

PAY AND REWARD REVIEW ON BEHALF OF THE INDEPENDENT PARLIAMMENTARY STANDARDS AUTHORITY

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CONTENTS

INTRODUCTION	2
EXECUTIVE SUMMARY	4
CONSIDERATIONS	4
RESEARCH FINDINGS - ADMINISTRATIVE	6
LEVEL 1	6
LEVEL 2	9
LEVEL 3	12
RESEARCH FINDINGS - EXECUTIVE	15
LEVEL 1	15
LEVEL 2	18
RESEARCH FINDINGS - RESEARCH	21
LEVEL 2	21
LEVEL 3	24
THANK YOU	27

INTRODUCTION

Hays Executive are delighted to be working with the Independent Parliamentary Standards Authority in preparing a pay and reward review for its organisation.

Hays Executive is the search and selection division of Hays plc, Europe's largest recruitment organisation and a FTSE 250 plc. In addition to providing direct recruitment services, we are able to offer bespoke recruitment-related products such as the production of remuneration reports for the benefit of Company's remuneration decisions.

Background to the Review

The Independent Parliamentary Standards Authority (IPSA) was created in 2009 by Parliament to independently oversee and regulate MPs' business costs and expenses. In addition, IPSA provides MPs with a staffing budget to meet the costs of employing staff. The budgets are based on an assumption of four full-time equivalent staff covering a range of functions including; office management, administrative support, casework and research. IPSA provides MPs with a set of standard contracts and job descriptions which have associated pay-scales for each role, with the MP to decide which roles are required and how many people they employ.

There are seven core job functions that are available across the 650 MP offices, with over 3,000 staff being employed. The last pay review was undertaken in 2010 and there was a need to understand whether the pay rates are appropriate given the changes in the market over the last six years. IPSA commissioned Hays Executive to produce an independent report setting out details of current relevant market pay and reward data, taking into consideration the role of an MP's office, the regional demographics, as well as the size and scale of the posts included in the review.

Methodology

The review was conducted following an extensive review of pay and reward data, industry intelligence and market information against specific peers and relevant organisations. Over 390 data sets were gathered across the seven posts looking at the best available benchmarks across the most relevant public sector entities, civil service, grant making foundations, political and policy led organisations, universities, research bodies, not for profit organisations and a broader insight into the private sector.

The benchmarks related to IPSA by sector, size and scope of the organisation, as well as the structure of the teams looking at the job responsibilities and remit.

Consideration of the geographical areas of IPSA was taken between those deemed as London constituencies and Outer London Constituencies using Schedule 1: List of Constituencies in the London area, found on page 55 of the Annual Review of the MPs' Scheme of Expenses and Costs Consultation.

As part of this review, consideration was given to the national and living wage to ensure that any recommendations are made in line with these guidelines.

The suggested ranges have been formulated utilising the quartile outcomes from the market data, with broader ranges being established where deemed necessary using +/-5% of the lower and/or upper quartile values as a guide. Factors such as London Weighting and the national and living wage were taken into consideration, as well as the structure of the posts to ensure a more even progression between Levels 1-3.

Disclaimer

This review has been produced by Hays Executive based on information provided by IPSA and a representative data sample from the market. The analysis set out in the report represents Hays Executive's best view of the information, but Hays Executive does not accept any liability that may arise as a result of any party other than Hays Executive reaching different conclusions concerning the matters dealt with in this report. The information in this report is a guide only, providing market intelligence data, and it is for IPSA to make objective decisions that are appropriate moving forward. Hays Executive does not accept any liability whatsoever for any impact on the decisions that IPSA takes.

A note on ratios

In order to bring additional clarity to our reporting we have used ratios. These are as follows:

Quartiles defined:

- The first quartile, or lower quartile, has 25 percent of the data below it and the top 75 percent above it.
- The median divides the range in the middle and has 50 percent of the data above and below it.
- The third quartile, or the upper quartile, has 75 percent of the data below it and the top 25 percent above it.
- The mean is the average.

EXECUTIVE SUMMARY CONSIDERATIONS

Overview

- This document has been prepared following an extensive review of pay data, industry intelligence and market information against specific peers and relevant organisations. Over 390 data sets were gathered across the seven posts looking at regional and industry differences.
- Some of the challenges of the review were the variances in the makeup of the posts, with Level 1 Administrators having broader responsibilities that could encompass Level 1 Executive functionalities for example. This has been factored in to the review, but provides a challenge when pay setting.
- A core aspect of the review saw that the current ranges had a high proportion of crossover, particularly for the Administrative and Research levels. A consideration for IPSA is whether the current bands and level of overlay meets the needs of an MPs' office and where the distinctions between job levels lie. From the findings and defining the levels for each of the data sets, we would consider that a more definitive range per level is beneficial as it can help to distinguish the skills sets required, as well as help employees understand how their responsibilities are rewarded against set and transparent objectives, whilst giving scope for progression.
- Given the broad range associated with each of the levels, consideration around where an employee is positioned and paid is important. Throughout the research, it was found that where the role was more complex in nature, with broader accountabilities and increased influence/impact on an organisation or office then pay levels reflected this, with salaries typically aligned to the market median and upper quartile of the findings. Additionally, the scale and size of the organisation/department played a part, as well as the level of intricacy that organisation/department had. With the suggested ranges being more distinct, with less overlap, employers will be able to see more easily the differentials of seniority within each level and how experience, knowledge and role complexity can be shaped by paying appropriately.
- Market and sector influences have also played a part in impacting and formulating pay. For example, we have seen an increased demand for marketeers and strong communication professionals who have digital and social media skills, which has impacted pay and reward across the labour market. The university sector generally saw higher rates of pay in comparison to other sectors reviewed in this report, with think tanks and not for profit entities typically paying lower rates of pay given the impact of the size and scale of the organisations within the review. Additionally, people who worked for think tanks and politically focused companies typically did so due to an interest in the field, with salary becoming a more secondary factor in applying and staying within a certain organisation. This can also be seen within the university sector, particularly within research positions where post holders were driven by the work as opposed to just the salary paid.

The below table provides the summary findings of the review, including the market outcomes across London and the outer London regions, as well as the suggested ranges for each Level.

Summary of findings

Job Family/Level	Current Range	Market Quartile Range London	Market Median London	Market Quartile Range Outer London	Market Median Outer London	Suggested Range London	Suggested Range Outer London
Level 1 Administrative	London £17,170 - £25,048, Outside of London £15,000 - £22,961	£19,779 - £25,000	£22,000	£17,210 - £24,472	£20,170	£18,790 - £26,250	£16,349 - £24,472
Level 2 Administrative	London £21,000 - £31,311, outside of London £18,000 - £28,180	£25,514 - £32,211	£29,080	£23,106 - £30,328	£26,282	£24,238 - £33,822	£21,951 - £30,328
Level 3 Administrative	London £30,000 - £41,748, outside of London £26,000 - £38,617	£30,324 - £43,698	£38,000	£27,815 - £39,915	£34,810	£30,324 - £43,698	£27,815 - £39,915
Level 1 Executive	London £19,000 - £29,224, outside of London £16,000 - £26,093	£23,117 - £30,000	£26,000	£20,675 - £27,876	£26,000	£21,960 - £31,500	£19,641 - £27,876
Level 2 Executive	London £23,000 - £32,354, outside of London £19,000 - £29,224	£32,647 - £39,306	£35,062	£27,876 - £39,696	£31,233	£27,324 - £37,184	£23,938 - £35,465
Level 2 Research	London £23,000 - £32,354, outside of London £19,000 - £29,224	£25,000 - £32,599	£29,376	£21,495 - £31,057	£26,500	£23,750 - £34,229	£20,420 - £31,057
Level 2 Research	London £33,000 - £43,835, outside of London £30,000 - £40,704	£33,843 - £48,913	£41,000	£31,884 - £43,105	£37,111	£32,151 - £48,913	£30,290 - £43,105

RESEARCH FINDINGS - ADMINISTRATIVE LEVEL 1

Overview

The Level 1 Administrator consists of the following role types:

- Secretary
- Personal
- Executive Officer
- Administrative Officer

Responsibilities include the opening and dispatching of mail, diary management, assisting within arrangement for events, responding to enquires and providing a robust administrative support to the MPs office. In addition, the level provides administrative support in relation to MP's expenses and handles all the administrative arrangements for meeting with members of the public/MP surgeries.

Responsibilities have the potential to range from being purely administrative in nature, through to having additional research and constituency support responsibilities, dependent on the structure of the office.

Current salary range: London £17,170 - £25,048, outside of London £15,000 - £22,961

Findings

The table below highlights the findings of the search. The table is broken down by region, as well as the consolidated findings across all the data sets and those outside of London.

Level 1 Administra tive	2016					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £17,170 - £25,048, outside of London £15,000 - £22,961					
London	£22,483	£18,000	£19,779	£22,000	£25,000	£30,831
South	£20,430	£15,407	£17,714	£20,315	£24,000	£26,277
Midlands	£21,333	£16,250	£19,121	£21,211	£24,653	£26,537
North	£20,562	£15,000	£17,250	£20,000	£24,512	£25,023
Scot/Ni/Wal es	£18,464	£14,560	£15,483	£18,950	£21,530	£25,298
ALL	£20,783	£14,560	£17,758	£20,492	£24,434	£30,831
ALL Excluding London	£20,510	£14,560	£17,210	£20,170	£24,472	£26,537

Observations:

Basic Salary:

- From the findings above, the quartile pay range for equivalent Level 1 Administrators across the sample equated to £17,758 - £24,434pa, with a median midpoint value of £20,492pa.
- Evaluating the sample in more detail, pay levels were impacted predominantly by the job size and the level of accountability the post held, in addition to the organisational type and region. For example, where the post held purely administrative duties, such as typing, record keeping, answering the phone, dealing with emails and arranging appointments and travel, then salaries typically leaned to the lower and median quartile of the market findings. Receptionist pay also leaned to these values with post holders being responsible for the day-to-day administration of an office, as well as being front of house.
- Where pay levels leaned towards the upper quartile of the market findings, responsibilities started to become more complex and broader in nature, with a greater impact on the organisational objectives. For example, post holders who were Democratic/Member Assistants, Investment Administrators, PA's and Research/Project/Programme Administrators all saw pay lean to and above the upper quartile of the market sample. From the sample group, accountabilities included being involved in more complex queries, with more influence and direct support to elected members or senior managers. This included seeing post holders having accountability for ensuring that the Members or Senior Managers could reach their maximum potential in their role. In addition, prior experience was required, typically a minimum of two years, with excellent written and verbal communication skills, as well as the ability to undertake routine queries, work on their own initiative and to have an understanding, where necessary, of the demands of working in a more political environment.
- Where pay levels were around the £14,000 - £16,000 range, these were typically part of small political related companies that required little or no prior experience. Additionally, apprentices and interns also saw similar levels of pay.
- Looking in to the demographic differences across the sample, salary levels were higher in London, with pay levels across the other regions being fairly comparable apart from Scotland, Wales and Northern Ireland which saw the lowest levels of pay. This can be attributed in part to a bias in the sample to those data sets that held purely administrative accountabilities, but also the market rates of pay also had an influencing factor.

Recommendations & Considerations

Based on the findings above and our understanding of the Level 1 Administrator post, we suggest that the current range needs to be raised to bring in to line market rates of pay, as well as considerations around the National and Living Wage.

We would look to formulate a broad range using +/-5% of the lower and upper quartile values as our guide. Other formula maybe looked at, such as using the min/max values or the exact lower and upper figures, but by using +/-5% it provides a broader range which is appropriate given the market findings.

Given the smaller pay gap between those findings in London and outer London and taking into account London Weighting we have used the actual upper quartile value of the outcomes from the outer London data sets, a rate of £24,472pa to formulate a more distinct differential with their London counterparts. This also helps to provide less of an overlap with those post holders at a Level 2 Administrator level.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£18,790	£22,520	£26,250	£7,460
Outer London	£16,349	£20,411	£24,472	£8,123

To provide some wider considerations around where to appoint to on the grade, we would recommend that where the post is purely administrative in nature, with limited or no exposure to research/case work and constituency support responsibilities, we would look to between the lower and midpoint value of the range. Where the post holder has limited or no prior experience, but has the right behaviours and attributes then again we would look to this part of the range as an appropriate starting salary. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a large staff base, with post holders taking on more defined responsibilities, or where the office is small and remote, with less complex requirements then again this level may be more appropriate with the potential for progression through the band.

Where the role has the potential to be more encompassing, or where the post holder has developed their responsibilities to include these more complex elements of the post, then we would look to the midpoint and upper value as a guide. Where the post holder has had prior experience, bringing additional skills and ability, as well as the right core behaviours and attributes, then again we would look to this part of the range as an appropriate starting salary. In considering the office makeup, where an office has a small staff base, with post holders taking on a broader portfolio of responsibilities, or where the office is larger or more remote, but with more complex requirements then again this level may be more appropriate with the potential for progression through the band.

LEVEL 2

Overview

The Level 2 Administrative roles consist of the following role types:

- Senior Secretary
- Senior Executive Officer
- Senior Administrative Officer
- Administrative Manager

Responsibilities are broader in scale in comparison to Level 1 post holders and include managing and monitoring incoming calls and enquiries, efficient data and file management to comply with the Data Protection Act and will deal with more complex queries and complaints on the MPs behalf, including the drafting and signing of letters. The level manages the MPs diary commitments, with overall control of constituency comments. Other responsibilities can include the supervision of staff as and when required, managing budgets and providing secretarial support to special interest groups.

Responsibilities have the potential to range from being administrative/office focused, through to having additional senior research and senior constituency/casework support responsibilities.

Current salary range: London £21,000 - £31,311, outside of London £18,000 - £28,180

Findings

The table below highlights the findings of the search. The table is broken down by region, as well as the consolidated findings across all the data sets and those outside of London.

Level 2 Administrative	2016					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £21,000 - £31,311, outside of London £18,000 - £28,180					
London	£29,628	£21,824	£25,514	£29,080	£32,211	£42,229
South	£28,642	£21,843	£23,485	£28,797	£32,958	£38,776
Midlands	£25,771	£22,000	£23,523	£26,544	£29,054	£30,175
North	£26,269	£22,494	£23,068	£25,698	£28,757	£30,978
Scot/NI/Wales	£24,983	£19,485	£22,169	£25,524	£28,493	£30,000
ALL	£27,301	£19,485	£23,264	£27,150	£31,066	£42,229
ALL Excluding London	£26,769	£19,485	£23,106	£26,282	£30,328	£38,776

Observations:

Basic Salary:

- From the findings above, the quartile pay range for equivalent Level 2 Administrators across the sample equated to £23,264 - £31,066pa, with a median midpoint value of £27,150pa. A differential can be seen at the lower quartile between the current salary range for IPSA and the market. This can be attributed in part to the crossover in salaries between Level 1 and Level 2, with the research data concentrating on defined responsibilities of a Senior Administrator with a reduced overlap with the Level 1 sample group. These findings also highlight that in the market pay structures for each level are typically more defined, which helps to distinguish between the two levels and experience needed to fulfil the role.
- Evaluating the sample in more detail, pay levels were impacted predominantly by the job size and the level of accountability the post held, in addition to the organisational type and region. For example, where the post held broader administrative duties to that of a Level 1 post holder, such as a Personal Assistant to a Director or Divisional Team Administrator, then pay levels leaned to the lower and median quartiles of the market findings. Accountabilities were more extensive, managing more complex workloads, dealing with enquiries and managing diary commitments for Executive Directors. At this level some commonality was observed with the data sets from the Level 1 sample at the upper quartile, but where able these were categorised appropriately based on the responsibility of the post holder.
- Where pay levels leaned towards the upper quartile of the market findings, responsibilities started to become more managerial, autonomous and complex in nature. For example, post holders who were Democratic/Member Service Officers, Deputy Administration Managers and Office Managers of small departments all saw pay in general lean towards and above the upper quartile of the market sample. Additionally, those with more complex administration responsibilities, such as those administering funds, financials, loans and electoral services, as well as those supporting and servicing committees and political post holders such as Councillors, also saw pay lean towards the upper quartile.
- Looking in to the demographic differences across the sample, salary levels saw a 10.6% differential at the median between London and the rest of the regions, with pay levels across the other areas fairly comparable.

Recommendations & Considerations

Based on the findings above and our understanding of the Level 2 Administrator post, we would suggest that the current range needs to be raised to help align pay to market levels.

We would look to formulate a broad range using +/-5% of the lower and upper quartile values.

Given the smaller pay gap between those findings in London and outer London and factoring in London Weighting we have used the actual upper quartile value of the outcomes from those data sets that excluded London, a rate of £30,328. This helps to provide less of an overlap with those post holders at a Level 3 Administrator level.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£24,238	£29,030	£33,822	£9,584
Outer London	£21,951	£26,140	£30,328	£8,377

These outcomes provide a more defined range with less overlap between Level 1 and Level 2 incumbents. It will help to provide a greater distinction in level and responsibility, with post holders able to understand the differentials between the bands.

To provide some wider considerations around where to appoint to on the grade, we would recommend that where the role undertakes the more distinct responsibilities of managing and monitoring incoming calls and enquiries, efficient data and file management and dealing with more complex queries and complaints on the MPs behalf, including the drafting and signing of letters, we would look to between the lower and midpoint value of the range. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a large staff base, with post holders taking on more defined accountabilities, or where the office is small and remote, with less complex requirements then again this level may be more appropriate with the potential for progression through the band.

Where the role has the potential to be more comprehensive, or where the post holder has developed a range of responsibilities to include more complex elements, then we would look to the midpoint and upper value as a guide. For example, where the post has some supervisory accountability, budget responsibilities or with additional senior research and/or senior constituency/casework support oversight we would look to and above the midpoint value. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a small staff base where post holders take on a broader responsibility portfolio, or where the office has more complex requirements, then again this level may be more appropriate with the potential for progression through the band.

LEVEL 3

Overview

The Level 3 Administrator grade consists of the following role types:

- Principal Secretary
- Office Manager
- Executive Office Manager
- Chief of Staff

Accountabilities for Level 3 post holders include managing all aspects of the budget, ensuring a range of efficient secretarial and administrative support for the office, as well as managing the office team and ensuring that accurate personnel records are kept up to date. The post has overall management of the Member's diary commitments and liaises with groups/personnel at Westminster, within the constituency and the general public on the Member's behalf.

Responsibilities have the potential to range from purely overseeing the administrative management of the office, through to having additional senior research and constituency support responsibilities.

Current salary range: London £30,000 - £41,748, outside of London £26,000 - £38,617

Findings

The table below highlights the findings of the search. The table is broken down by region, as well as the consolidated findings across all the data sets and those outside of London.

Level 3 Administrator	2016					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £30,000 - £41,748, outside of London £26,000 - £38,617					
London	£38,358	£25,000	£30,324	£38,000	£43,698	£54,663
South	£34,457	£26,264	£28,196	£33,856	£39,450	£45,773
Midlands	£33,088	£23,799	£30,000	£32,300	£38,361	£42,663
North	£35,536	£27,119	£30,896	£35,154	£40,750	£45,724
Scot/NI/Wales	£35,325	£26,829	£27,707	£31,881	£42,607	£51,357
ALL	£36,247	£23,799	£29,504	£35,154	£42,747	£54,668
ALL Excluding London	£34,686	£23,799	£27,815	£34,810	£39,915	£51,357

Observations:

Basic Salary:

- From the findings above, the quartile pay range for equivalent Level 3 Administrators across the sample equated to £29,504 - £42,747pa, with a median midpoint value of £35,154pa. When comparing against the current range within IPSA, a smaller differential of 1.1% and 7.0% can be seen at the lower quartile values of London and Outer London rates respectively. This differential can be attributed in part to the cross over in salaries between Level 2 and Level 3, with the research data in the sample concentrating on defined responsibilities of an Administrator Manager and therefore less of an overlap with the Level 2 sample group.
- Evaluating the sample in more detail, pay levels were impacted predominantly by the job size and the level of accountability the post held, in addition to the organisational type and region. For example, the size of the management accountabilities played a part in defining pay levels, as well as the complexity and level of influence of the post. For example, where the post held administrative management responsibilities for a Chief Executive/Members Office then salary levels typically leaned to the upper quartile of the market findings, particularly if the organisation was large in scale. If the post was an Office Manager of a small department or company with less impact on the senior management team, then pay levels fell towards the lower and median quartile. Additionally, if the post was more of a Principal Administrator, with less managerial oversight then again salaries leaned to the lower quartile of the market findings.
- As mentioned, when analysing the demographic differences across the sample, salary differentials between the regions, and particularly between London and the rest of the UK, are hard to evaluate with pay levels fairly even across the five areas.
- When analysing the organisational types, Government entities saw the highest levels of pay. This can be attributed in part to the greater political nature of the responsibilities found within the sample given the focus around the democratic service area. Post holders required having prior knowledge and experience of working within a political environment, with the ability to work with Members, as well as managing a team within the directorate. Within the private sector also, Level 3 equivalent administrator post holders demanded a higher rate of pay, with salaries starting to push ahead of their public and not for profit counterparts.

Recommendations & Considerations

Based on the findings above and our understanding of the Level 3 Administrator post, the current range is more comparable and defined.

When forming a recommendation, we would look to formulate a broad range using +/-5% of the lower and upper quartile values. That said, given the span of the London and outer London data findings, we have used the actual lower and upper quartile values as our guide. This also helps to provide less of an overlap with those post holders at a Level 2 Administrator level.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£30,324	£37,011	£43,698	£13,374
Outer London	£27,815	£33,865	£39,915	£12,100

These outcomes provide a more defined range with less overlap between Level 2 and Level 3 incumbents. It will help to provide a greater distinction in level and responsibility, with post holders able to understand the differentials between levels.

Some wider considerations around where to appoint to on the grade, we would recommend that where the post undertakes the more defined responsibilities of managing all aspects of the budget, ensuring a range of efficient secretarial and administrative support for the office, as well as managing the office team and ensuring that accurate personnel records are kept up to date, we would look to between the lower and midpoint value of the range. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a large staff base, with post holders taking on more defined responsibilities, or where the office is small and remote, with less complex requirements, this level again may be more appropriate with the potential for progression through the band.

Where the role has the potential to be more encompassing, or where the post holder has developed their responsibilities to include more complex elements, then we would look to the midpoint and upper value as a guide. For example, where the post has management responsibilities for a large MP office with larger budget responsibilities, or with additional senior research and/or senior constituency/casework support oversight, we would look to and above the midpoint value. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a small staff base, with post holders taking on a broad portfolio of responsibilities, or where the office is small and remote, but with more complex requirements then again this level may be more appropriate with the potential for progression through the band.

RESEARCH FINDINGS - EXECUTIVE

LEVEL 1

Overview

The Level 1 Executive role consists of the following role types:

- Caseworker
- Communications Officer
- Constituency Assistant
- Support Officer
- Constituency Support Officer

Level 1 Executive post holders are responsible for dealing with standard queries from members of the public, gathering relevant information to assist with resolving cases, as well as logging new cases, monitoring progress and ensuring all identified actions are taken. In addition, responsibilities include analysing patterns of enquiries, producing management information reports and establishing a social media presence in the constituency, including following up on any social media queries and comments.

Responsibilities have the potential to include administrative support accountabilities.

Current salary range: London £19,000 - £29,224, outside of London £16,000- £26,093

Findings

The table below highlights the findings of the search. The table is broken down by region, as well as the consolidated findings across all the data sets and those outside of London.

Level 1 Executive	2016					
	Mean	Min	LQ	Median	UQ	Max
IPSA	£19,000 - £29,224, outside of London £16,000- £26,093					
London	£26,174	£19,500	£23,117	£26,000	£30,000	£32,235
South	£25,276	£17,388	£20,942	£25,675	£26,772	£33,076
Midlands	£23,920	£18,059	£20,489	£24,250	£27,219	£28,453
North	£25,163	£16,000	£24,135	£26,211	£28,132	£30,000
Scot/NI/Wales	£23,365	£14,000	£18,038	£24,849	£27,000	£33,217
ALL	£24,806	£14,000	£21,056	£26,000	£28,132	£34,000
ALL Excluding London	£24,383	£14,000	£20,675	£26,000	£27,876	£34,000

Observations:

Basic Salary:

- From the findings above, the quartile pay range for equivalent Level 1 Executive post holders across the sample equated to £21,056 - £28,132pa, with a median midpoint value of £26,000pa. When comparing against the current range within IPSA, a differential of 21.7% and 29.2% can be seen at the lower quartile values of London and Outer London rates. This differential is reduced at the upper quartile value with 2.7% and 6.8% respectively. These differentials can be due in part to the increased demand for communication skills, particularly given the rise in social media and digital communication. Case management also requires a sensitive set of skills, dealing with members of the public, with the requirement of having strong communications skills at all different levels, being perceptive and considerate at the same time. These set of skills are pushing up starting salaries, with a greater need for some prior experience.
- To provide some added context to the market, within the latest Hays salary guide for 2017 it was found that there is a demand for marketeers and strong communication professionals nationally.¹ With Government plans to incorporate digital channels in to their marketing and communication strategies, this has led to a rise in demand for analytical, digital marketing and social media individuals within the Government sector. Within government teams there has also been a rise in stakeholder engagement and media vacancies. The table below highlights a snapshot from the guide looking at External Communications Officers across London, South East, North West and Scotland. This highlights how pay levels have been enhanced for Officer level communication post holders in the wider market.

Location	£ Range	£ Typical
London	£25,000 - £40,000	£30,000
South East	£25,000 - £32,000	£28,000
North West	£25,000 - £35,000	£27,000
Scotland	£25,000 - £30,000	£28,000

- Evaluating the sample in more detail, pay levels were impacted predominantly by the job size and the level of accountability the post held, in addition to the organisational type and region. For example, where the post was more reactive in nature, supporting a wider team and coordinating communication messages and/or case work then pay levels typically leaned to the lower quartile of the market findings. Where the company was small with lesser budgets, again pay levels leaned to below the median market findings.
- Where pay levels leaned towards the upper quartile values, responsibilities started to become more complex and broader in nature, with a greater impact on the organisational objectives. For instance, this included Case Officers that held accountability for efficient casework progression, particularly within a highly regulated environment, having responsibility for appropriate risk management, timely progression and high levels of customer care. Stakeholder/public engagement was also prevalent at this level, handling media enquiries and writing communication documents for internal and external channels. Prioritisation of a high workload was deemed critical, with prior experience required, as well as strong communication and the confidence to influence others at all levels.
- Pay levels across the regions were fairly comparable, apart from when we evaluate Scotland, Wales and Northern Ireland which saw a significant differential in pay for equivalent Level 1 Executive post holders. To try and understand this differential, part of the reason can be attributed to the higher proportion of data sets that were of a lower grade, as opposed to some of the more

¹ Hays UK Salary & Recruiting Trends 2017

proactive and influencing data sets in the rest of the sample. For example, one of the posts was at an intern level, whilst a number of the others comparators were from smaller companies.

Recommendations & Considerations

Based on the findings above and our understanding of the Level 1 Executive post, the current range is out of kilter at the lower/starting value, with the market seeing much higher rates of pay. Pay levels become more competitive as we look towards the upper quartile and through the band.

When forming a suggested range, we would look to formulate a broad range using +/-5% of the lower and upper quartile values. Given the smaller pay gap between those findings in London and outer London taking in to consideration London Weighting we have used the actual upper quartile value from those data sets that excluded London, a rate of £27,876. This also helps to provide less of an overlap with those post holders at a Level 2 Executive level.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£21,960	£26,730	£31,500	£9,540
Outer London	£19,641	£23,759	£27,876	£8,235

These outcomes provide a more defined range with less overlap between Level 1 and Level 2 Executive incumbents. It will help to provide a greater distinction in level and responsibility, with post holders able to understand the differentials between levels.

To provide some wider considerations around where to appoint to on the grade, we would recommend that where the post is defined to the core responsibilities set out in the specification we would look to between the lower and midpoint value of the range. Where the post holder has limited or no prior experience, but has the right behaviours and attributes, we would again look to this part of the range as an appropriate starting salary. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a large staff base, with post holders taking on more defined responsibilities or where the office has less complex requirements then again this level may be more appropriate with the potential for progression through the band.

Where the role has the potential to be more encompassing, or where the post holder has developed their responsibilities to include these more complex elements of the role, dealing with more complex cases, then we would look to the midpoint and upper value as a guide. Where the post holder has prior experience, bringing additional skills and ability, as well as the right core behaviours and attributes, then again we would look to this part of the range as an appropriate starting salary. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a small staff base, with post holders taking on a broader portfolio of responsibilities, or where the office is small and remote, but with more complex requirements, again this level may be more appropriate with the potential for progression through the band.

LEVEL 2

Overview

The Level 2 Executive role consists of the following role types:

- Senior Caseworker
- Constituency Communications Manager
- Constituency Support Manger
- Senior Communications Officer

Level 2 Executive post holders have more complex accountabilities that include liaising with Government agencies, voluntary sectors and others to resolve constituency matters, as well as taking initial action on queries from members of the public, including responding on behalf of the MP as appropriate. The level also looks to pull together all relevant information to resolve or progress cases, as well as ensuring that all cases are logged and maintained. The level has the potential to develop knowledge in specialist areas, provide briefings for MPs and also supervise other members of staff. Strong project management is required, as well as the ability to analyse, evaluate and interpret data to ensure the MP is accurately informed on key issues and aware of trends. As part of this aspect, the level looks to research local, regional and national issues that can help support the Member's work.

On the communications side, the level manages the MP's website content, publicises the Member's parliamentary duties on Social Media and is proactive, as well as reactive, to all social media communications. Responsibilities have the potential to include senior administrative support accountabilities as well as research.

Current salary range: London £23,000 - £32,354, outside of London £19,000 - £29,224

Findings

The table below highlights the findings of the search. The table is broken down by region, as well as the consolidated findings across all the data sets and those outside of London.

Level 2 Executive	2016					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £23,000 - £32,354, outside of London £19,000 - £29,224					
London	£34,984	£22,000	£32,647	£35,062	£39,306	£43,000
South	£31,638	£25,000	£26,964	£31,000	£36,614	£41,410
Midlands	£32,021	£25,000	£27,691	£30,756	£35,713	£46,924
North	£29,347	£16,000	£24,427	£27,174	£32,538	£54,663
Scot/NI/Wales	£33,264	£29,358	£30,590	£33,109	£36,200	£39,800
ALL	£33,566	£20,000	£28,000	£32,623	£39,696	£54,663
ALL Excluding London	£33,000	£20,000	£27,876	£31,233	£39,696	£54,663

Observations:

Basic Salary:

- From the findings above, the quartile pay range for equivalent Level 2 Executive post holders across the sample equated to £28,000 - £39,696pa, with a median midpoint value of £32,623pa. When comparing against the current range within IPSA, a significant differential of 41.9% and 46.7% can be seen at the lower quartile values of London and Outer London rates, with the differential reduced at the upper quartile value with ratios of 21.5% and 35.8% respectively. These differentials can again be due in part to the increased demand for senior communication/caseworker skills, particularly given the rise in social media and digital communication. Case management skills are also in demand, particularly due to the sensitive nature of the work and the increased level of transparency and public scrutiny seen within the political arena.
- One core observation looking at the IPSA rates of pay sees a strong crossover with Level 1 in terms of pay, with less defined distinctions between the levels and only a c. £3,000 - £4,000 differential between the bands. This can be challenging for employees and employers to interpret and can create challenges when scoping clear divisions of responsibility and seniority in an office.
- Evaluating the sample in more detail, pay levels were impacted predominantly by the job size and the level of accountability the post held, in addition to the organisational type and region. For example, where the post was a Senior Officer, or part of a smaller organisation, then pay levels typically fell to the lower quartile of the market findings with parallels to those post holders at the upper quartile values for the Level 1 findings.
- Where pay levels leaned towards the upper quartile, responsibilities started to become more complex, leading on multifaceted and challenging cases, as well as in many instances holding management responsibilities for a small team. Post holders typically had overarching responsibilities for communications/social media or autonomy over case work. Strong stakeholder engagement was prevalent at this level, influencing and impacting at a greater level across the organisation.

Recommendations & Considerations

Based on the findings above and our understanding of the Level 2 Executive post, the current range is out of kilter at the lower/starting values, with the market sample seeing higher rates of pay. In addition, the current range does not provide enough of a distinction to Level 1 post holders, particularly given the increased responsibilities and the market demand for similar skills.

Given the findings above, the fact there is no Level 3 post holders in the structure and taking in to consideration the recommendations for Level 1, a different approach is required to formulate an appropriate range that is reflective of the responsibilities and progression.

We would therefore look to form a broader range which is more reflective of the findings and suggested range from Level 1, taking into consideration the role responsibilities and the fact that the upper quartile findings maybe more conducive to a Level 3 post holder. The recommendations have looked to the midpoint between the minimum and lower quartile value for the suggested lower value and the midpoint between the median and upper quartile for the suggested upper value. By using this approach it helps to provide a more appropriate range that is conducive to the accountabilities of the role, the market findings and the recommendations for Level 1.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£27,324	£32,254	£37,184	£9,860
Outer London	£23,938	£29,702	£35,465	£11,527

These outcomes provide a more defined range with less overlap between Level 1 and Level 2 Executive incumbents. It will help to provide a greater distinction in level and responsibility, with post holders able to understand the differentials between levels.

To provide some wider considerations around where to appoint to on the grade, we would recommend that where the post is defined to the core responsibilities set out in the specification, we would look to between the lower and midpoint value of the range. These include liaising with Government agencies, voluntary sectors and others to resolve constituency matters, as well as taking initial action on queries from members of the public, including responding on behalf of the MP as appropriate. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a large staff base, with post holders taking on more defined responsibilities, or where the office has less complex requirements then again this level may be more appropriate with the potential for progression through the band.

Where the role has the potential to be more comprehensive, dealing with more complex cases, developing knowledge in specialist areas, provide briefings for MPs and also supervising other members of staff, then we would look to the midpoint and upper value as a guide. We would include as part of this level, post holders that research local, regional and national issues that help support the Member's work, as well as having wider responsibilities for Senior Research and/or Senior Administrative requirements. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a small staff base, with post holders taking on a broad portfolio of responsibilities, or where the office has more complex requirements, then again this level may be more appropriate with the potential for progression through the band.

RESEARCH FINDINGS - RESEARCH

LEVEL 2

Overview

The Level 2 Research role consists of the following role types:

- Parliamentary Assistant
- Researcher
- Research Officer

Level 2 Research post holders undertake research, usually from readily available sources, to help analyse, evaluate and interpret data to ensure the MP is accurately informed on key issues. The post develops and maintains current knowledge of bills, Early Day Motions, legislation and debates. As well as this, the Research Level 2 post will look to ensure the MP is fully briefed on potential questions and motions to be put to the house and gives advice on policy issues and progresses cases as required. In addition to these accountabilities, the post also looks to prepare and present briefing notes for committees, press releases and for parliamentary questions.

Responsibilities have the potential to include senior administrative support accountabilities as well as senior casework.

Current salary range: London £23,000 - £34,442, outside of London £20,000 - £31,311

Findings:

The table below highlights the findings of the search. The table is broken down by region, as well as the consolidated findings across all the data sets and those outside of London.

Level 2 Research	2016					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £23,000 - £34,442, outside of London £20,000 - £31,311					
London	£29,138	£22,000	£25,000	£29,376	£32,599	£38,917
South	£27,371	£20,000	£23,698	£27,338	£31,288	£36,661
Midlands	£25,699	£23,551	£24,357	£25,738	£27,848	£28,982
North	£24,598	£18,500	£20,000	£24,000	£30,434	£32,500
Scot/NI/Wales	£26,297	£18,000	£19,700	£27,808	£31,972	£34,173
ALL	£27,289	£18,000	£23,661	£27,445	£31,970	£38,917
ALL Excluding London	£26,249	£18,000	£21,495	£26,500	£31,057	£36,661

Observations:

Basic Salary:

- From the findings above, the quartile pay range for equivalent Level 2 Research post holders across the sample equated to £23,661 - £31,970pa, with a median midpoint value of £27,445pa.
- One core observation, in contrast to that seen for the Executive Levels, sees the banding structures for Levels 2 and 3 for Research staff being more defined, with less crossover and distinct differentials between the grade.
- Evaluating the sample in more detail, pay levels were impacted predominantly by the job size and the level of accountability the post held, as well as the organisational type and region. For example, where the post was part of a smaller entity with less complex analysis work, providing a more generic support function then pay levels generally leaned to the lower quartile of the market findings.
- In contrast, where pay levels leaned towards the upper quartile, responsibilities started to become more complex, taking ownership of complex research programmes/projects and providing advice to different stakeholders.
- When analysing the regional differences across the sample, London rates were higher given the London Weighting with a pay differential of 10.8%, or £2,875 at the median in comparison to the data sets across the other regions. Pay levels across the other regions were more aligned apart from the South and Midland regions which saw a higher lower quartile value indicating greater starting salaries than their northern and regional counterparts.

Recommendations & Considerations

Based on the findings above and our understanding of the Level 2 Research post, the current range is more aligned to the market than we have observed in any of the other posts, with the upper values being more competitive.

When forming a recommendation, we would look to formulate a broad range using +/-5% of the lower and upper quartile values. Given the smaller pay gap between those findings in London and outer London, taking the London Weighting considerations into account, we have used the actual upper quartile value of the outcomes from those data sets that excluded London, a rate of £31,057. This helps to provide less of an overlap with those post holders at a Level 3 Executive level.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£23,750	£28,990	£34,229	£10,479
Outer London	£20,420	£25,739	£31,057	£10,637

These outcomes highlight that the current pay range for Level 2 Researchers is comparable and relative to the market findings. It provides a distinction in level and responsibility, with post holders able to understand the differentials between levels.

To provide some wider considerations around where to appoint to on the grade, we would recommend that where the post is defined to the core responsibilities set out in the specification, covering research,

evaluation and interpreting data to ensure the MP is accurately informed on key issues, we would look to between the lower and midpoint value of the range. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a large staff base, with post holders taking on more defined responsibilities, or where the office is maybe small and remote, with less complex requirements, again this level may be more appropriate with the potential for progression through the band.

Where the role has the potential to be more encompassing, or where the post holder has developed their responsibilities to include these more complex elements, such as providing advice on more complex policy issues, progressing more complex work and dealing with multifaceted stakeholders, then we would look to the midpoint and upper value as a guide. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a small staff base, with post holders taking on a broader portfolio of responsibilities, or where the office has more complex requirements then again this level may be more appropriate with the potential for progression through the band.

LEVEL 3

Overview

The Level 3 Research role consists of the following role types:

- Senior Parliamentary Assistant
- Senior Researcher
- Research Manager

Level 3 Research post holders hold more complex and influencing responsibilities within a MPs office. For instance, accountabilities include undertaking research on more complex and/or difficult subjects and analysing, evaluating and interpreting the data to ensure the Member is accurately informed on key issues. Level 3 research post holders will prepare and present the results for the purposes of briefing notes, as well as respond to routine correspondence and enquires from constituents, the media, lobbyists and pressure groups. The level will advise the MP on policy and deal with complex queries and complaints on the MP's behalf. The level can undertake supervisory responsibilities, as well as lead on project work and manage the office team.

The level can also include office management accountabilities.

Current salary range: London £33,000 - £43,835, outside of London £30,000 - £40,704

Findings

The table below highlights the findings of the search. The table is broken down by region, as well as the consolidated findings across all the data sets and those outside of London.

Level 3 Research	2016					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £33,000 - £43,835, outside of London £30,000 - £40,704					
London	£41,292	£30,000	£33,843	£41,000	£48,913	£60,000
South	£34,966	£31,076	£31,772	£34,815	£37,296	£38,183
Midlands	£37,229	£29,301	£32,675	£36,141	£41,865	£45,000
North	£41,295	£31,000	£33,391	£39,882	£48,000	£56,320
Scot/NI/Wales	£38,311	£26,000	£30,171	£36,000	£45,000	£58,553
ALL	£39,435	£26,000	£32,163	£37,739	£46,000	£60,000
ALL Excluding London	£37,900	£26,000	£31,884	£37,111	£43,105	£58,553

Observations:

Basic Salary:

- From the findings above, the quartile pay range for equivalent Level 3 Research posts across the sample equated to £32,163 - £46,000pa, with a median midpoint value of £37,739pa.
- As we have seen, one core observation, in contrast to that seen for the Executive Levels, sees the banding structures for Levels 2 and 3 for Research staff more defined, with less crossover and more distinct differentials between the grade.
- Evaluating the sample in more detail and from the differences across the regions and quartile findings, pay levels varied significantly and were impacted predominantly by the job size and the level of accountability the post held. Additionally, it was more challenging to identify directly comparable role types, with organisations having a more tailored/personalised role to meet business objectives. Some observations were seen however; with those post holders that were titled Senior as opposed to Manager typically seeing pay lean to the lower and median quartile of the market findings. Post holders here typically managed their own projects/workload that were more complex in nature, but did not have accountability for others.
- In contrast, where pay levels leaned towards the upper quartile of the market findings, responsibilities were larger and more complex in scale, through team management, or the management of research of others. Post holders typically led the whole research process from design and delivery, through to advising stakeholders and providing recommendations from the findings. Stakeholder engagement and being seen as an expert were deemed necessary, across different groups and entities such as government, businesses, policy organisations, the media and the public.

Recommendations & Considerations

Based on the findings above and our understanding of the Level 3 Research post, the current range is more aligned to the market than we have observed for the other posts, with the upper values being more competitive.

When forming a recommendation, we would look to formulate a broad range using +/-5% of the lower and upper quartile values. Given the higher salary findings at the upper quartile, with responsibilities larger in scale to that seen within IPSA, we have utilised the actual upper quartile values found for both London and outer London.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£32,151	£40,532	£48,913	£16,762
Outer London	£30,290	£36,698	£43,105	£12,815

These outcomes highlight that the current pay range for Level 3 Researchers are comparable and relative to the market findings. It provides a distinction in level and responsibility, with post holders able to understand the differentials between levels.

One observation sees a large differential for the suggested range for London Level 3 and it may be that this is reduced to a similar variance as that seen for Outer London.

To provide some wider considerations around where to appoint to on the grade, we would recommend that where the post is defined to the core responsibilities set out in the specification covering the oversight of research on more complex and/or difficult subjects and analysing, evaluating and interpreting the data to ensure the Member is accurately informed on key issues, we would look to between the lower and midpoint value of the range. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a large staff base, with post holders taking on more defined responsibilities or where the office is small with less complex requirements then again this level may be more appropriate with the potential for progression through the band.

Where the role has the potential to be broader and more demanding in nature, or where the post holder has developed their responsibilities to include these more complex elements, then we would look to the midpoint and upper value as a guide. We would also recommend that the nature of the office is taken into consideration. So for example, where an office has a small staff base, with post holders taking on a wider portfolio of responsibilities, or where the office is small and remote, but with more complex requirements then again this level may be more appropriate with the potential for progression through the band.

THANK YOU

Thank you for asking Hays Executive to submit this document. Should you wish to clarify any aspect of this information then please do not hesitate to contact us and we will be happy to answer any questions.

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