £pa				
	LQ	Median	Average	UQ	Count
Secretary	17,442	18,336	18,728	19,498	27
Senior Secretary/PA	20,230	21,547	22,330	23,414	29
Personal Assistant/Executive Assistant	21,547	24,579	25,103	27,005	29
Business Development Officer	25,764	26,928	28,020	31,088	15
Business Development Manager	37,658	39,883	39,756	41,844	28
Director/Head of Business Development	51,223	57,278	57,687	62,595	14
Library Assistant	16,948	18,096	18,329	18,873	31
Senior Library Assistant	20,739	21,779	22,716	24,920	27
Librarian	26,820	32,070	31,480	34,125	28
Systems Developer/Analyst Programmer	26,496	28,048	28,386	30,370	27
Senior Systems Developer/Analyst Programmer	31,568	33,118	34,208	37,653	27
Systems Development Team Leader/Manager	39,029	40,637	41,282	44,920	27
Business Analyst	31,568	32,378	32,313	32,587	18
Senior Business Analyst	39,016	40,558	41,606	43,393	16

## 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 £pa	Median Normal Range Maximum Salary £pa	Median Contribution Pay Maximum £pa
Secretary	17,026	19,645	20,833
Senior Secretary/PA	19,986	23,449	24,877
Personal Assistant/Executive Assistant	23,449	27,183	30,594
Business Development Officer	27,183	31,513	37,651
Business Development Manager	36,532	43,622	47,666
Director/Head of Business Development	53,650	56,267	58,651
Library Assistant	17,026	19,089	20,530
Senior Library Assistant	20,436	23,449	24,877
Librarian	29,859	35,469	39,920
Systems Developer/Analyst Programmer	27,183	30,594	36,560
Senior Systems Developer/Analyst Programmer	32,434	37,651	41,029
Systems Development Team Leader/Manager	37,651	44,276	49,096
Business Analyst	29,704	35,469	38,757
Senior Business Analyst	36,533	44,930	49,096

There are significant gaps between the median normal pay ranges for the different levels of Business Development roles and between the median normal range maximum salary for Senior Library Assistants and the median normal range minimum salary for Librarians. Otherwise the median normal salary ranges generally appear to run on from one another for each of the different levels for the other roles surveyed.

## Market Premia and Recruitment and Retention Problems

The table below suggests that relatively 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, five out of 29 organisations report paying a market premium for Business Analysts and 3 out of 24 are paying a premium to Senior Business Analysts. Around 10% of respondents are paying premia to Personal or Executive Assistants and for Systems Developer/Analyst Programmer roles at each level.

Fewer HEIs report recruitment problems and fewer still retention problems.

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
Secretary	0	0	1	45
Senior Secretary/PA	1	0	0	46
Personal Assistant/Executive Assistant	5	0	2	49
Business Development Officer	0	2	0	29
Business Development Manager	2	3	2	45
Director/Head of Business Development	2	1	0	29
Library Assistant	1	0	1	50
Senior Library Assistant	0	0	0	45
Librarian	0	0	0	48
Systems Developer/Analyst Programmer	5	3	0	45
Senior Systems Developer/Analyst Programmer	4	2	0	44
Systems Development Team Leader/Manager	4	0	0	46
Business Analyst	5	1	0	29
Senior Business Analyst	3	1	0	24



## 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 128 ECC member HEIs in October 2008 to collect pay information for selected posts. Following a series of reminders, responses were received from 51 HEIs – a response rate of 40% - and a profile of these 51 survey participants is given at the end of the report.

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

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

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

## Introduction to the Salary Data Pages

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

### Job title

- HEI annual income analysis of mid-point salaries
- Type of HEI analysis of mid-point salaries
- Summary analysis of pay ranges

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

Sample size	Statistical detail provided
More than 9	Full statistics - Median, Average and Inter-quartile ranges
5 – 9	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.

## Secretarial Roles

### Secretary

#### ECC Survey Data

##### HEI Annual Income Analysis of Mid-Point Salaries £

Secretary	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	18,058	19,090	19,150	20,905	14
Income Band £76m - £125m	18,058	18,304	18,806	18,652	11
Income Band £126m - £175m	16,948	18,058	18,745	20,100	11
Income Band over £175m	...	18,336	18,169	...	9
All Income Bands	18,058	18,336	18,771	19,388	45

##### HEI Type Analysis of Mid-Point Salaries £

Secretary	LQ	Median	Average	UQ	HEIs
Pre 1992	18,058	18,320	18,836	19,100	18
Post 1992	17,442	18,336	18,728	19,498	27

##### Summary Analysis of Pay Ranges £

Secretary	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	17,026	17,026	17,446	18,165	45
Normal Range Maximum Salary	19,089	19,645	20,096	20,947	45
Contribution Pay Maximum	20,226	20,833	20,367	21,681	25

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Secretaries is from £18,058 to £19,388, while the median salary is £18,336.

There is no significant difference in median mid-point salary levels between pre 1992 and post 1992 HEIs, and there is little difference by size of organisation although the median salary is highest in the smallest organisations (income up to £75m).

The data on the pay ranges shows the median normal pay range is from £17,026 to £19,645, with a median contribution pay maximum of £20,833.

The most common number of contracted hours for a full-time post is 37 hours (16 HEIs) and then 35 hours a week (15 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 only one reported having difficulties in retaining staff.

## ECC Survey Job Description for Secretary

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**Level**

Reports to PA /Senior Secretary/Administrator.

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**Experience**

- Several years of administrative/secretarial experience and of dealing with a wide range of communications and queries.
  - Experience of maintaining and developing systems for record keeping and data management, both computerised and manual.
  - Experience of administering budgets.
  - Use of MS Office.
- 

**Qualifications**

- Educated to GCSE level or NVQ equivalent, or able to demonstrate a comparable level of ability, e.g. through relevant experience.
  - RSA Secretarial/Administration or equivalent
  - European Computer Driving Licence
- 

**Role**

- Provides secretarial support to managers or senior staff including diary management, arranging meetings, and dealing with correspondence.
  - Provides administrative support to teams which may include arranging and attending meetings, setting up agendas, taking minutes, logging progress, following up action items etc.
  - Contributes towards provision of an effective reception service ensuring that visitors are received appropriately, telephones are appropriately covered and all enquiries are dealt with quickly and effectively.
  - Responsible for the prompt and accurate production and presentation of letters, reports, documents etc. including the printing and distribution of new policies and other information.
  - Assists in the uploading of information to the departmental website as and when required.
  - Assists colleagues with research work, liaising with external organisations and internal departments as appropriate.
-

## Senior Secretary/Personal Assistant

### ECC Survey Data

#### HEI Annual Income Analysis of Mid-Point Salaries £

Senior Secretary/PA	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	19,766	21,547	22,588	24,973	14
Income Band £76m - £125m	21,183	22,056	23,069	24,840	10
Income Band £126m - £175m	20,665	21,376	22,385	25,008	12
Income Band over £175m	21,278	21,749	22,624	24,149	10
All Income Bands	20,896	21,547	22,647	24,961	46

#### HEI Type Analysis of Mid-Point Salaries £

Senior Secretary/PA	LQ	Median	Average	UQ	HEIs
Pre 1992	21,205	21,838	23,189	25,316	17
Post 1992	20,230	21,547	22,330	23,414	29

#### Summary Analysis of Pay Ranges £

Senior Secretary/PA	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	19,228	19,986	20,944	23,420	46
Normal Range Maximum Salary	22,126	23,449	24,350	26,985	46
Contribution Pay Maximum	23,625	24,877	26,302	28,839	26

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior Secretaries/PAs is £20,896 to £24,961, while the median salary is £21,547.

The data suggests that there is a fairly 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 £19,986 to £23,449, with a median contribution pay maximum of £24,877.

The most common number of contracted hours for a full-time post is either 37 hours (18 HEIs) or 35 hours a week (reported by 13 HEIs) and there was a range of hours between 35 and 37.5.

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

## ECC Survey Job Description for Senior Secretary/PA

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**Level** Reports to Administration Manager/Administrator – usually within department, faculty or school.

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**Experience**

- Significant experience of using administrative systems/procedures and dealing with queries.
- Excellent secretarial and administrative skills.
- Excellent level of IT skills – particularly word processing, databases, spreadsheets etc.
- Supervisory/team leadership skills.
- Planning and organisational skills, time and diary management and ability to work to deadlines.

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**Qualifications**

- Education to 'A' level standard.
- RSA Secretarial/Administration or equivalent.
- European Computer Driving Licence

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**Role**

- Administers and co-ordinates service or office providing one or more services to managers, staff and/or students.
- Managing and maintaining databases.
- Produces relevant documentation such as handbooks, syllabus documents, course materials, publicity and/or marketing materials.
- Organises Departmental Open Days, Interview Days, Departmental visits, Committee & Board meetings, etc.
- Supervises administrative staff within the service office.
- Provides full secretarial support to managers or senior staff including diary management, arranging meetings, and dealing with correspondence.
- Provides administrative support to teams including arranging and attending meetings, setting up agendas, taking minutes, logging progress, following up action items etc.
- Assists colleagues with research work, liaising with external organisations and internal departments as appropriate.
- Communication and interaction with a range of levels of staff and other people

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## Personal Assistant/Executive Assistant

### ECC Survey Data

#### HEI Annual Income Analysis of Mid-Point Salaries £

Personal Assistant/Executive Assistant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	22,325	26,144	26,165	28,979	15
Income Band £76m - £125m	21,849	24,920	24,654	25,947	11
Income Band £126m - £175m	21,838	25,888	26,217	29,297	13
Income Band over £175m	23,982	25,906	25,864	27,705	10
All Income Bands	21,838	25,668	25,778	28,109	49

#### HEI Type Analysis of Mid-Point Salaries £

Personal Assistant/Executive Assistant	LQ	Median	Average	UQ	HEIs
Pre 1992	25,007	26,144	26,758	28,149	20
Post 1992	21,547	24,579	25,103	27,005	29

#### Summary Analysis of Pay Ranges £

Personal Assistant/Executive Assistant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	20,226	23,449	23,763	25,888	49
Normal Range Maximum Salary	23,449	27,183	27,794	29,704	49
Contribution Pay Maximum	25,771	30,594	29,678	32,558	27

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Personal Assistants/Executive Assistants is £21,838 to £28,019, while the median salary is £25,668.

The data suggests that salaries are higher in pre 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 £23,449 to £27,183, with a median contribution pay maximum of £30,594.

The most common number of contracted hours for a full-time post is either 37 hours (17 HEIs) or 35 hours a week (reported by 16 HEIs) and there was a range of hours between 35 and 37.5.

Five of the HEIs participating in the survey reported paying a market premium for this post (ranging between £1,551 and £3,687) and two organisations reported having difficulties in retaining staff.

## ECC Survey Job Description for Personal Assistant/Executive Assistant

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

## Benchmark Pay Data for Secretarial Roles

Benchmark pay data suggests that the pay levels for secretarial, PA and Executive Assistant roles in higher education appear generally competitive with the salary levels paid in the public sector, including the NHS, local government and Central Government.

Salary levels are slightly less competitive with some parts of the private sector, particularly in London and parts of the South East, where salaries can be significantly higher.

### Annual Survey of Hours and Earnings

The Annual Survey of Hours and Earnings provides the average gross full-time earnings (excluding overtime), at April 2008, for various secretarial occupations.

Gross Annual Earnings for Full Time Employees (£pa)

Occupation	Lower Quartile	Median	Average	Upper Quartile
All Secretarial and related occupations	15,121	18,691	20,398	23,975
Medical secretaries	16,441	18,877	19,284	20,647
Legal secretaries	15,932	18,494	20,849	23,250
School secretaries	14,038	16,605	18,118	20,916
Company secretaries	22,028	25,399	29,940	-
Personal assistants and other secretaries	18,128	22,250	23,478	27,817

Source: ASHE

Specially commissioned data from ASHE shows how the median gross earnings for full-time employees working in secretarial occupations and as personal assistants in higher education compares with their counterparts in other sectors.

This data suggests the median gross earnings for secretarial occupations in higher education are £21,033, compared to £17,524 outside the sector. However, personal assistants earn £21,033 in higher education, compared to £22,775 outside the sector.

Further details of this data is provided in chapter five of the Review of Higher Education Finance and Pay Data, Final Report, December 2008, produced by JNCHES.

### NHS

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

Post	Pay Band	1 April 2008 Pay range £pa
Secretary (Entry Level)	2	12,922 - 15,950
Medical Secretary (Entry Level)	3	14,834 - 17,732
Secretary	3	14,834 - 17,732
Secretary (Higher Level)	4	17,316 - 20,818
Medical Secretary	4	17,316 - 20,818
Legal Secretary	4	17,316 - 20,818
Personal Assistant	5	20,225 - 26,123

High Cost Area Supplements in the NHS are worth 20% of basic salary in inner London (subject to a minimum of £3,855 and maximum of £5,938), 15% in outer London (£3,261 to £4,156) and 5% in the Fringe area (£891 to £1,544).



The following job outlines apply for these NHS job profiles:

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

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

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

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

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

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

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

### **Local Government**

The latest Local Government Earnings Survey, with pay data at April 2007, shows an average basic salary of £20,938 (and additional pay of 1.9% of salary) for Personal Assistants and other Secretaries in local authorities in England and Wales (based on data for over 4,000 FTE staff). The average salary was highest in London (£26,358) and lowest in the East Midlands (£18,033), North West (£18,513), West Midlands (£18,641), and Wales (£18,667).

The Local Government Pay & Workforce Strategy Survey 2008 suggests only 3% of local authorities in England report difficulties in recruiting Personal Assistants and other Secretaries, and only 1% report retention problems. None of the councils in Wales or Scotland participating in the survey reported any recruitment or retention problems for these staff.

### **Central Government**

The Croner Civil Service Rewards Survey of July 2007 shows a median basic salary of £21,058 (inter-quartile salary range of £19,115 to £22,172) for Executive Officer level Secretarial roles, based on a sample of 137 jobs in 10 Civil Service organisations. The median salary for lower level Administrative Officer level Secretarial/Typing roles is £16,773 (inter-quartile range of £15,362 to £17,603), based on a sample of 370 jobs in 22 organisations.

**Reed.co.uk**

The Reed Employment Salary Survey 2008 includes salary information for secretarial staff by sector (as shown below) and by location.

Post and Sector	Minimum (£pa)	Median (£pa)	Maximum (£pa)
<b>All Sectors</b>			
Specialist Secretary	18,000	24,000	25,000
Secretary	15,000	18,000	20,000
PA	19,000	23,000	25,000
<b>Public Sector</b>			
Specialist Secretary	15,000	20,000	22,000
Secretary	16,000	17,000	20,000
PA	18,000	21,000	23,000
<b>Charity Sector</b>			
Specialist Secretary	19,000	22,000	23,000
Secretary	17,000	19,000	21,000
PA	20,000	22,000	25,000

Salary levels are highest in London and the South East of England with PAs paid median salaries of £26,000 and £24,000 respectively.

**Hays**

The Hays Secretarial Salary Guide 2008 provides typical salary information on the following secretarial roles by sector. This confirms that salaries are higher in London and parts of the South East particularly within the commerce and industry and professional services sectors.

**Public Sector**

Location	Secretary Typical Salary £pa	PA Typical Salary £pa	Executive PA Typical Salary £pa
Central London	25,000	28,000	32,000
Outer London	24,000	26,000	30,000
Surrey	21,000	23,000	26,000
Thames Valley	20,000	23,000	25,000
East Anglia	17,500	19,000	22,000
Herts, Beds & Bucks	19,000	22,000	23,000
West Midlands	17,000	21,000	24,000
East Midlands	17,000	20,000	23,000
South West	17,000	18,500	25,000
South Coast	18,500	21,000	23,500
Wales	16,000	18,000	22,000
North West	16,000	18,500	22,000
North East	17,500	20,000	23,000
Yorkshire	18,000	22,500	24,000
Scotland	15,000	20,000	22,000
Northern Ireland	16,000	21,000	22,000
National Average	18,406	21,344	24,281

**Commerce and Industry**

Location	Senior Secretary Typical Salary £pa	PA Typical Salary £pa	Director Level PA Typical Salary £pa	Executive Assistant Typical Salary £pa	Board Level PA Typical Salary £pa
Central London	30,000	33,000	35,000	40,000	50,000
Outer London	26,000	27,000	30,000	35,000	45,000
Surrey	22,000	25,000	27,000	28,000	32,000
Thames Valley	22,000	25,000	27,000	28,000	32,000
East Anglia	20,000	18,500	22,000	22,000	25,000
Herts, Beds & Bucks	20,000	20,000	25,000	28,000	28,000
West Midlands	19,000	20,000	22,000	25,000	28,000
East Midlands	19,000	18,000	20,000	26,000	26,000
South West	19,000	20,000	22,000	25,000	28,000
South Coast	21,000	22,500	26,000	27,000	28,000
Wales	17,000	18,000	20,000	22,000	23,000
North West	19,000	18,000	22,000	25,000	27,000
North East	18,000	18,000	23,000	22,000	25,000
Yorkshire	19,000	21,000	23,500	27,000	27,000
Scotland	17,500	18,000	22,000	24,000	26,000
Northern Ireland	20,000	20,000	22,000	24,000	26,000
National Average	20,531	21,375	24,281	26,750	29,750

**Professional Services**

Location	Secretary Typical Salary £pa	Senior Secretary Typical Salary £pa	PA Typical Salary £pa	Executive Assistant Typical Salary £pa
Central London	26,000	30,000	35,000	45,000
Outer London	22,000	26,000	27,000	35,000
Surrey	22,000	24,000	24,000	30,000
Thames Valley	20,000	22,000	24,000	31,000
East Anglia	17,500	18,500	19,000	22,000
Herts, Beds & Bucks	22,000	22,000	24,000	26,000
West Midlands	17,000	18,000	20,000	24,000
East Midlands	16,000	18,000	20,000	24,000
South West	17,000	20,000	21,500	24,000
South Coast	19,000	21,000	23,000	25,000
Wales	16,000	18,000	20,000	23,000
North West	15,500	17,500	20,000	22,000
North East	17,000	18,000	18,000	23,000
Yorkshire	17,500	18,500	22,000	24,000
Scotland	16,000	17,500	21,000	23,000
Northern Ireland	19,000	20,000	22,000	25,000
National Average	18,719	20,563	22,531	26,625

**Page Personnel Secretarial Salary Survey 2008**

The survey shows the following average salaries in London.

College leaver entry level Secretaries earn £22,000 (range of £18,000 to £28,000) while Team Secretaries earn £26,000 (range of £20,000 to £35,000).

Senior Secretaries (generally supporting a director or senior member of staff and with responsibility for diary management, organising complex travel arrangements as well

providing secretarial and administrative support) earn £26,000 (range of £20,000 to £35,000).

Personal Assistants (supporting a senior member of staff and with a diverse role including event management, research and ad hoc projects) earn £32,000 (range of £20,000 to £45,000).

Executive Assistants (typically a one to one role for an Executive Board member, or similar, with a highly involved role including extensive diary management, acting as the interface between the individual and direct reports, having access to sensitive and confidential information, requiring discretion) earn an average of £36,000 (minimum salary of £30,000).

### Jobs.ac.uk

The jobs.ac.uk website salary checker provides the following salary data for secretarial posts. (correct at 17 December 2008).

**Secretary:** Average salary: £19,048 Median salary: £18,000

**Executive Secretary:** Average salary: £24,888 Median salary: £23,000

Sector	Secretary	Executive Secretary
	Mean Average £pa	Mean Average £pa
Commercial	18,790	23,634
Further Education	17,994	23,261
Higher Education	19,709	28,883
Public	19,083	23,282

## Business Development Roles

### Business Development Officer

#### ECC Survey Data

##### HEI Annual Income Analysis of Mid-Point Salaries £

Business Development Officer	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	31,888	30,506	...	8
Income Band £76m - £125m	...	25,033	25,629	...	7
Income Band £126m - £175m	...	28,698	29,491	...	8
Income Band over £175m	...	32,160	32,451	...	6
All Income Bands	26,496	30,609	29,451	32,587	29

##### HEI Type Analysis of Mid-Point Salaries £

Business Development Officer	LQ	Median	Average	UQ	HEIs
Pre 1992	29,164	32,320	30,985	32,587	14
Post 1992	25,764	26,928	28,020	31,088	15

##### Summary Analysis of Pay Ranges £

Business Development Officer	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	24,152	27,183	26,906	29,704	29
Normal Range Maximum Salary	28,839	31,513	31,996	35,469	29
Contribution Pay Maximum	31,513	37,651	35,489	38,757	17

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Business Development Officers is £26,496 to £32,587, while the median salary is £30,609.

The data suggests that salaries are higher in pre-1992 Universities but the small sample sizes make it difficult to discern any consistent correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £27,183 to £31,513, with a median contribution pay maximum of £37,651.

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 8 HEIs) and there was a range of hours between 35 and 37.

None of the HEIs participating in the survey reported paying a market premium for this post but two reported having difficulties in recruiting staff to this post.

## ECC Survey Job Description for Business Development Officer

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<b>Level</b>	Reports to Business Development Manager
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<b>Experience</b>	Several years of relevant experience in sales, marketing or business.
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<b>Qualifications</b>	<ul style="list-style-type: none"><li>• Degree or equivalent experience.</li><li>• Commercial and financial acumen.</li><li>• An awareness of knowledge transfer and intellectual property issues.</li></ul>
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<b>Role</b>	<ul style="list-style-type: none"><li>• Maintains and facilitates contacts with a wide range of internal staff and likely to be a member of various project teams</li><li>• Facilitates, supports and encourages the generation of external income.</li><li>• Develops and enhances links with local, regional and national business, agencies and other organisations to raise the profile of the organisation.</li><li>• Assists in the establishment of mechanisms to monitor, evaluate and report on income generation opportunities and activities.</li><li>• Facilitates, supports and encourages the development of Knowledge Transfer Partnerships with appropriate businesses.</li><li>• Identifies opportunities which may have income generation potential.</li><li>• Maintains financial documentation.</li><li>• Gathers data and then prepares and presents reports on the organisation's business development activities.</li><li>• May allocates work to administrative staff and/or assistants</li></ul>
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## Business Development Manager

### ECC Survey Data

#### HEI Annual Income Analysis of Mid-Point Salaries £

Business Development Manager	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	36,024	39,287	38,291	40,169	14
Income Band £76m - £125m	38,345	40,078	40,494	40,559	11
Income Band £126m - £175m	40,077	41,844	41,845	42,547	12
Income Band over £175m	...	40,138	41,382	...	8
All Income Bands	39,029	40,077	40,327	41,844	45

#### HEI Type Analysis of Mid-Point Salaries £

Business Development Manager	LQ	Median	Average	UQ	HEIs
Pre 1992	40,077	40,077	41,267	41,405	17
Post 1992	37,658	39,883	39,756	41,844	28

#### Summary Analysis of Pay Ranges £

Business Development Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	35,469	36,532	36,992	38,757	45
Normal Range Maximum Salary	43,622	43,622	43,662	44,930	45
Contribution Pay Maximum	46,528	47,666	47,098	51,339	26

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Business Development Managers is from £39,029 to £41,844, while the median salary is £40,077.

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 £36,532 to £43,622, with a median contribution pay maximum of £47,666.

The most common number of contracted hours for a full-time post is either 37 hours (20 HEIs) or 35 hours a week (reported by 12 HEIs) and there was a range of hours between 35 and 37.

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 Business Development Manager

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



## Director/Head of Business Development

### ECC Survey Data

#### HEI Annual Income Analysis of Mid-Point Salaries £

Director/Head of Business Development	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	55,000	55,506	...	9
Income Band £76m - £125m	...	55,293	55,732	...	6
Income Band £126m - £175m	...	57,017	58,406	...	7
Income Band over £175m	...	55,259	54,459	...	7
All Income Bands	49,182	56,137	56,000	59,815	29

#### HEI Type Analysis of Mid-Point Salaries £

Director/Head of Business Development	LQ	Median	Average	UQ	HEIs
Pre 1992	49,182	55,259	54,426	58,223	15
Post 1992	51,223	57,278	57,687	62,595	14

#### Summary Analysis of Pay Ranges £

Director/Head of Business Development	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	46,278	53,650	53,187	55,259	29
Normal Range Maximum Salary	52,086	56,267	58,814	65,209	29
Contribution Pay Maximum	55,259	58,651	61,117	66,991	12

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Directors or Heads of Business Development is from £49,182 to £59,815, while the median salary is £56,137.

The data suggests that salaries are slightly higher in post 1992 Universities but the small sample sizes make it difficult to discern any correlation between salary and HEI size.

The data on the pay ranges shows the median normal pay range is from £53,650 to £56,267, with a median contribution pay maximum of £58,651.

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 8 HEIs) and there was a range of hours between 35 and 37.5, although a number of posts have an unspecified number of contracted hours.

Two HEIs reported paying a market premium for this post whilst one HEI reported having recruitment difficulties.

## ECC Survey Job Description for Director/Head of Business Development

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<b>Level</b>	Reports to Pro Vice Chancellor responsible for research or external affairs
<b>Experience</b>	<ul style="list-style-type: none"><li>• Substantial experience in sales/marketing and business development, including experience in a higher education or similar research establishment.</li><li>• Experience of working with industry, commerce and public partners.</li></ul>
<b>Qualifications</b>	Degree level or equivalent qualifications are essential and post-graduate qualifications would be advantageous.
<b>Role</b>	<p>Involved in development of strategy and leads and coordinates activities on external partnerships, funding and development, working with teams across the HEI.</p> <p>Leads strategic projects that aim to raise the profile and secure external funding.</p> <ul style="list-style-type: none"><li>• Leads and manages the Research and Enterprise Business Development Team; develops and implements policy and best practice in business development, including funding intelligence, tender and funding applications, business planning and project management.</li><li>• Develops, directs and leads activities which deliver knowledge exchange, benchmark good practice and closer relationship management with all stakeholders and users.</li><li>• Responsible for the management of a team of regionally-based Knowledge Transfer Managers and contractors, providing business development support activities for UK companies and Business development metrics.</li><li>• Develops initiatives to support investment in innovation by facilitating VCs, business angels and support and co-ordinate industrial research clusters.</li><li>• May represent HEIs on external bodies.</li></ul>

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## Benchmark Pay Data for Business Development Roles

HEIs have been actively recruiting Business Development Staff and Managers to increase the amount of income they generate from their activities and to establish partnerships with other organisations.

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

The scope of business development roles varies significantly within HEIs and this makes it hard to provide pay benchmark data for these roles.

Recent market research, conducted by the Chartered Institute of Marketing and Marketing Week/You Gov, suggests the recession is already having an impact on marketing and business development activities. Expenditure and staffing is under pressure during a period when organisations see these activities as being key to their future prospects and are looking to make changes to their marketing messages and activities.

### Croner Reward

The Croner Management Rewards Survey, March 2008, gives salary data for Business Development Managers at three management levels and for the post of Commercial Manager, as follows:

Basic Salary (£pa)	Lower Quartile £	Median £	Upper Quartile £	Sample Size
Business Development Manager (Junior Middle Manager)	31,988	36,172	46,350	52
Business Development Manager (Senior Middle Manager)	36,563	44,497	53,611	53
Business Development Manager (Senior Manager)	46,096	52,525	66,436	54
Commercial Manager (Senior Manager)	52,281	64,650	79,258	26

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

Croner Reward's Marketing Rewards 2007/8 survey gives an inter-quartile salary range for Marketing Managers of £50,000 to £65,000, with a median salary of £55,000. For Brand Managers (at senior middle manager level) the inter-quartile range is £37,000 to £45,000, with a median salary of £40,000.

### Witan Jardine

Witan Jardine Salary Guide 2008 provides statistics for Marketing and Sales professionals. The guide shows the variations in annual salaries of Business Development Managers in various sectors.

Position	Legal Sector Salary Range £pa	Accountancy Sector Salary Range £pa
Business Development Executive	£25,000-£35,000	£30,000-£40,000
Senior Business Development Executive	£35,000-£45,000	£35,000-£45,000
Business Development Manager	£50,000-£65,000	£45,000-£55,000
Senior Business Development Manager	£65,000-£80,000	£60,000-£75,000
Head of Business Development	£70,000-£95,000	£80,000-£100,000

## Marketing Week/Ball & Hoolahan

The Marketing Week/Ball & Hoolahan Marketing Salary Survey shows the following average salaries for marketing roles in various industry sectors at November 2007.

Industry Sector	Marketing Director £pa	Marketing Manager £pa	Product/Brand Manager £pa	Marketing Services Director £pa	Marketing Services Manager £pa	Marketing Services Executive £pa
Overall	83,982	44,692	40,305	61,637	44,554	27,312
Packaged Goods/FMCG	85,348	47,542	40,848	-	-	27,785
Durables	79,000	44,791	39,785	-	60,833	27,000
Healthcare	71,666	48,750	44,083	-	-	25,500
IT	85,833	44,529	41,285	53,750	44,500	28,050
Publishing	59,500	39,090	32,750	67,500	-	26,681
Retail	70,714	45,619	41,500	95,000	37,500	25,500
Financial Services	98,750	47,628	41,772	73,000	45,227	29,714

### Mad.co.uk

Mad.co.uk is an online publisher providing information for professionals working in marketing, advertising, media and design. Its July 2007 Salary and Benefits Survey indicates that the average salary for a Marketing Manager is around £42,500 pa, and the same for a Business Development Manager.

### Reed.co.uk

The Reed Employment Salary Survey 2008 includes salary information for marketing staff by sector (as shown below).

Post and Sector	Minimum (£pa)	Median (£pa)	Maximum (£pa)
<b>All Sectors</b>			
Marketing Executive	23,000	26,000	30,000
Marketing Manager	31,000	36,000	40,000
<b>Public Sector</b>			
Marketing Executive	25,000	28,000	30,000
Marketing Manager	32,000	34,000	38,000
<b>Charity Sector</b>			
Marketing Executive	25,000	28,000	30,000
Marketing Manager	30,000	35,000	38,000

## Library Roles

### Library Assistant

#### ECC Survey Data

##### HEI Annual Income Analysis of Mid-Point Salaries £

Library Assistant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	16,697	18,058	18,456	18,873	17
Income Band £76m - £125m	16,537	18,058	17,803	18,443	11
Income Band £126m - £175m	15,947	18,058	18,137	18,582	13
Income Band over £175m	...	18,096	17,810	...	9
All Income Bands	16,543	18,058	18,113	18,859	50

##### HEI Type Analysis of Mid-Point Salaries £

Library Assistant	LQ	Median	Average	UQ	HEIs
Pre 1992	15,827	18,058	17,761	18,320	19
Post 1992	16,948	18,096	18,329	18,873	31

##### Summary Analysis of Pay Ranges £

Library Assistant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	15,397	17,026	16,910	17,519	50
Normal Range Maximum Salary	17,655	19,089	19,316	20,081	50
Contribution Pay Maximum	18,539	20,530	20,802	22,185	28

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Library Assistants is £16,543 to £18,859, while the median salary is £18,058.

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 £17,026 to £19,089, with a median contribution pay maximum of £20,530.

The most common number of contracted hours for a full-time post is either 35 hours (18 HEIs) or 37 hours a week (reported by 17 HEIs).

One of the HEIs participating in the survey reported paying a market premium (£1,000) for this post and one HEI reported having difficulties in retaining staff.

## ECC Survey Job Description for Library Assistant

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<b>Level</b>	Reports to Library Manager
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<b>Experience</b>	<ul style="list-style-type: none"><li>• Good Levels of literacy and numeracy.</li><li>• Basic IT skills</li><li>• Good communication (oral and written) and interpersonal skills.</li><li>• Experience of working in a customer focused service.</li></ul>
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<b>Qualifications</b>	5 GCSE's (A*-C) or equivalent. May be working towards librarianship/information science qualifications
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<b>Role</b>	<p>Assisting staff, students and others in the use of a range of Library and Learning Services including, Circulation and Stock, Bibliographic and Library Services, General Enquiries and membership and e-learning.</p> <ul style="list-style-type: none"><li>• Issuing books and taking in returns using a computerised system, reserving books, enrolling new readers and renewing existing memberships.</li><li>• Keeping the library tidy and shelving books in alphabetical or numerical order.</li><li>• Sending out letters regarding overdue books.</li><li>• Arranging inter-library loans.</li><li>• Carrying out minor book repairs (such as taping loose pages in place) or arranging for repairs to be done.</li><li>• Ordering new material as directed by the librarian.</li><li>• Helping librarians to catalogue new materials, allocate classification codes, and add to computer records of library stock.</li><li>• Undertaking routine financial transactions (cash, credit and debit) and keeping appropriate records.</li><li>• Dealing with enquiries as the first point of contact.</li><li>• Assisting customers with the use of the online library catalogue and locating resources listed on it.</li><li>• Acquiring and preparing learning resources for stock and dealing with related paperwork.</li></ul>
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## Senior Library Assistant

### ECC Survey Data

#### HEI Annual Income Analysis of Mid-Point Salaries £

Senior Library Assistant	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	19,458	21,779	22,823	26,144	15
Income Band £76m - £125m	21,854	24,920	23,827	25,230	10
Income Band £126m - £175m	21,136	21,692	22,565	23,808	12
Income Band over £175m	...	24,920	23,920	...	8
All Income Bands	21,205	22,454	23,173	25,272	45

#### HEI Type Analysis of Mid-Point Salaries £

Senior Library Assistant	LQ	Median	Average	UQ	HEIs
Pre 1992	21,364	24,360	23,858	25,954	18
Post 1992	20,739	21,779	22,716	24,920	27

#### Summary Analysis of Pay Ranges £

Senior Library Assistant	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	19,645	20,436	21,473	23,449	45
Normal Range Maximum Salary	22,765	23,449	24,872	27,163	45
Contribution Pay Maximum	24,152	24,877	26,544	29,704	27

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior Library Assistants is £21,205 to £25,272, while the median salary is £22,454.

The data suggests that salaries are slightly higher in pre 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 £20,436 to £23,449, with a median contribution pay maximum of £24,877.

Contracted hours range between 35 and 37 hours; the most common number of contracted hours for a full-time post is 37 hours (18 HEIs) or 35 hours (16 HEIs).

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

## ECC Survey Job Description for Senior Library Assistant

<b>Level</b>	Reports to Library Manager
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Relevant experience in a professional library position, preferably in higher education.</li> <li>• Demonstrable skills in finding, evaluating and using information, both printed and electronic.</li> <li>• Excellent interpersonal and customer care skills including the ability to communicate well with a wide range of people in person, via email and by telephone.</li> <li>• IT literate, familiar with MS Office software and have experience of working with an automated library management system.</li> <li>• Academic library experience would be an advantage and an understanding of the needs of users, teaching and studying at different levels.</li> </ul>
<b>Qualifications</b>	Educated to 'A' level standard or equivalent. Likely to be working towards librarianship/information science qualifications.
<b>Role</b>	<p>Work in a team providing a service to library users, and undertaking a range of routine tasks essential to the running of a large academic library including the operation of the computerised book issue system, dealing with customer enquiries and undertaking administrative duties.</p> <ul style="list-style-type: none"> <li>• Supervisory role in service counter teams; processing loans, returns, renewals and reservations and dealing with user enquiries on the library service counter and admissions desks.</li> <li>• Day-to-day organisation, supervision and training of a small team of staff.</li> <li>• On occasion, will deputise for the Assistant Librarian.</li> <li>• Processes the receipt of material from other libraries on loan, as photocopies, or in electronic format; the processing of applications from material by other libraries.</li> <li>• Handling general reference enquiries.</li> <li>• Checks invoices, maintains payment records on the library system and liaises with colleagues over budget allocations.</li> </ul>



## Librarian

### ECC Survey Data

#### HEI Annual Income Analysis of Mid-Point Salaries £

Librarian	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	26,496	32,070	32,737	37,558	15
Income Band £76m - £125m	31,146	32,587	33,845	37,430	11
Income Band £126m - £175m	31,505	34,688	34,953	40,077	12
Income Band over £175m	32,613	35,802	36,176	39,944	10
All Income Bands	30,003	32,640	34,261	39,693	48

#### HEI Type Analysis of Mid-Point Salaries £

Librarian	LQ	Median	Average	UQ	HEIs
Pre 1992	32,667	39,811	38,155	40,077	20
Post 1992	26,820	32,070	31,480	34,125	28

#### Summary Analysis of Pay Ranges £

Librarian	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	27,763	29,859	31,038	35,609	48
Normal Range Maximum Salary	32,610	35,469	37,484	43,622	48
Contribution Pay Maximum	37,651	39,920	41,393	47,666	27

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Librarians is £30,003 to £39,693, while the median salary is £32,640.

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 £29,859 to £35,469, with a median contribution pay maximum of £39,920.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours (20 HEIs) or 35 hours (13 HEIs).

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

## ECC Survey Job Description for Librarian

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- Level**
- Reports to Library Manager or Academic Services Manager or Head of Library Services or Head of Academic Information Services.
  - May line manage library assistant(s).
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**Experience** Experience of academic library work or working in relevant special libraries and using electronic library resources.

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- Qualifications**
- Degree or equivalent
  - Professional qualification in Librarianship / Information Science. MCLIP or equivalent.
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- Role**
- Provides and develops information services and library collections to support the teaching, learning, research and consultancy activities.
  - Maintains and develops information resources and trains others in their use.
  - Prepares and provides printed and electronic publications, teaching materials and guides to support library user needs.
  - Manages appropriate budgets.
  - Advises academic colleagues on the development of resources and makes recommendations on stock/resource acquisition and disposal.
  - Advises on storage and retention matters.
  - Provides support and assistance to library users, enabling them to access information and resources.
  - Participates in the wider management of the Library through appropriate working parties, project teams, subject team meetings.
  - Keeps up to date with relevant professional and developments in higher education.
  - Establishes and maintains contacts with relevant organisations outside the University.
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## Benchmark Pay Data for Library Roles

### ASHE

The Annual Survey of Hours and Earnings (ASHE) for April 2008 includes the following earnings data for Librarians:

#### Gross Annual Earnings (excluding overtime) for Full Time Employees (£pa)

	Lower Quartile £	Median £	Average £	Upper Quartile £
Librarians	20,725	24,669	25,649	29,137

Source: ASHE

### NHS

The national job profiles used to match posts as part of the Agenda for Change pay system in the NHS shows the following pay bands and salary ranges for Librarian posts in the NHS.

Post	Pay Band	1 April 2008 Pay ranges (£pa)
Library Technician (Entry Level)	2	12,922 - 15,950
Library Technician	3	14,834 - 17,732
Library Technician (Higher Level)	4	17,316 - 20,818
Librarian	5	20,225 - 26,123
Librarian Team Leader	6	24,103 - 32,653
Librarian Specialist	6	24,103 - 32,653
Librarian Service Manager	7	29,091 - 38,352

High Cost Area Supplements in the NHS are worth 20% of basic salary in inner London (subject to a minimum of £3,855 and maximum of £5,938), 15% in outer London (£3,261 to £4,156) and 5% in the Fringe area (£891 to £1,544)

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

**Library Technician (Entry Level)** – assists desk staff with routine tasks, provides clerical support to other library staff, and maintains library records.

**Library Technician** – provides technical assistance and training to users and answers a range of enquiries, staffs the library issue desk, carries out administrative and clerical duties, and may maintain the library information system.

**Library Technician (Higher Level)** - provides technical assistance and training to users and answers a range of enquiries, manages the enquiry or issue desk, carries out administrative and clerical operations including petty cash, and allocates work to Library Technicians.

**Librarian** – assists in the delivery of full range of services within the library and information service; provides professional assistance and support to the library site/service manager; takes specific responsibility for discrete areas of the service e.g. collection management, information skills training, enquiry services, website development, electronic resources, cataloguing and classification of resources, current awareness of services.

**Librarian Team Leader** – may manage branch library within multi-site library and knowledge service; may lead the management and development of a library and information service at a single site organisation; leads a team of library staff; develops proactive library and

knowledge services to support the needs and policy objectives of employing organisation; markets and promotes the service, its products and services to existing and potential users.

Librarian Specialist – develops and manages a specialist division of a library information service e.g. outreach training programme, support to clinical teams, web/electronic information development, library management system; promotes and markets the specialist service to existing and potential users; advises and trains on specialist area.

Librarian Service Manager – manages the operational and strategic development of a large or multi-site library or knowledge and information service and resources; provides a service to staff and students and to stakeholders from healthcare and education, to support the delivery of care, promote the service to users; designs and maintains collaborative networks to support service delivery.

### Chartered Institute of Library and Information Professionals

The Chartered Institute of Library and Information Professionals (CILIP) recommends that posts requiring the employment of a Chartered Librarian should be graded to provide a salary of no less than £23,300.

The CILIP produces salary guidelines for librarians working in government, law firms, schools, public libraries, further and higher education, companies and the NHS. The table below summarises the recommended salary guidelines at May 2008, which do not take account of special allowances such as London weighting or other benefits. Further details are available on the CILIP website [www.cilip.org.uk](http://www.cilip.org.uk)

### CILIP Recommended Salary Levels by Sector (£)

Sector	Newly qualified librarian 0 - 2 years	Chartered Librarian 2 - 5 years
Further Education	19,145 - 22,385	23,300 - 26,650
Higher Education	19,145 - 22,385	23,300 - 26,650
Public Librarians	19,145 - 23,300	23,300 - 28,000
School Libraries	21,320 - 23,300	23,300 - 27,740
Workplace: Commercial	24,529 - 27,738	27,738 - 32,000 Solo Worker: 26,650+
Workplace: Not for profit	19,145 - 21,320	23,300 - 27,000 Solo Worker: 25,875+
Government	19,145 - 23,300	26,400 - 32,000
NHS	19,145 - 23,300	23,300 - 31,980
Legal	21,500 - 26,650	26,650 - 40,000
Prisons	19,145 - 23,300	23,300 - 27,740

\*Chartered librarians are often solo workers and therefore Head of Service in schools. Salaries can increase depending on managerial role, experience and sector worked in.

With the exception of the commercial and legal sectors, there is relatively little difference in the recommended salary levels between the different sectors.

### Law Librarians

The British and Irish Association of Law Librarians produces an annual salary survey of law librarians and information specialists working for law firms, government departments, professional bodies and academic organisations. This shows a median salary, at June 2008, of £26,350 for Law Librarians/Information Officers and £34,500 for Senior Law Librarians/Information Officers. Further details can be found at [www.biall.org.uk](http://www.biall.org.uk)

## Median salary levels for law librarians by primary responsibility at July 2008

Position	Median Salary £pa
Senior Manager/Director	55,000
Manager	31,175
Deputy Manager	40,967
Senior Librarian/Information Officer	34,500
Solo Librarian/information officer	32,500
Librarian/information officer	26,350
Library/information assistant	20,890

### Local Government

The latest Local Government Earnings Survey, with pay data at April 2007, shows an average basic salary of £16,134 (and additional pay of 9.5% of salary) for Library Assistants/Clerks in local authorities in England and Wales (based on data for over 5,000 FTE staff). The average salary was highest in London (£18,160) and lowest in Wales (£14,837) and the East Midlands (£15,005).

The Survey shows an average basic salary of £22,388 (and additional pay of 3.7% of salary) for Librarians in councils in England and Wales (based on data for over 2,500 FTE staff). The average salary was highest in London (£26,456) and lowest in Wales (£19,721).

The Local Government Pay & Workforce Strategy Survey 2008 suggests 8% of local authorities in England report difficulties in recruiting librarians and 4% report retention problems. Only 1% report problems recruiting library assistants/clerks. None of the councils in Wales or Scotland participating in the survey reported any recruitment or retention problems for these staff groups.

### Government Departments & Agencies

The Croner Civil Service Rewards Survey for 2007 shows a median basic salary of £24,592 for Executive Officer Library/Information Services roles, based on a sample of 46 jobs in 10 organisations.

## Systems Development Roles

### Systems Developer/Analyst Programmer

#### ECC Survey Data

##### HEI Annual Income Analysis for Mid-Point Salaries £

Systems Developer/Analyst Programmer	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	26,496	27,951	29,250	32,020	13
Income Band £76m - £125m	26,323	28,053	28,126	29,935	10
Income Band £126m - £175m	28,678	30,795	31,487	32,813	12
Income Band over £175m	27,112	31,944	30,105	32,478	10
All Income Bands	26,496	29,297	29,787	32,242	45

##### HEI Type Analysis for Mid-Point Salaries £

Systems Developer/Analyst Programmer	LQ	Median	Average	UQ	HEIs
Pre 1992	27,859	32,154	31,888	32,587	18
Post 1992	26,496	28,048	28,386	30,370	27

##### Summary Analysis of Pay Ranges £

Systems Developer/Analyst Programmer	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	24,152	27,183	27,342	29,704	45
Normal Range Maximum Salary	28,839	30,594	32,231	35,469	45
Contribution Pay Maximum	31,596	36,560	35,804	38,757	26

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Systems Developers/Analyst Programmers is from £26,496 to £32,242, while the median salary is £29,297.

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 £27,183 to £30,594, with a median contribution pay maximum of £36,560.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours (16 HEIs) or 35 hours (12 HEIs).

Five of the HEIs participating in the survey reported paying a market premium (ranging between £1,000 and £8,130) for this post. Three HEIs reported having difficulties recruiting staff.

## ECC Survey Job Description for Systems Developer/Analyst Programmer

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**Level** Reports to Senior Systems Engineer/Administrator or Systems Engineering/Programming Team Leader or Manager.

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**Experience** Entry level position but post holders are likely to have several years' experience in a combination of database administration, underlying system architecture including network maintenance and development, together with associated hardware, to maintain and develop systems, using software skills and knowledge of operating systems (eg. UNIX, Windows), relational databases (eg. Oracle, SQL Server), etc.

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**Qualifications** Relevant computing science or IT degree or degree with post-graduate qualification in computing or IT.

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**Role**

- Assist in reviewing and developing systems, low level applications and communications software.
- Tests, diagnoses and fixes faults in systems software and ensures data security.
- Writes and tests code to control the scheduling of jobs on a mainframe, or to control access by users on remote systems.
- Writing documentation for users.
- Assisting in project work.

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## Senior Systems Developer/Analyst Programmer

### ECC Survey Data

#### HEI Annual Income Analysis for Mid-Point Salaries £

Senior Systems Developer/Analyst Programmer	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	30,973	32,328	33,753	37,978	12
Income Band £76m - £125m	32,329	34,495	35,930	39,553	11
Income Band £126m - £175m	33,807	35,661	36,920	40,149	11
Income Band over £175m	31,623	39,811	36,126	40,077	10
All Income Bands	32,070	34,818	35,628	40,077	44

#### HEI Type Analysis for Mid-Point Salaries £

Senior Systems Developer/Analyst Programmer	LQ	Median	Average	UQ	HEIs
Pre 1992	33,032	40,077	37,885	40,077	17
Post 1992	31,568	33,118	34,208	37,653	27

#### Summary Analysis of Pay Ranges £

Senior Systems Developer/Analyst Programmer	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	29,704	32,434	32,658	36,532	44
Normal Range Maximum Salary	34,435	37,651	38,599	43,622	44
Contribution Pay Maximum	37,651	41,029	42,305	47,666	24

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior Systems Developers/Analyst Programmers is £32,070 to £40,077, while the median salary is £34,818.

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 £32,434 to £37,651, with a median contribution pay maximum of £41,029.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours (19 HEIs) or 35 hours (11 HEIs).

Four of the HEIs participating in the survey reported paying a market premium (ranging between £2,800 and £4,777) for this post and two HEIs reported having difficulties recruiting staff.



## ECC Survey Job Description for Senior Systems Developer/Analyst Programmer

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

### ECC Survey Data

#### HEI Annual Income Analysis for Mid-Point Salaries £

Systems Development Team Leader/Manager	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	34,736	39,029	39,512	42,139	15
Income Band £76m - £125m	...	40,637	42,910	...	9
Income Band £126m - £175m	41,844	42,912	44,638	49,183	13
Income Band over £175m	...	41,405	43,102	...	9
All Income Bands	40,077	40,913	42,328	48,198	46

#### HEI Type Analysis for Mid-Point Salaries £

Systems Development Team Leader/Manager	LQ	Median	Average	UQ	HEIs
Pre 1992	40,077	41,844	43,814	48,508	19
Post 1992	39,029	40,637	41,282	44,920	27

#### Summary Analysis of Pay Ranges £

Systems Development Team Leader/Manager	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	35,880	37,651	39,030	44,930	46
Normal Range Maximum Salary	43,622	44,276	45,626	51,466	46
Contribution Pay Maximum	46,972	49,096	49,969	55,259	27

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Systems Development Team Leaders/Managers is £40,077 to £48,198, while the median salary is £40,913.

The data suggests that salaries are slightly 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 £37,651 to £44,276, with a median contribution pay maximum of £49,096.

Contracted hours range between 35 and 37.5 hours; the most common number of contracted hours for a full-time post is 37 hours (18 HEIs) or 35 hours (12 HEIs).

Four of the HEIs participating in the survey reported paying a market premium (ranging between £4,000 and £6,231) for this post. None of the HEIs reported having difficulties recruiting or retaining staff.

## ECC Survey Job Description for Systems Development Team Leader/Manager

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

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## Benchmark Pay Data for Systems Development Roles

### IT Quarterly Survey July 2008

Data from the [jobadswatch.co.uk/Salary](http://jobadswatch.co.uk/Salary) Services IT Quarterly Survey for the 2nd Quarter 2008 shows salary levels for a number of Systems Development and related roles at different levels.

<b>Systems Development Manager</b>	<b>LQ £pa</b>	<b>Median £pa</b>	<b>UQ £pa</b>	<b>Average £pa</b>	<b>Sample Size</b>
National Advertised	42,500	50,000	60,000	52,933	1823
National Paid	41,600	52,000	62,400	54,902	323
Public Sector Advertised	-	-	-	38,148	47
Public Sector Paid	-	-	-	45,910	35

The Systems Development Manager plans organises and controls the development of new and revised systems and procedures. Equivalent titles include: Chief Systems Designer, Chief Systems Analyst, System & Programming Manager, Development Manager, Business Systems Manager, Head of Development, Implementation Manager or Applications Manager.

<b>Development Team Leader</b>	<b>LQ £pa</b>	<b>Median £pa</b>	<b>UQ £pa</b>	<b>Average £pa</b>	<b>Sample Size</b>
National Advertised	40,600	45,500	60,800	55,945	480
National Paid	41,600	46,800	52,000	49,598	279
Public Sector Advertised	-	-	-	56,000	7
Public Sector Paid	-	-	-	46,275	13

With in depth experience of programming & development functions, the Development Team Leader would have overall control of the technical aspects of delivering the complete systems as defined by the business. Other developers, analyst programmers or programmers would normally report to this position during the life of a project. A minimum of four years' experience would normally be required. Any job specifying a development software skill followed by 'Team Leader' is included in this job.

<b>Senior Systems Developer</b>	<b>LQ £pa</b>	<b>Median £pa</b>	<b>UQ £pa</b>	<b>Average £pa</b>	<b>Sample Size</b>
National Advertised	40,000	45,700	60,000	51,668	6893
National Paid	37,400	46,800	52,000	46,534	425
Public Sector Advertised	-	-	-	41,518	51
Public Sector Paid	-	-	-	40,955	42

The Senior Systems Developer requires in depth expertise & experience in a combination of database design, program structure & underlying system architecture in order to develop systems using software skills such as C/C++, Visual Basic, Oracle, Ingres, Sybase etc. Web developers require a similar background but with related software skills such as Java, Perl etc. The post holder would normally be required to have minimum of 3 years' experience as a developer. Any job describing a Senior Analyst Programmer is also included within this title.

<b>Systems Developer</b>	<b>LQ £pa</b>	<b>Median £pa</b>	<b>UQ £pa</b>	<b>Average £pa</b>	<b>Sample Size</b>
National Advertised	32,500	37,500	45,000	40,280	35246
National Paid	31,200	34,800	41,600	36,883	390
Public Sector Advertised	-	-	-	36,076	345
Public Sector Paid	-	-	-	30,687	29

The Systems Developer role requires expertise in a combination of database design, program structure & underlying system architecture in order to develop systems using software skills such as C/C++, Visual Basic, Oracle, Ingres, Sybase etc. Web developers require a similar background but with related software skills such as Java, Perl etc. The post holder would normally be required to have a minimum of 2 years' related development experience.

<b>Analyst Programmer</b>	<b>LQ £pa</b>	<b>Median £pa</b>	<b>UQ £pa</b>	<b>Average £pa</b>	<b>Sample Size</b>
National Advertised	29,500	32,800	37,700	34,091	1859
National Paid	29,100	31,200	36,400	32,839	307
Public Sector Advertised	-	-	-	31,268	22
Public Sector Paid	-	-	-	29,762	29

This post is responsible for the system design and programming of individual modules within a project. Detailed programming work would be evident at this level. In general this job refers to general legacy mainframe skills, but is still used in a number of public sector organisations to encompass all development that involves a design & programming element. The post holder would normally have a minimum of twelve months' experience of a specific programming language.

<b>Graduate Developer/Analyst Programmer</b>	<b>LQ £pa</b>	<b>Median £pa</b>	<b>UQ £pa</b>	<b>Average £pa</b>	<b>Sample Size</b>
National Advertised	21,500	23,500	26,300	23,996	2311
National Paid	22,300	26,000	26,000	25,147	176
Public Sector Advertised	-	-	-	24,861	55
Public Sector Paid	-	-	-	24,600	17

This job function is used to classify all programmers & developers who essentially have less than six months commercial experience of programming. This includes new graduates in IT or related technology degrees.

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

There are a number of jobs within the 2008 National Computing Centre Salary Survey that appear to offer possible comparators to the job contained within the ECC survey.

<b>Systems Developer (under 3 years)</b>	<b>Lower Quartile £</b>	<b>Median £</b>	<b>Average £</b>	<b>Upper Quartile £</b>	<b>Sample</b>
Total Sample	21,792	25,000	25,545	28,650	111
Health & Education	20,667	21,667	22,792	25,000	12
Government	18,417	22,143	21,452	23,643	21

<b>Systems Developer (over 3 years)</b>	<b>Lower Quartile £</b>	<b>Median £</b>	<b>Average £</b>	<b>Upper Quartile £</b>	<b>Sample</b>
Total Sample	28,043	32,246	32,485	36,231	440
Health & Education	28,500	32,750	31,065	34,250	46
Government	22,125	27,438	29,957	36,750	93

The NCC survey shows an average salary of £25,545 for a Systems Developer with less than three years' experience and £32,485 for the same role with at least three years' experience. This role includes the analysis, programming, implementation, maintenance or support of IT or web-based applications.

<b>Senior Systems Developer</b>	<b>Lower Quartile £</b>	<b>Median £</b>	<b>Average £</b>	<b>Upper Quartile £</b>	<b>Sample</b>
Total Sample	31,220	35,412	36,307	40,395	300
Health & Education	27,333	31,000	32,417	37,000	24
Government	27,375	34,423	33,025	35,558	59

The NCC survey defines the Senior Systems Developer role as being responsible for the organisation and supervision of the development of all or part of an IT or web-based application. Other systems developers would report to the post holder, who in turn reports to a Project Manager or Systems Development Manager or IT Manager.

<b>Systems Development Manager</b>	<b>Lower Quartile £</b>	<b>Median £</b>	<b>Average £</b>	<b>Upper Quartile £</b>	<b>Sample</b>
Total Sample	40,804	46,739	49,425	55,577	126
Health & Education	40,313	45,500	45,029	49,750	17
Government	38,667	41,667	42,438	45,000	16

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

### **Hays Guide to Salaries in Information Technology – 2008**

The Hays Guide to Salaries in Information Technology contains the following salary details:

<b>Development Job Group</b>	<b>National Average Salary £pa</b>
Analyst Programmer	30,150
Senior Analyst Programmer	37,050
Development Officer – Public Sector	29,713
Junior Development Officer – Public Sector	25,873
Senior Development Officer – Public Sector	34,130
Development Team Leader - Public Sector	38,381
Systems Development Manager	46,525
Systems Development Manager - Public Sector	42,285

### **Local Government**

The Local Government Pay & Workforce Strategy Survey 2008 suggests 15% of local authorities in England report difficulties in recruiting IT professionals and 8% report retention problems. Some 25% of the councils in Wales report recruitment problems and 8% retention problems. In Scotland, 8% report recruitment and retention problems.

The survey suggests that some 23% of local authorities paying a market supplement are paying this to some IT professional staff groups (based on a sample of 101 local authorities).

## Business Analyst Roles

### Business Analyst

#### ECC Survey Data

##### HEI Annual Income Analysis of Mid-Point Salaries £

Business Analyst	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	31,568	33,123	...	5
Income Band £76m - £125m	...	32,587	35,480	...	5
Income Band £126m - £175m	30,795	32,587	33,337	35,062	11
Income Band over £175m	...	32,154	32,565	...	8
All Income Bands	31,568	32,515	33,457	34,582	29

##### HEI Type Analysis of Mid-Point Salaries £

Business Analyst	LQ	Median	Average	UQ	HEIs
Pre 1992	31,944	32,587	35,328	40,077	11
Post 1992	31,568	32,378	32,313	32,587	18

##### Summary Analysis of Pay Ranges £

Business Analyst	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	28,839	29,704	30,650	31,513	29
Normal Range Maximum Salary	34,335	35,469	36,264	37,651	29
Contribution Pay Maximum	36,532	38,757	39,168	40,819	18

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Business Analysts is £31,568 to £34,582, while the median salary is £32,515.

The data suggests that there is a fairly 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 £29,704 to £35,469, with a median contribution pay maximum of £38,757.

The most common number of contracted hours for a full-time post is 37 hours a week (15 HEIs) and then 35 hours (6 HEIs).

Five of the HEIs participating in the survey reported paying a market premium (ranging between £750 and £6,424) for this post and one HEI reported having difficulties recruiting staff.

## ECC Survey Job Description for Business Analyst

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<b>Level</b>	Reports to Business Systems Manager or Head of IT or similar role
<b>Experience</b>	Significant business experience as well as IT systems experience/training.
<b>Qualifications</b>	Appropriate first degree or equivalent.
<b>Role</b>	<ul style="list-style-type: none"><li>• Identifies areas in which business analysis will result in tangible benefits and uses skills and experience to realise those benefits through, for example: process mapping; requirements gathering and specification; data and application modelling; business and system solution specification.</li><li>• Develops relationships with key stakeholders to analyse and review current business processes and recommend appropriate improvement solutions.</li><li>• Key role in analysing business systems and the definition of systems (computerised or other but predominantly IT).</li><li>• Responsible for defining the commercial objectives of computer systems.</li><li>• Provides advice on process aspects of strategic planning, business improvement process, change management methodologies, processes and analysis.</li></ul>

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## Senior Business Analyst

### ECC Survey Data

#### HEI Annual Income Analysis of Mid-Point Salaries £

Senior Business Analyst	LQ	Median	Average	UQ	HEIs
Income Band up to £75m	...	...	...	...	3
Income Band £76m - £125m	...	40,558	...	...	4
Income Band £126m - £175m	36,929	42,134	41,956	47,206	10
Income Band over £175m	...	40,077	42,139	...	7
All Income Bands	39,029	40,558	42,206	46,851	24

#### HEI Type Analysis of Mid-Point Salaries £

Senior Business Analyst	LQ	Median	Average	UQ	HEIs
Pre 1992	...	41,689	43,407	...	8
Post 1992	39,016	40,558	41,606	43,393	16

#### Summary Analysis of Pay Ranges £

Senior Business Analyst	LQ	Median	Average	UQ	HEIs
Normal Range Minimum Salary	34,435	36,533	38,796	44,930	24
Normal Range Maximum Salary	43,622	44,930	45,617	48,771	24
Contribution Pay Maximum	47,666	49,096	49,575	55,259	13

The survey shows that, based on the mid-point of the salary range, the inter-quartile range of salaries paid to Senior Business Analysts is £39,029 to £46,851, while the median salary is £40,558.

The data suggests that there is a fairly consistent mid-point salary level irrespective of the size or type of HEI, although the sample sizes are small.

The data on the pay ranges shows the median normal pay range is from £36,533 to £44,930, with a median contribution pay maximum of £49,096.

The most common number of contracted hours for a full-time post is 37 hours a week (13 HEIs) and then 35 hours (4 HEIs).

Three of the HEIs participating in the survey reported paying a market premium (ranging between £7,959 and £8,500) for this post and one HEI reported having difficulties recruiting staff.

## ECC Survey Job Description for Senior Business Analyst

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<b>Level</b>	Reports to Business Systems Manager or Head of IT or similar role.
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<b>Experience</b>	A minimum of five years' business systems experience with considerable I T eg database and system administration experience.
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<b>Qualifications</b>	Appropriate first degree or equivalent.
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<b>Role</b>	<ul style="list-style-type: none"><li>• Identifies areas in which business analysis will result in tangible benefits and uses considerable skills and experience to realise those benefits through, for example: process mapping; requirements gathering and specification; data and application modelling; business and system solution specification.</li><li>• Develops relationships with key stakeholders to analyse and review current business processes and recommend appropriate improvement solutions.</li><li>• Key role in analysing business systems and the definition of systems (computerised or other but predominantly IT).</li><li>• Responsible for defining the commercial objectives of computer systems.</li><li>• Provides expert advice on process aspects of strategic planning, business improvement process, change management methodologies, processes and analysis.</li><li>• Designs, develops and manages corporate information systems for use throughout the HEI</li><li>• Provides technical advice to system users throughout the HEI.</li><li>• Provides critical advice in procuring hardware and software for the HEI.</li><li>• Analyses Business Systems requirements, and provides technical specifications for software solutions.</li><li>• Liaises with senior management and systems management to determine the effectiveness of systems.</li></ul>
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## Benchmark Pay Data for Business Analyst Roles

### IT Quarterly Survey

The IT Quarterly Salary Survey (July 2008) shows median (and inter-quartile) national advertised salaries and paid salaries for a number of broadly comparable roles:

This includes pay data for the role of Business Analyst – described as being responsible for defining the commercial objectives of computer systems and other equivalent job titles include Financial Analyst or Business Objects Analyst.

Business Analyst	LQ	Median	Average	UQ	Sample
National Advertised	£34,000	£40,000	£39,499	£45,000	5300
National Paid	£31,200	£37,400	£37,044	£40,600	204
Public Sector Advertised			£33,187		58
Public Sector Paid			£35,034		36

The post of Senior Business Analyst is defined as being responsible for defining the commercial requirements and objectives for a significant part of the business system within an organisation and liaising with senior management and systems management to determine the effectiveness of systems.

The national average advertised salary for this post is £56,312 (based on 1,632 advertised jobs in the second quarter of 2008) and the average national paid salary is lower at £52,557. National advertised salaries are lower in the public sector (£48,180) and highest in the finance sector (£58,447).

Senior Business Analyst	LQ	Median	Average	UQ	Sample
National Advertised	£54,000	£57,500	£56,312	£63,600	1632
National Paid	£43,600	£47,800	£52,557	£59,200	194
Public Sector Advertised			£48,180		5
Public Sector Paid			£42,933		35

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

The NCC Salary Survey (2008) shows median (and inter-quartile) salaries for Business Analyst roles where post holders are responsible for analysis of business systems and the definition of systems (computerised or otherwise). Post holders need significant business experience as well as systems experience/training.

Business Analyst	LQ	Median	Average	UQ	Sample
Total Sample	£29,960	£34,118	£35,820	£39,889	186
Health & Education	£29,000	£35,000	£36,237	£42,188	18
Government	£31,000	£33,000	£34,500	£33,308	26
Manufacturing	£30,357	£36,091	£37,819	£40,750	69
Finance	£31,875	£36,714	£36,367	£37,786	15

The NCC survey contains salary data on other roles that may provide suitable benchmarks for the role of Senior Business Analyst.

The post of Client/Account Manager is defined as being responsible for liaising between IT functions and business areas, and managing service levels and the ongoing relationship between IT and business areas. This role may also be called Service Delivery Manager.

The national median salary for this role is £39,583 (inter-quartile range of £34,500 to £49,659). The median salary within Government is £38,833, with an inter-quartile salary range of £33,438 to £46,563.

The post of Technical Architect is defined as requiring a senior technical specialist with knowledge of specific systems and infrastructure technologies. Roles may include the investigation, definition and implementation of systems and infrastructure strategies.

The national median salary for this role is £42,059 (inter-quartile range of £34,200 to £51,389). The median salary within Government is £40,000, with an inter-quartile salary range of £31,250 to £43,750.

## **Hays**

The latest Hays Guide to Salaries in IT (2008) suggests salary levels for Business Analysts and Senior Business Analysts are lower in the public sector.

The Guide shows a national average salary of £33,633 for Business Analysts and £39,560 for Senior Business Analysts in the public sector.

The Guide shows a national average salary of £37,000 for Business Analysts and £44,550 for Senior Business Analysts across all sectors.

## **Hudson**

The Hudson IT Salary Survey 2007/8 shows a typical salary range of £45,000 to £50,000 for Business Analyst and Lead Business Analyst roles, requiring more than five years' experience, in the Midlands and North of England. The typical salary range for roles requiring between three and five years' experience is £37,000 to £40,000 in the case of Business Analyst and £41,000 to £45,000 for Lead Business Analysts.

Salary levels are higher in London and the South with Business Analysts earning £56,000 to £75,000 and Lead Business Analysts earning £59,000 to £81,000 if they have more than 5 years' experience, and £44,000 to £56,000 and £46,000 to £59,000 respectively with three to five years' experience.

## **Civil Service Roles**

There are some examples of Senior Business Analysts in grade 7, with a salary range of around £40,000 to £55,000 and most Business Analysts are in the Civil Service Senior Executive Officer (SEO) grade with a pay range of £30,000 to £40,000. SEO roles generally require post holders to be responsible for analysing, developing, validating and documenting business requirements and then translating these requirements into robust, tested business processes and models.

## Organisational Data

### Profile of Respondents

A detailed profile of the 51 HEIs responding to the survey is given below:

Type of HEI	Number	% of Sample Respondents
Pre-1992	20	39.2%
Post-1992	26	51.0%
College of Higher Education	5	9.8%
<b>Total number of organisations</b>	<b>51</b>	<b>100.0%</b>

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

Country	Number	% of Sample Respondents
England	43	84.3%
Scotland	7	13.7%
Wales	1	2.0%
Northern Ireland	0	0%
<b>Total number of organisations</b>	<b>51</b>	<b>100.0%</b>

Geographical Area	Number	% of Sample Respondents
London	8	15.7%
Yorkshire and the Humber	8	15.7%
Scotland	7	13.7%
North West	7	13.7%
South West	6	11.8%
South East	5	9.8%
North East	3	5.9%
Eastern	3	5.9%
West Midlands	2	3.9%
East Midlands	1	2.0%
Wales	1	2.0%

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	17	33.3%	64	50.0%	26.6%
£76 million up to £125 million	11	21.6%	21	16.4%	52.4%
£126 million up to £175 million	13	25.5%	28	21.9%	46.4%
Over £175 million	10	19.6%	15	11.7%	66.7%
<b>Total number of organisations</b>	<b>51</b>	<b>100%</b>	<b>128</b>	<b>100%</b>	<b>39.8%</b>

## Statistical Terms and Notes on Sources of Information

### Statistical Terms

The following statistical terms are used in this report:

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

The quartile range is only provided when there are 10 or more 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 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 2008, as published in November 2008.

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 2009, at a regional level within England and for Scotland and Wales)<sup>1</sup>. These are large geographical areas, which are likely to cover a number of different labour markets, and this may have the effect of averaging out or reducing differences between different locations. For example, the data for Scotland will include posts in areas such as Aberdeen, Edinburgh and Glasgow, where pay levels are likely to be higher, and areas such as Dumfries & Galloway where pay levels may be lower. Similarly, the South West of England will include Bristol and areas such as Devon or Cornwall.

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

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

## Salary Surveys

Details of some of the salary surveys 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.

### **British and Irish Association of Law Librarians (BIALL) Salary Survey 2007/8**

The survey contains salary data at July 2008 from 178 members. The survey can be downloaded or ordered via [www.biall.org](http://www.biall.org)

### **Chartered Institute of Library and Information Professionals**

The Chartered Institute of Library and Information Professionals (CILIP) produces salary guidelines for librarians working in government, law firms, schools, public libraries, further and higher education, companies and the NHS. Further details are available on the CILIP website [www.cilip.org.uk](http://www.cilip.org.uk)

### **Croner Civil Service Rewards July 2007**

The survey, published by Croner Reward, includes data collected from 16 UK Civil Service organisations on 934 jobs representing nearly 107,000 employees. The data is effective at May 2007. The survey is available from Croner Reward on 01785 813566 or [www.croner-reward.co.uk](http://www.croner-reward.co.uk)

### **Croner Management Rewards, March 2008**

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

### **Croner Marketing Rewards 2008**

The survey, published by Croner Reward and the Chartered Institute of Marketing, includes data, at June 2008, collected on over 5,000 jobs in around 1600 organisations. The survey is available from Croner Reward on 01785 813566 or [www.croner-reward.co.uk](http://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](http://www.hays.com).

### **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.

### **IDS Pay Benchmark Service**

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

### **IDS Local Government Pay Benchmarking Survey**

The results of the IDS local government pay benchmarking survey are published in IDS Pay Report 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 July 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](mailto:info@salaryservices.co.uk)

### **Local Government Earnings Survey**

The survey collected data at April 2007 (2008 data is currently being collected) and the survey results can be downloaded from the Local Government Association Analysis & Research (LGAR) website [www.lgar.local.gov.uk](http://www.lgar.local.gov.uk)

### **Local Government Pay & Workforce Strategy Survey 2008**

The report produced by Local Government Association Analysis & Research (LGAR) on behalf of the Improvement & Development Agency (IDeA), Local Government Employers (LGE) and Skills Plus can be downloaded from [www.lgar.local.gov.uk/payandworkforce](http://www.lgar.local.gov.uk/payandworkforce)

### **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](http://www.marketingweek.co.uk) website. Data is correct at November 2007.

### **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](http://www.ncc.co.uk)

### **Page Personnel Secretarial Salary Survey 2008**

This salary survey contains data on permanent and temporary salaries predominantly in London and includes a commentary on typical responsibilities for roles. It can be downloaded from [www.pagepersonnel.co.uk](http://www.pagepersonnel.co.uk)

### **Reed Employment Salary Survey – UK Salary Guide**

The survey provides salary information on a range of office support and secretarial, contact centre/customer service, HR, marketing, sales and purchasing staff. Salary data is shown by location and by sector (charity, distribution, finance, manufacturing, public sector, retail, and services). The survey can be downloaded from [www.reed.co.uk](http://www.reed.co.uk)

### **Witan Jardine Marketing Salary Guide 2008**

This salary guide can be downloaded from [www.witanjardine.co.uk](http://www.witanjardine.co.uk)