

# PAY AND JOB DESCRIPTION REVIEW ON BEHALF OF THE INDEPENDENT PARLIAMETARY STANDARDS AUTHORITY

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## 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 has 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 2016 and there is now a need to again understand whether the pay rates are appropriate given the changes in the market even in the past three years. IPSA has commissioned Hays Executive to conduct a robust and thorough salary benchmarking exercise for each of the seven posts to enable them to determine pay that is fair, motivational and appropriate in the context of the market. The seven posts are part of three defined job families; Administrative, Executive and Research. These are then divided by three levels of seniority which are highlighted below.

The roles are to cover:

#### Administrative

- Level 1 - Secretary/PA/EO/Administrative Officer
- Level 2 - Senior Secretary/Senior EO/Senior Administrative Officer/Administrative Manager
- Level 3 - Principal Secretary/Office Manager/Executive Office Manager/Chief of Staff

#### Executive

- Level 1 - Caseworker/Communications Officer/Constituency Assistant/Support Officer
- Level 2 - Senior Caseworker/Constituency Communications Manager/Constituency Support Manager/Senior Communications Officer

#### Research

- Level 2 - Parliamentary Assistant/Researcher/Research Officer
- Level 3 - Senior Parliamentary Assistant/Senior Researcher/Research Manager

As well as reviewing the individual roles, consideration of the regional demographics is also required to understand the geographical pay variances that may impact recruitment and retention. The regions have been broken down into the following:

- London
- The South
- The Midlands
- The North
- Scotland, Northern Ireland and Wales

In addition to reviewing the pay bands for MP's Staff, Hays was also commissioned to evaluate and assess the job descriptions and job description tool to ensure these are fit for purpose, with the need to gain feedback from staff members and stakeholders across the UK. This was done by evaluating pre-existing feedback gathered from the UK stakeholder group and from the associated Trade Unions, as well as conducting first hand one-to-one interviews and attending staff focus groups where able. Throughout this process Hays endeavoured to gain a broad range of feedback from staff members across the UK.

Given the potential changes to the job descriptions and their content, this element was to be conducted first, with the pay evaluation to follow to allow any suggested changes to the role profiles to form part of the pay benchmarking process.

### **Report Objectives Include:**

The purpose of the work is to enable IPSA to determine pay levels that are fair, motivational and appropriate in the context of the market. The scope of this work includes:

- Review the existing job descriptions for MPs staff. This is to take in to account internal staff input from existing survey results gained from the Trade Unions, staff forums and in depth one to one interviews conducted by Hays.
- The evaluation was to take into consideration the content of the job descriptions, looking at whether the descriptors met the demands of each post, as well as investigating how the job description tool is used and if it is meeting the needs of the MP Offices.
- Make any recommendations for change to ensure the tool and the job descriptions are fit for purpose.
- Review the current pay bands across the seven job descriptions mentioned above to ensure they are in line with market rates and make recommendations on how the pay bands need to change (if at all).
- Assemble and present the best available benchmarks of remuneration components from the most relevant grant making foundations, think tanks, universities, research bodies, not for profit organisations and a broader insight into the private sector.
- Recommend how benchmarks should be related to IPSA by reference to sector, job size or otherwise.
- Recommend an appropriate remuneration framework for each post focusing on basic salary.

## **Methodology**

### **Job Description and Tool Evaluation**

Feedback relating to the usability and functionality of the job descriptions and the job description tool was obtained via several different methods including:

- Group Staff Forum hosted by IPSA
- One on one feedback interviews with members of MPs' office staff. Six interviews were conducted.
- Email responses from members of MPs' office staff
- Utilising MAPSA and Unite Trade Union survey data (July 2019).
- Hays evaluation, taking into consideration job descriptions found across the wider market.

## **Pay evaluation**

This document has been prepared following an extensive review of pay and reward data, industry intelligence and market information against specific peers and relevant organisations. Over 679 data sets were gathered across the seven posts.

The research drew on existing relationships with direct peers, annual reports, external benchmarking data, networks, current advertisements, recent live appointments managed by Hays Specialist Recruitment and the resources of our in-house research team to gain relevant information on appropriate and current reward structures within those peers identified.

Due to the nature of the posts and taking into consideration the unique position of an MP's office, we reviewed a number of organisational types to gain a thorough understanding of the market place. The organisational types included:

- Charitable Foundations
- Think tanks, public affairs and policy leading organisations
- Universities and research bodies
- Local Authorities and relevant Government Departments
- Police organisations and Offices of the Police & Crime Commissioners
- Wider private sector companies to provide a holistic overview of the market.

The benchmarks will relate 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.

The aim of this report is to provide accurate, independent data representing comparable organisations' reward structures and their relative merits, evaluating objectively at all times.

### **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.

#### **Additional Considerations for the Pay Review:**

- For each role type we have endeavoured to gain information from the same comparator organisations. Where this has not been achievable we have looked at other comparable posts from relevant organisations, taking into consideration suitability and complexity.
- Where ranges have been provided they have been formed by taking an arbitrary 5% either side of the recommended value.
- The recommendations are based on the data provided for each specific role type. Therefore, quartiles differ across the 7 role types. This has taken into consideration the differences in scale

of the organisations, complexity and role responsibilities across the comparators, sectors and post remits.

- Within the data tables “All” is calculated by undertaking statistical analysis across all comparators, looking at the overall market and not just a review of the ratio outcomes of the 3-4 sectors. Clients find it useful to understand both the individual sector overview and also the whole market to understand how each sector compares overall.
- 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 the review, consideration around the national minimum wage was also factored into the report. The current national minimum wage for those 25 and over is £8.21 and hour.

### **Disclaimer**

This review has been produced by Hays based on information provided by IPSA and from the market. The data provided was subjected to a number of verification and testing processes, but Hays does not accept any liability whatsoever for any inaccuracies in the data provided. The analysis set out in the report represents Hays’ best view of the information, but Hays does not accept any liability that may arise as a result of any party other than Hays 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 does not accept any liability whatsoever for any impact on the decisions that IPSA takes.

## EXECUTIVE SUMMARY OF THE FINDINGS

### Job Descriptions & the Tool

Following the analysis of the stakeholder discussions, interviews and data, the following themes were highlighted around the use of the job descriptions and job description tool, as well as pay:

- Lack of flexibility in the job descriptions and tool to meet the demands and needs of the MP office.
- High percentage of staff stating they hold greater levels of accountability than their job description states.
- The job description content is not meeting the needs of a modern office.
- Post holders are increasingly dealing with more complex cases that involve someone with mental health issues and that can be distressing in nature.
- MP staff have greater responsibilities for dealing with multi-channel enquiries on a daily basis, including social media, as well as ensuring the office has a strong online presence. It was felt by a lot of staff that the current job descriptions did not adequately encompass the amount of time spent on handling social media enquiries, as well as the level of priority this should be given.
- It was identified that Office Managers/Chiefs of Staff in particular carried out a wide range of duties beyond the remit of the job description, typically working cross-functionally across the job families both within the office and externally when working directly with their MP.
- Pay levels are deemed not commensurate in many instances to the level of accountability.
- Post holders are typically paid at the bottom of the associated pay range with little or no movement for progression even when their level of experience and responsibilities expanded.
- Post holders are typically paid at the bottom of the associated pay range, even when the role accountabilities are greater or where the candidate has appropriate experience.

### Solutions, considerations & recommendations

A number of solutions and alternative mechanisms were highlighted in helping to bring greater flexibility to the job description tool to enable the MPs office to create more tailored and appropriate job descriptions that met the needs and demands of the office. With these bring challenges in ensuring post holders are within the most appropriate pay bands and that staff are paid fairly and equitably for the work they do. More practical solutions included:

- Creating a free text box to enable MPs and Office Managers to add 3-4 additional accountabilities to their job description.
- Developing a structure where you have just job levels as opposed to job families where MP staff can select role responsibilities across Administrative, Executive and Research but where the duties are all commensurate with the same level and pay range. This is recommended particularly for Level 3 post holders which saw internal feedback highlighting the breadth of the Office Manager/Chief of Staff role which in many instances saw accountabilities cut across the three job families.
- Modernising and updating of the current job descriptions to ensure these are fit for purpose. Suggested content changes and amendments can be viewed from page 12.
- Greater training and communication around the use of the job description tool and how it is to be used and implemented to ensure staff and their responsibilities are accurately reflected. This is also to help ensure staff are paid fairly and appropriately for the level of work being undertaken.
- Guidance around where new post holders should be positioned on the pay scale needs to be communicated based on the accountabilities of the role, as well as when existing post holders expand their responsibilities to hold new accountabilities.
- Given the increase in handling more distressing case work, it is recommended that a national support mechanism or Employee Assistance Programme is established to help provide greater employer support to staff and their wellbeing.

**Summary of Pay Findings**

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.

Job Family/Level	Current Range	Market Quartile Range London	Market Median London	Market Quartile Range Outside of London	Market Median Outer London	Suggested Range London	Suggested Range Outside of London
Level 1 Administrative	London £20,572 - £27,124, <b>outside of London</b> £17,550 - £25,287	£22,402 - £30,882	£26,635	£18,391 - £26,243	£20,935	£21,282 - £30,882	£18,391 - £27,555
Level 2 Administrative	London £24,238 - £34,947, <b>outside of London</b> £21,951 - £31,337	£26,251 - £36,936	£29,719	£23,397 - £32,750	£27,107	£26,521 - £36,936	£23,397 - £32,750
Level 3 Administrative	London £30,324 - £45,152, <b>outside of London</b> £27,815 - £41,242	£33,759 - £48,360	£42,500	£30,000 - £45,552	£36,159	£33,759 - £48,360	£30,000 - £45,552
Level 1 Executive	London £21,960 - £32,548, <b>outside of London</b> £19,641 - £28,804	£24,000 - £35,002	£29,500	£21,529 - £31,705	£25,000	£24,000 - £35,002	£21,529 - £31,705
Level 2 Executive	London £27,324 - £38,421, <b>outside of London</b> £23,938 - £36,645	£32,000 - £42,046	£37,510	£28,311 - £39,981	£33,918	£32,000 - £42,046	£28,311 - £39,981
Level 2 Research	London £23,750 - £35,308, <b>outside of London</b> £20,420 - £32,353	£25,500 - £35,059	£31,039	£23,839 - £33,068	£27,412	£25,500 - £36,812	£22,647 - £34,721
Level 3 Research	London £33,000 - £50,540, <b>outside of London</b> £30,290 - £44,539	£36,575 - £51,207	£43,000	£32,811 - £45,000	£37,718	£36,575 - £53,767	£32,811 - £47,250



## JOB DESCRIPTION & TOOL EVALUATION

### Overview

The Job Description Tool is the system used by MPs and their staff to create new job descriptions when they are looking to hire a new employee. When using the tool, the first step is to choose the job family the new role will sit in, Administrative, Executive or Research. Next the individual selects the job level and title they feel would be most appropriate. Finally, they choose the role responsibilities they desire for the new post and use these to create the job description.

### Objective

The objective for Hays was to review the existing job descriptions for MP staff and the job description tool to ensure they are fit for purpose and to make any recommendations for change.

### Methodology

Internal feedback relating to the usability and functionality of the job descriptions and the job description tool was obtained via several different methods including:

- Group Staff Forum hosted by IPSA
- One on one feedback interviews with members of MPs' office staff. Six interviews were conducted.
- Email responses from members of MPs' office staff
- Utilising MAPSA and Unite Trade Union survey data (July 2019).
- Hays evaluation, taking into consideration job descriptions found across the wider market.

### The Job Description Tool: Restrictions and Job Families

- In the data gathered by a survey the majority of surveyed members believed their job description either only partially matched their responsibilities or did not match their duties at all. This is primarily because of the amount of posts that combined aspects of different job families into one forming a hybrid position. As such, over the course of gathering feedback on this topic, some questions and suggestions were raised to try to address this. One common question might be why do they have to use the job families at all? The rationale behind asking this question was that using the job families restricts the Office Managers and MPs to choosing only certain responsibilities highlighted to them once they have selected the job family and the job title. This was seen by some as very restrictive and did not consider that every office is different where individuals performed dual roles across the families.
- A possible solution is to scrap the job families structure and just allow Office Managers and MPs to choose from the selection of job titles and role responsibilities available. This would allow them to create more varied roles that would reflect their members of staff more accurately. The challenge with this, however, is that this would make it nearly impossible to maintain the current pay bands or to establish new ones as there would be no distinct boundaries between job levels. Having the pay bandings helps to ensure post holders are paid effectively according to their accountabilities. Although challenges around the content of the job descriptions have been identified and are evaluated further in this review, there are greater challenges around pay equality and fairness if the job families were to be taken away altogether.
- Another solution is to change the order in which job descriptions are created. Currently an Office Manager or MP chooses the job family, then the job title and then selects their desired job responsibilities/qualities. This could be changed so the job family is still selected first but then the qualities are selected followed by the best job title to match this. This solution would be easier to implement and would maintain the current job family and title structure. The difficulty here, however, would be how the job description tool would determine the most appropriate job title based on the responsibilities selected by the individual, as well as the appropriate pay band. If the

tool were able to advise where post needed to be positioned within a certain pay band based on hitting certain job criteria, then this could be a future option for IPSA moving forward.

- A third possible solution would be to create more responsibilities and add them to two or more job families/job levels so, for example, there could be an Administration Officer that also specifically helps with casework. This is already possible for certain combinations of roles but the suggestion was to make far more options available so there could be more combinations of jobs and responsibilities. Another example might be a Parliamentary Assistant that primarily worked in the constituency as opposed to researching parliamentary matters so if this was reflected in their job description it would be a lot more accurate. Currently constituency duties fall under the remit of the Executive Job Family.
- Having a free text box could help provide a solution to a number of these scenarios and was a core aspect in the feedback presented to Hays. This would help to provide greater flexibility to the MPs Office and provide greater assurance to the post holder around the remit of their role. The challenge with this option is to ensure that pay levels are appropriate to the size of the role being designed. Having a cap on the number of additional responsibilities may help to ensure the job size remains consistent with the pay banding, with staff being guided to use equivalent level job functions across the other job families.
- One other option is to provide MP staff with only job level options without the job families. This would require having three predetermined pay ranges where staff can select job functions based on level only. This would create a level of flexibility, with the ability to bring cross-functional responsibilities into a job description, whilst ensuring that post holders are paid at the right level.

### **Lack of Pay and Career Progression Opportunities**

- According to data gathered the majority of respondents do not feel there are opportunities for career progression in their office. This sense of a lack of progression is a twofold problem. On the one hand many members of staff might not have received a pay raise for a number of years and have simply remained on the bottom of the pay band. IPSA does not currently have a pay progression scheme or an annual review scheme meaning pay is solely decided by each MP and sometimes their Office Manager. This can result in individuals being placed at the bottom of a pay band where this stays unchanged even as their experience and responsibilities grow in the office.
- The other aspect of this is that individuals often feel like they are given the full list of responsibilities from their first day in the office with this simply being added to over time. This means there is not a progression of pay with responsibilities taken on by the individual as they are already doing everything that is expected of them as per their job description. Building on this, many members of staff might feel the level of knowledge and experience required for certain roles is not adequately reflected in the job descriptions.
- Although a large number of respondents in a survey said they had received a promotion or change in job title since beginning working in an MP's office, feedback indicated that this was after a significant amount of time an individual had been carrying out the duties specified as part of their new role. Furthermore, as there is no clear route for progression the decisions can appear somewhat arbitrary by MP's or Office Managers which can leave other members of staff feeling confused.
- Although not part of the remit of this review, pay progression and career development are important aspects to be raised. The challenges highlight that although the pay bandings are wide to encompass different levels of accountability and to reward different levels of experience, offices are tending to appoint and maintain pay levels at the bottom of the grade. Budget pressures were a core attribute to this with feedback also being provided that post holders were placed on a lower level even where their accountabilities were higher so that they had a lower salary to keep costs

at a minimum. Given these challenges there are risks around pay equality, with salary levels being set according to budget and external perceptions rather than accountability and fairness.

- A solution is required here because even if the job descriptions are more reflective of the demands of the job, pay levels may still not be reflective of the duties being performed. A core aspect is to ensure that MPs and their offices are fully trained in how the tool and pay bandings work and that ensuring staff are paid fairly for their work is of paramount importance. A solution for the pay bands could be to have a guide that highlights where post holders should be positioned on the band dependent on the level of accountability of the role. For example, if a post holder was to be appointed at an Administrator Level 2, but also had some wider responsibilities for case work and research requirements, then a salary towards the upper half of the pay band would be required.

### **Mental Health**

- A common piece of feedback was that there is an ever-increasing number of cases that involve someone with mental health issues contacting their MP. This can require specialist knowledge and a large amount of time to handle these issues appropriately and a lot of MPs staff do not feel this is addressed in the job descriptions presently.
- Linked to this was that there is no mention in the job descriptions that the cases handled by the caseworkers or other members of the office can be very distressing and place a huge mental burden on members of staff. It was suggested that if there were statements about this in the job descriptions this would better reflect the duties of caseworkers, in particular, and would also mentally prepare an individual for this when they start the job.

### **Social Media and Digital Presence**

- Across all offices it is apparent that there is a larger requirement for MPs staff to have a strong online presence than there was even five years ago. This is not restricted to one particular post or one job family and can sit with any individual or combination of individuals depending on the specific office and how it is structured. Despite this it is usually the Caseworkers in the Executive Job Family or the Administrative Job Family that handle the majority of online queries and media responses.
- Although there are duties in the job description tool that state, for example, “follow up on social media queries and comments”, it is felt that this does not adequately encompass the amount of time that this can take up as well as the level of priority this should be given. Constituents expect their MPs to respond to queries online more than ever so for some members of staff that is the primary focus of their work.

### **Office Managers/Chiefs of Staff**

- Throughout the course of gathering feedback from MPs staff across the UK, it became apparent that Office Managers/Chiefs of Staff carry out a wide range of duties both within the office and externally when working directly with their MP. Because of these, particularly the former, it could be considered pertinent to combine the Level 3 job families, so Office Managers don't have to restrict themselves to the prescribed duties on the current job descriptions. For example, if an Office Manager is required to carry out a lot of parliamentary research akin to a Senior Parliamentary Assistant or Researcher, they would be able to add some of these duties to their job description and would not officially be constrained according to their job description.
- An additional duty that is not mentioned in the job descriptions for this role was signing off large amounts of correspondence that the MPs don't have time to manually review themselves. This is a large responsibility as correspondence is usually sent out on behalf of the MP, so any mistakes or incorrect advice would be linked to them.

**Job Description Content: The need to modernise**

As observed from survey feedback, the Job Descriptions have been deemed too brief, lacking real detail and meaning in what staff actually do. This includes aspects such as potential job titles where they are not in keeping with more appropriate modern terms. For instance, a Secretary can be deemed “old fashioned”, with most modern equivalents being more of an Executive Assistant or PA that provide greater support requirements to their MPs.

Following the feedback gathered from the conversations, meetings and the survey information, the following tables provide considerations and recommendations around updating and modernising the job description content:

Job Level:		Level 1 Administrative	
Job Title		Current	Suggestions
		Secretary Personal Assistant Executive Officer Administrative Officer	Customer/Client Service Advisor  Administration and Communications Officer  Remove Secretary
Current Job Description Content		Suggested Amendments to existing content	New Content
Opening and dispatching mail	Opening, handling and actioning email, post and social media enquires	Assist in the writing of speeches for the MP	
Diary management	Complex online diary management	Assisting in the compilation of briefing packs for MPs	
Assisting with arrangements for events (non-political)	Could expand to include: assisting with arrangements for events; venue research and bookings; compiling and managing guest-lists; liaising with suppliers; and providing on-the-day event support as required.	Assisting in the updating of social media on request	
Responding to enquiries by telephone and e mail, passing on queries to other team members/MP as appropriate	Responding to enquiries by telephone, e mail and social media, passing on queries to another team members/MP as appropriate	Efficient data and file management to ensure the office complies with the General Data Protection Regulation (GDPR)	
Providing administrative support in relation to MP's expenses scheme	Providing administrative support in relation to MP's expenses scheme via IPSA online	Minute taking	
Handling administrative arrangements for meetings with members of the public/MP surgeries		Database management and using office software (e.g. Microsoft Office) to handle administrative cases	
Photocopying, filing, record-keeping and typing correspondence		Engage professionally with care and integrity with members of the public, through telephone enquiries, social media, email, letters and face to face.	
Liaise with external suppliers when required regarding office supplies	Liaise with external suppliers when required regarding office supplies and security	Exposure to complex or distressing cases	

Job Level:	Level 2 Administrative	
Job Title	Current	Suggestions
	Senior Secretary	Executive Assistant
	Senior Executive Officer	Remove Senior Secretary
	Senior Administrative Officer	Senior Customer/Client Service Advisor
	Administrative Manager	
Current Job Description Content	Suggested Amendments to existing content	New Content
Manage and monitor incoming calls and enquiries	Manage and monitor incoming calls, face to face enquires, emails and social media enquiries, dealing with cases that do not need to be transferred to a caseworker. Ensure all enquiries are dealt with in a timely manner.	Assist in writing external communications including speeches for the MP  Compilation of briefing packs for MPs  Update social media and online presence content where required
Efficient data and file management to comply with Data Protection Act	Efficient data and file management to comply with the General Data Protection Regulation (GDPR)	Efficient data and file management to ensure the office complies with the General Data Protection Regulation (GDPR)
Deal with complex queries and complaints on the MPs' behalf, including drafting and signing letters	Deal with complex queries and complaints on the MPs' behalf, including drafting and signing letters, responding to social media and email enquiries, as well as managing face to face queries and complaints.	Providing administrative management in relation to MP's expenses scheme via IPSA online  Minute taking
Manage the MPs' diary commitments with overall control of constituency commitments		Database management and using office software (e.g. Microsoft Office) to handle administrative cases
Ensure enquiries are dealt with sensitively and confidentially		Engage professionally with care and integrity with members of the public, through telephone enquiries, social media, emails and face to face.
Maintain up-to-date knowledge of relevant legislation	Have working knowledge of relevant legislation, such as immigration law and housing or social care legislation and to understand how these policies may impact members of the local constituency.	To maintain positive on-going relationships with members of the public, special interest groups, suppliers and Westminster where required.
Supervise staff as required		Exposure and greater management of complex or distressing cases
Manage budgets as required		Resource and project management responsibilities
Provide secretarial support to special interest groups as required	Provide executive support to the MP and special interest groups as required.	There will be a requirement for the role holder to work outside of normal working hours and travel for work occasionally.

Job Level:		Level 3 Administrative	
Job Title	Current	Suggestions	
	Principal Secretary	Remove Principal Secretary	
	Office Manager	MP Advisor	
	Executive Office Manager		
	Chief of Staff		
Current Job Description Content	Suggested Amendments to existing content	New Content	
<p>Responsibility for managing all aspects of the budget, keeping the Member informed of all relevant financial matters</p> <p>Ensure a range of efficient secretarial and administrative support</p> <p>Manage the office team, ensuring accurate personnel records are kept and notifying IPSA of contractual changes as necessary</p> <p>Manage secretarial support to special interest groups as required</p> <p>Ensure the office is fully equipped</p> <p>Overall management of the Member's diary commitments, delegating tasks to others as appropriate</p> <p>Liaise with groups/personnel at Westminster, within the constituency and the general public on the Member's behalf as necessary</p>	<p>To add any accountability of online budget requirements</p> <p>Lead and maintain a highly professional administrative support function for the MP office.</p> <p>To add aspects of training and line management where required, as well as the fact this will involve using the IPSA online tool.</p> <p>Provide high quality, efficient and effective support to the MP and special interest groups across their duties</p>	<p>Have final signoff on all delegated areas from the MP, for example constituent correspondence</p> <p>There will be a requirement for the role holder to work outside of normal working hours, including attending events with the MP as required.</p> <p>Collate all required information from team members to present to the MP</p> <p>Conduct parliamentary research as required</p> <p>Taking ownership of certain casework as required</p> <p>Frequent exposure and management of complex or distressing cases.</p> <p>Horizon-scanning, anticipating what advice or action may be required; proactively identifying problems and resolving them.</p> <p>Planning the MP's internal communications and external stakeholder engagement and providing strategic advice on Constituent matters on behalf of the MP where appropriate</p> <p>Support and manage the recruitment of staff for the MP's office</p> <p>Maintain and utilise knowledge of relevant legislation, such as immigration law and housing or social care legislation and to understand how these policies may impact members of the local constituency.</p>	

Job Level: Level 1 Executive	
Job Title	Current
	<p>Caseworker</p> <p>Communications Officer</p> <p>Constituency Assistant</p> <p>Support Officer</p> <p>Constituency Support Officer</p>
	Suggestions
	<p>Online Content Producer</p> <p>Graphic Designer</p> <p>Social Media Coordinator</p>
Current Job Description Content	Suggested Amendments to existing content
<p>Attending surgeries and other meetings as appropriate</p> <p>Dealing with standard queries from members of the public</p> <p>Gathering relevant information to assist with resolving cases</p> <p>Log all cases; monitor progress and ensure all identified actions are taken</p> <p>Retain records and information confidentially and in line with the Data Protection Act</p> <p>Draft responses to constituents</p> <p>Analyse patterns of enquiries and produce reports</p> <p>Establish a social media presence in the constituency and publicise surgeries etc.</p> <p>Follow up on social media queries and comments</p>	<p>Dealing with large numbers of standard queries, as well as assisting on more complex and often distressing cases from members of the public by phone, email, social media or face to face. Ongoing communication may be required.</p> <p>Gathering relevant information through research to assist with resolving cases</p> <p>Ensure records are kept and information managed confidentially in line with the General Data Protection Regulation (GDPR)</p> <p>Critically analyse patterns of enquires and articulate the findings in reports and communication with the MP and other staff members</p> <p>Establish, monitor and update a social media (including Facebook, Twitter, LinkedIn, Community Groups etc) and online presence in the constituency. Produce online graphics and video content, as well as publicising surgeries and news alerts etc.</p> <p>Manage and monitor social media enquiries, dealing with cases that do not need to be transferred to a higher level. Ensure all enquiries are dealt with in a timely manner.</p>
	New Content
	<p>Prior experience of working with individuals with mental health issues would be beneficial</p> <p>Prior familiarity with the constituency would be beneficial</p> <p>Build specialist knowledge in an area of casework e.g. immigration or welfare.</p> <p>There will be a requirement for the role holder to work outside of normal working hours and travel for work occasionally.</p> <p>Ensure that each case is dealt with promptly, sensitively and accurately in accordance with the MP.</p>



Job Level:	Level 2 Executive	
Job Title	Current	Suggestions
	Senior Caseworker	(Senior) Casework Team Leader/Manager
	Constituency Communications Manager	Online Content Producer
	Constituency Support Manager	Senior Communications Advisor
	Senior Communications Officer	
Current Job Description Content	Suggested Amendments to existing content	New Content
<p>Attend surgeries, tribunals and meetings as appropriate</p> <p>Liaise with Government agencies, voluntary sector and others to resolve constituency matters</p> <p>Take initial action on queries from members of the public, including responding on behalf of the MP as appropriate.</p> <p>Gather relevant information to resolve or progress cases</p> <p>Develop knowledge in specialist areas</p> <p>Ensure all cases are logged; monitor progress and ensure all identified actions are taken</p> <p>Ensure records are kept and information managed confidentially and in line with the Data Protection Act</p> <p>Provide briefings for the MP</p> <p>Monitor media coverage, liaise with media, prepare press releases as required (on constituency, non-party political matters)</p> <p>Supervise other members of staff</p> <p>Respond to routine correspondence and enquiries from constituents, the media, lobbyists and pressure groups</p>	<p>Ensure that all cases and decisions are properly documented, writing clear concise reports containing analysis of the evidence, explanation of the findings and conclusions, and a robust and appropriate action plan, to include ongoing monitoring and communication procedures where required.</p> <p>Ensure records are kept and information managed confidentially in line with the General Data Protection Regulation (GDPR)</p> <p>To include: coaching and mentoring</p> <p>Respond professionally, sensitively and with integrity to routine correspondence and enquiries by email, telephone, social media and face to face from constituents, the</p>	<p>Exercise a high level of discretion and autonomy in reaching decisions on cases based on the evidence.</p> <p>Prior experience of working with individuals with mental health issues would be beneficial</p> <p>Prior familiarity with the constituency would be beneficial</p> <p>Engage professionally with care and integrity with members of the public, through telephone enquiries, social media, emails and face to face.</p> <p>Responsible for the management and development of the external communication presence of the MP Office. To include:</p> <p>Establish and develop appropriate strategies around social media (including Facebook, Twitter, LinkedIn, Community Groups etc) and online presence in the constituency. Produce online graphics and video content, as well as publicising surgeries and news alerts.</p> <p>Ensure online presence is meeting the demands of the constituents, the locality and the MP.</p> <p>Oversee the monitoring and updating of online planforms including the website and social media.</p> <p>Liaise and engage with external providers and suppliers as and when required.</p> <p>Support the MPs office and objectives through highly effective</p>

<p>Manage and progress portfolio of casework appropriately</p> <p>Research local, regional or national issues to support the MPs' work</p>	<p>media, lobbyists and pressure groups.</p> <p>Manage a large caseload of complex and often distressing cases, working in a professional, caring and sensitive manner.</p>	<p>communication and social medial presence.</p> <p>Use creative ideas to design and develop engaging, targeted content and messages across a range of channels</p> <p>Evaluate the impact of external communications activity</p>
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Job Level:		Level 2 Research	
Job Title		Current	Suggestions
		Parliamentary Assistant	
		Researcher	
		Research Officer	
Current Job Description Content	Suggested Amendments to existing content	New Content	
<p>Undertake research, usually from readily available sources, on straightforward subjects</p> <p>Analyse, evaluate and interpret data to ensure the MP is accurately informed on key issues</p> <p>Develop and maintain current knowledge of bills, Early Day Motions, legislation, Hansard, debates, etc</p> <p>Monitor media coverage and brief the MP on relevant issues</p> <p>Ensure the MP is fully briefed on potential questions and motions to be put to the house</p> <p>Give advice on policy issues</p> <p>Supervise Staff members where appropriate</p> <p>Project work</p> <p>Progress casework as required</p> <p>Project Management</p> <p>Respond to routine correspondence and enquires</p>	<p>Undertake research, usually from readily available sources, typically online, on straightforward subjects</p> <p>Develop and maintain current knowledge of bills, Early Day Motions, legislation, Hansard, debates, etc. To include Brexit and local planning outcomes</p> <p>Monitor local, regional and national media coverage online and through social media to brief the MP on relevant issues</p> <p>To advise and ensure the MP is fully briefed on potential questions and motions to be put to the house</p> <p>To expand: what does this look like?</p>	<p>Undertake constituency work as required by the MP</p> <p>Assist with casework as required</p> <p>Monitor social media activity and report any relevant trends to the Chief of Staff/MP</p> <p>Engage professionally with care and integrity with members of the public, through telephone enquiries, social media, email and face to face.</p> <p>Have working knowledge of relevant legislation, such as immigration law and housing or social care legislation and to understand how these policies may impact members of the local constituency.</p> <p>Assist in writing external communications including speeches for the MP</p> <p>Compilation of briefing packs for MPs</p> <p>Efficient data and file management to ensure the office complies with the General Data Protection Regulation (GDPR)</p> <p>To maintain positive on-going relationships with members of the public, special interest groups,</p>	

<p>Prepare and present briefing notes for committees, press releases, parliamentary questions etc.</p> <p>Provide generalist admin support</p> <p>Diary Management</p>		<p>suppliers and Westminster where required.</p> <p>Exposure and greater management of complex or distressing cases</p> <p>Resource and project management responsibilities</p> <p>To work with colleagues in communications/casework to identify potential impacts from the research work and disseminate them effectively.</p> <p>There will be a requirement for the role holder to work outside of normal working hours and travel for work occasionally</p> <p>Liaise with members of government and local government, party headquarters, other politicians and their staff, embassies, commissioners, relevant interest groups, the media, relevant voluntary sector organisations and constituents</p> <p>Help draft amendments for reports and prepare briefing material</p> <p>Provide support needed to get an issue on the political agenda, e.g. research or liaising with key individuals or groups.</p>
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Job Level:		Level 3 Research	
Job Title	Current	Suggestions	
	Senior Parliamentary Assistant		
	Senior Researcher		
	Research Manager		
Current Job Description Content	Suggested Amendments to existing content	New Content	
<p>Undertake research on complex and/or difficult subjects</p> <p>Analyse, evaluate and interpret data to ensure the Member is accurately informed on key issues</p> <p>Prepare and present results for the purposes of briefing notes for committees, parliamentary questions, articles and press releases</p> <p>Respond to routine correspondence and enquiries from constituents, the media, lobbyists and pressure groups</p> <p>Monitor media coverage and brief the MP accordingly</p> <p>Advise the MP on policy issues</p> <p>Ownership of Diary Management</p> <p>Progress casework as required</p> <p>Research local, regional or national issues to support the MPs' work</p> <p>Deal with complex queries and complaints on MP's behalf, including drafting and signing letters</p> <p>Undertake supervisory responsibility as required</p> <p>Lead on project work as required</p> <p>Manage the office team, ensuring accurate personnel records are kept and notifying IPSA of contractual changes as necessary</p>	<p>Research and monitor local, regional and national media coverage online and through social media and brief the MP on relevant issues</p> <p>To advise and ensure the MP is fully briefed on potential questions and motions to be put to the house</p>	<p>Have final signoff on all delegated areas from the MP, for example constituent correspondence</p> <p>There will be a requirement for the role holder to work outside of normal working hours, including attending events with the MP as required.</p> <p>Taking ownership of certain casework as required</p> <p>Frequent exposure and management of complex or distressing cases.</p> <p>Horizon-scanning, anticipating what advice or action may be required; proactively identifying problems and resolving them.</p> <p>Maintain and utilise knowledge of relevant legislation, such as immigration law and housing or social care legislation and to understand how these policies may impact members of the local constituency.</p> <p>Establish and develop appropriate strategies around research development.</p> <p>To produce and present high quality written reports, briefing notes, and professional advice, for internal and external stakeholders, on the findings of research and reviews, and respond to enquiries from members, the public, developers, other departments and outside bodies and organisations.</p>	

## 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.

From the internal feedback additional considerations around increasing and varying workloads need to be considered for this level, with post holders in many instances taking on wider accountabilities for:

- Social Media Presence
- Assisting with caseloads
- Ad hoc preparatory work for MPs
- Handling more enquires that can be distressing in nature

**Current salary range:** London £20,572 - £27,124, outside of London £17,550 - £25,287

### Data Gathering Methodology

A total of 114 data sets were gathered for the Level 1 administrative job family. Given the transferable skills, a range of organisational types were analysed, including:

- Charitable Foundations;
- Think tanks and policy organisations;
- Universities;
- Wider Civil Service, Local Authorities and police related organisations;
- Wider Private Sector.

Job titles ranged from: Administrative Assistant to Team Administrator, Personal Assistant, Executive Assistant, Data Administrator, Business Support Assistant, Programme Administrator, Administrative Officer, Administrative Coordinator, Academic Administrator, Service Administrator, Office Administrator and Departmental Administrator.

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 Administrative	2019					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £20,572 - £27,124, outside of London £17,550 - £25,287					
London	£26,932	£15,983	£22,402	£26,635	£30,882	£41,736
South	£23,302	£14,942	£19,509	£23,659	£28,375	£32,000
Midlands	£24,837	£16,000	£19,343	£23,000	£28,701	£36,613
North	£22,521	£15,500	£18,203	£20,750	£25,849	£39,000
Scot/NI/Wales	£20,906	£15,000	£18,000	£19,804	£23,627	£37,000
ALL	£23,571	£14,942	£18,795	£22,711	£28,000	£41,736
ALL Excluding London	£22,453	£14,942	£18,391	£20,935	£26,243	£39,000

**Observations:**

**Basic Salary:**

- From the findings above, the quartile pay range for equivalent Level 1 Administrators across the sample equated to £18,795 - £28,000pa, with a median midpoint value of £22,711pa. Comparing this range to the current salaries offered by IPSA at this level it can be seen that the salaries at IPSA are starting to fall behind those across the wider market, although this can be interpreted as inflationary rises in the last three years. When comparing London salaries specifically the difference is even greater, particularly at the bottom of the scale where there is a difference of c.£1,500 compared to the London lower quartile.
- When comparing each role, it was found that pay levels were primarily impacted by the size and scope of each role as well as the specific level of individual responsibility each post holder held. At the lower quartile individuals typically performed basic administrative tasks. These included amongst others typing, record keeping, database management, answering enquiries and taking messages, managing correspondence, managing less complex travel requirements and any ad hoc duties that were requested by other individuals. 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. Greater levels of IT data management requirements were seen in contrast to three years ago, with post holders providing general administration support using a range of tools such as Office 365, file stores and shares etc.
- In comparison to this, at the upper half of the quartile outcomes individuals held more complex and broader levels of responsibility, with a greater impact on organisational objectives. These accountabilities included greater executive support and internal/external engagement, including more advanced diary management, managing more complex enquiries, arrangements for meetings, producing agendas, assisting in the development of briefing packs and business papers, minute taking and preparing draft reports and action sheets. 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. Greater autonomy around decision making was also seen towards the top of the pay range. Additionally, posts at the upper quartile often assisted with other teams as required. This could include handling certain social media enquiries or creating material for use on online platforms. Project support was also seen at this level, as well as dealing with more complex enquiries through multiple channels and greater executive support to senior stakeholders. At this level post holders usually had previous experience of working in a similar role elsewhere which meant they were more capable of taking on these duties than those who were new to these types of jobs.

- When comparing the different sectors at this level it was found that salaries in the private sector were the highest closely followed by Central Government and Think Tanks. To explain this, it should be remembered that most Central Government and Think Tank posts are located in London and will therefore receive a London weighting to their salaries. This will bring their salaries closer to their Private sector equivalents across the UK.

## Recommendations & Considerations

Based on the findings above and our understanding of the Level 1 Administrator post, the current range needs to be raised to bring in to line market rates of pay, as well as considerations around the National Minimum 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 London data sets, a rate of £30,882pa 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. Similarly, at the starting salary, the actual lower quartile for the outer London rates has been used to help ensure comparability with the market and a suitable differential with London rates.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£21,282	£26,082	£30,882	£9,600
Outer London	£18,391	£22,973	£27,555	£9,164

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 more complex elements such as greater public engagement and executive support or handling more complex enquires through multiple channels 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 broad 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 than Level 1 post holders and include managing and monitoring incoming calls and enquiries efficient data and file management to comply with the General Data Protection Regulation and dealing 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.

From the internal feedback additional considerations around increasing and varying workloads need to be considered for this level, with post holders in many instances taking on wider accountabilities for:

- Social Media Presence
- Assisting with high caseloads
- Ad hoc preparatory work for MPs
- Handling more complex enquires that can be distressing in nature
- Greater executive support for an MP, with a more comprehensive knowledge of government legislation

**Current salary range:** London £24,238 - £34,947, outside of London £21,951 - £31,337

### Data Gathering Methodology

A total of 82 data sets were gathered for the Level 2 administrative job family. Given the transferable skills, a range of organisational types were analysed, including:

- Charitable Foundations;
- Think tanks and policy organisations;
- Universities;
- Wider Civil Service, Local Authorities and police related organisations;
- Wider Private Sector.

Job titles ranged from: Senior Administrator to Democratic Services Assistant, Commercial Development Administrator, Senior Business Support Officer, Executive Assistant, Personal Assistant, Senior Enquiries Assistant, Chief Administration Officer, Business Support Officer, Executive Team Administrative Support, Academic Administration Team Manager and Senior Clerical Officer.

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	2019					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £24,238 - £34,947, outside of London £21,951 - £31,337					
London	£30,615	£21,000	£26,521	£29,719	£36,936	£42,707
South	£29,872	£23,836	£25,000	£28,694	£34,250	£40,000
Midlands	£25,863	£21,316	£22,000	£22,000	£29,636	£35,000
North	£26,836	£20,000	£22,196	£26,285	£30,000	£35,165
Scot/NI/Wales	£26,343	£18,795	£22,004	£25,991	£30,112	£38,460
ALL	£28,482	£18,795	£24,000	£27,500	£33,531	£42,707
ALL Excluding London	£27,565	£18,795	£23,397	£27,107	£32,750	£40,000

**Observations:**

**Basic Salary:**

- From the findings above, the quartile pay range for equivalent Level 2 Administrators across the sample equated to £24,000 - £33,531pa, with a median midpoint value of £27,500pa. When comparing against the current range within IPSA, a differential of 9.4% and 6.6% can be seen at the lower quartile values of London and Outer London rates respectively.
- 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 than 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. Roles at this lower quartile level primarily worked on their own tasks such as diary management, receiving emails and phone calls and any other ad hoc tasks.
- Where pay levels leaned towards the upper quartile of the market findings, responsibilities started to become more managerial, autonomous and complex in nature. This was sometimes in a supervisory capacity however this was not the case for every position at this level. In addition to this, there was usually a higher level of personal responsibility seen in roles such as a personal budget responsibility or sign off for certain actions. Managing more complex enquires, through a multi-channel approach was also viewed at this level, as well as having greater external engagement and advisory requirements for the office and wider stakeholders. Because of this more experienced post holders were observed than at Administration Level 1.

- It should be noted that with the introduction of the General Data Protection Regulation (GDPR) last year the workload for a lot of administration roles has increased, particularly in roles equivalent to the Level 2 Administrators in MPs offices. Some posts included in the sample had to specifically manage an organisations adaptation to GDPR.
- As with the Administrative 1 level, geographical variances impacted the level of annual salary for roles of this nature with posts in the South seeing a higher median salary than those in the North of the UK. In addition to this, posts in Wales, Scotland and Northern Ireland saw slightly lower salaries again with the median salary in these being 10.3% lower than in the South of the UK. As expected salaries in London were higher than surrounding regions particularly at the upper quartile which was c.£4,000 higher than in the South of the UK.
- When evaluating each sector type for Administrative Level 2 roles it can be seen that there is not a huge difference between salaries at the median quartile of the findings. As most posts at this level carried out the same duties as each other the salaries were comparable across each organisational type.

## Recommendations & Considerations

Based on the findings above and our understanding of the Level 2 Administrator post, the current range needs to be raised to bring in to line market rates of pay.

Given the breadth of the quartile outcomes and to help minimise cross over with the Level 3 Administrator level, it is recommended that the actual lower and upper quartile values are used to formulate the suggested salary bandings for both London and outer London.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£26,521	£31,729	£36,936	£10,415
Outer London	£23,397	£28,074	£32,750	£9,353

To provide some wider considerations around where to appoint to on the grade, we would recommend that where the role remit 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.

From the internal feedback additional considerations around increasing and varying workloads need to be considered for this level, with post holders in many instances taking on wider accountabilities for:

- Assisting with casework as required
- Conducting Parliamentary Research at a senior level as required
- Responding to requests by MP often out of hours
- Greater cross-functional responsibilities
- Handling more complex enquires that can be distressing in nature
- Greater executive support for an MP, with a more comprehensive knowledge of government legislation

**Current salary range:** London £30,324 - £45,152, outside of London £27,815 - £41,242

### Data Gathering Methodology

A total of 70 data sets were gathered for the Level 3 administrative job family. Given the transferable skills, a range of organisational types were analysed, including:

- Charitable Foundations;
- Think tanks and policy organisations;
- Universities;
- Wider Civil Service, Local Authorities and police related organisations;
- Wider Private Sector.

Job titles ranged from: Office Manager to Chief of Staff, Deputy Chief of Staff, Executive Assistant, Personal Assistant, Private Secretary, Head of Secretariat, Administration Manager, Executive Office Manager, School Office Manager, Executive Team Manager, Head of the Metro Mayor's Office, Data and Office Manager and Chief Officer.

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 Administrative	2019					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £30,324 - £45,152, outside of London £27,815 - £41,242					
London	£42,854	£29,491	£33,759	£42,500	£48,360	£53,999
South	£37,904	£24,214	£28,405	£35,000	£46,552	£48,231
Midlands	£35,744	£20,000	£26,013	£35,056	£42,500	£45,000
North	£36,911	£24,214	£28,500	£34,794	£43,228	£46,456
Scot/NI/Wales	£36,184	£20,000	£25,184	£35,000	£43,096	£44,950
ALL	£39,774	£20,000	£31,625	£37,650	£45,972	£53,999
ALL Excluding London	£38,972	£20,000	£30,000	£36,159	£45,552	£48,231

**Observations:**

**Basic Salary:**

- From the findings above, the quartile pay range for equivalent Level 3 Office Managers across the sample equated to £31,625 - £45,972pa, with a median midpoint value of £37,650pa. Comparing this range to the current salaries offered by IPSA at this level it can be seen that the salaries at IPSA are starting to fall behind those across the wider market. When comparing salaries in London specifically there is still a large discrepancy at both the lower and upper quartiles of the market sample.
- When evaluating each role and comparing the different salaries offered see the impacting factors include the size of the office/team being managed, the level of senior interaction the post has and the specific daily duties of the post holder amongst others. Although most roles evaluated at this level in the review saw some managerial responsibilities, where this was not a large focus of the post or the post holder only line managed one or two individuals, salaries tended to be at or just above the lower quartile of each region. At this level most post holders focused primarily on their own work and would have a certain level of interaction with either a director or wider senior management team, however this would not be a large aspect of their work.
- The size of the management accountabilities also 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, managing a team and handling a complex, multi-faceted and sensitive workload, then salary levels typically leaned to the upper quartile of the market findings, particularly if the organisation was large in scale. Post holders at this level had significant external engagement and stakeholder relationship management requirements dealing with members of the public, media and senior representatives. If the post was an Office Manager of a small department or company with less impact on the senior

management team, with defined accountabilities for purely administrative tasks and less external engagement requirements, 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.

- When comparing geographical variations in salaries at this level, excluding London, there was not a huge difference in salaries across the UK. This is primarily because there are a large amount of Office Managers and Chief of Staff posts in Local and Central Government posts across the country, particularly in the north west of the country as well as Wales, Scotland and Northern Ireland. This meant there was not as strong of a bias of high level employment in the South as there was for the lower level administrative roles.

## Recommendations & Considerations

From the internal feedback discussions and data, the Level 3 Administrative role was highlighted as having broader levels of responsibility than identified within the current job descriptions, with cross-functional managerial accountabilities in many cases. It is therefore recommended that we utilise the quartile outcomes as identified, to recompense post holders at the bottom of the scale for the greater levels of responsibility. The upper quartile findings are also to be used to ensure that the range is appropriate given the size of the MP offices in contrast to many of the larger entities seen in the sample.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£33,759	£41,060	£48,360	£14,601
Outer London	£30,000	£37,776	£45,552	£15,552

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 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 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 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 cross-functional senior research and/or senior constituency/casework support oversight we would look to and above the midpoint value. This would also be required for those providing a high level of executive advisory support to the MP with the post holder having high levels of external engagement, advising senior stakeholders, with the need for strong legislative knowledge. 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.

From the internal feedback additional considerations around increasing and varying workloads need to be considered for this level, with post holders in many instances taking on wider accountabilities for:

- Managing large caseloads
- Assisting in complex and often distressing cases
- Requiring specialist knowledge of areas such as immigration or welfare
- Management of the social media and online presence, including content development, as well as producing online graphics and video content.

These additional aspects were considered throughout the review,

**Current salary range:** London £21,960 - £32,548, outside of London £19,641- £28,804

#### Data Gathering Methodology

A total of 126 data sets were gathered for the Level 1 Executive job family. Given the transferable skills, a range of organisational types were analysed, including:

- Charitable Foundations
- Think tanks and policy organisations
- Universities
- Wider Civil Service, Local Authorities and police related organisations
- Wider Private Sector

Job titles ranged from: Communications Officer to Senior Communications Officer, Digital Communications Officer, Criminal Casework Officer, Casework Assistant, Casework Investigator, Caseworker, Senior Caseworker, Campaigns Officer – Customer Engagement, Digital and Media Officer, Events and Engagement Officer, Internal Communications Officer, Communications Coordinator and Community and Communications Officer.

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	2019					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £21,960 - £32,548, outside of London £19,641- £28,804					
London	£30,861	£20,120	£24,000	£29,500	£35,002	£55,066
South	£27,890	£18,041	£21,558	£28,753	£33,205	£38,813
Midlands	£25,808	£17,932	£23,134	£24,860	£28,819	£35,434
North	£25,140	£19,000	£21,000	£24,049	£29,492	£39,609
Scot/NI/Wales	£25,911	£18,000	£22,000	£25,066	£30,000	£40,322
ALL	£26,922	£15,000	£21,996	£26,000	£31,038	£55,066
ALL Excluding London	£26,233	£17,800	£21,529	£25,000	£31,705	£55,066

**Observations:**

**Basic Salary:**

- From the findings above, the quartile pay range for roles equivalent to Level 1 Executive roles across the sample equated to £21,996 - £31,038pa, with a median midpoint value of £26,000pa. Comparing this range to the current salaries offered by IPSA at this level it can be seen that the salaries at IPSA are starting to fall behind those across the wider market. When comparing salaries in London specifically there is still a large discrepancy with both the lower range and upper range being over £3,000 lower than the lower and upper quartile of the London findings.
- 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 communication 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.
- Given the nature of the job titles and accountabilities included at this level within the MPs offices, the review primarily focused on Caseworkers and Communications Officers but keeping within the remit of responsibilities designated at this level by IPSA. This included any additional responsibilities collated from the internal stakeholder engagement sessions such as maintaining a large social media presence and handling complex and distressing cases.
- From these findings it was found that the size of each role was one of the primary factors in determining the salary level. A lot of caseworkers and communications officers performed largely similar duties across the majority of organisations so one of the differentiating factors was the amount of work they were expected to carry out. For example, post holders who worked in larger teams and who had slightly smaller, less complex workloads saw salaries typically lean to between

the lower quartile and the median, whilst in contrast those who handled greater levels of complex and demanding casework typically saw pay levels move towards the upper quartile. Moreover, the type of case work being managed impacted salary levels as the more complex or distressing the cases the more specifically trained the post holder would need to be in order to handle the mental health aspects of the work and salaries were higher to recompense for the greater accountabilities.

- Another observation saw those caseworkers operating in a multi-channel approach seeing salaries lean to the median and above, with post holders requiring to have a greater understanding of not only managing telephone and email enquiries, but also social media requests and face to face conversations.
- The demand for Digital Marketing/Communication/Social Media skills is currently outstripping supply, with the upsurge reflecting the growing importance of marketing and customer service, with organisations developing stronger multi-channel approaches to their customer service strategy. This is pushing up salaries, with the market being candidate led at this time.
- Looking at more communication focused role, pay levels were impacted by the size of the organisation and the scale of the role. Where the post had full ownership of the social media and online presence from design and management then salaries leaned to the upper half of the market sample. The level of influence and impact on an organisation was far greater, with a need to have a strong commercial understanding of the wider organisation was required to ensure the strategy met the needs of their customers and key stakeholders. Where the role provided a more operational, monitoring and content delivery function then salaries leaned to the lower quartile of the market findings.
- Geographic variances were present amongst the roles viewed at this level with salaries in London and the south of the UK being clearly distinct from those in the Midlands, North and Wales/Scotland/Northern Ireland. There were some exceptions to this such as the lower quartile for the Midlands being c.£1,500 higher than the lower quartile for the South, but this can be attributed to statistical chance with the sample gathered for this region. Typically, roles in the Midlands, the North and Wales/Scotland/Northern Ireland had comparable salaries to the same level. As expected, salaries in London were noticeably higher than elsewhere given the cost of living, as well as a greater demand for these skills.
- In many instances both Communication Officers and wider Support Officers held large social media and online presence responsibilities which drove up their salaries in all locations. This is something that is required in a lot of MPs staff posts so was a particular focus in the benchmarking review.
- Between the different sectors reviewed at this level, Local Authorities and Not for Profit entities had the highest salaries, although not by a huge margin, with the median salary only 3.5% above the median salary in Central Government Organisations and Think Tanks.
- Out of the three categories the private sector had the lowest salaries, although again not by a large margin. Typically, equivalent roles paid the same across each sector, however the private sector sample was smaller in this instance as there were less organisations employing caseworkers, so the sample was more defined in this instance.

## **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. This is particularly relevant given the increase in social media accountability and greater management of more complex

casework. Pay levels become more competitive as we look towards the upper quartile and through the band.

When forming a recommendation, we would look to formulate a broad range using +/-5% of the lower and upper quartile values. Given the level of accountability of the role in contrast to the market, we would consider using the actual lower and upper quartile values as these produce a range that is fair and more reflective of the responsibilities at this level.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£24,000	£29,501	£35,002	£11,002
Outer London	£21,529	£26,617	£31,705	£10,176

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 attributed 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 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, handling with more complex cases independently and having greater ownership of the social media and online presence/development, 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 attributed, 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 then 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.

From the internal feedback additional considerations around increasing and varying workloads need to be considered for this level, with post holders in many instances taking on wider accountabilities for:

- Managing large complex caseloads
- Handling complex and often distressing cases
- Requiring specialist knowledge of areas such as immigration or welfare
- Leadership of the social media and online presence, including content development, as well as producing online graphics and video content.

**Current salary range:** London £27,324 - £38,421, outside of London £23,938 - £36,645

### Data Gathering Methodology

A total of 97 data sets were gathered for the Level 2 Executive job family. Given the transferable skills, a range of organisational types were analysed, including:

- Charitable Foundations
- Think tanks and policy organisations
- Universities
- Wider Civil Service, Local Authorities and police related organisations
- Wider Private Sector

Job titles ranged from: Senior Communications Officer, Communications Manager, Head of Communications, Digital Communications Manager, Senior Communications Advisor, Senior Internal Communications Officer, External Communications Manager, Senior Caseworker, Legal Advisor, Pensions Casework Team Leader, Community Liaison and Communications Manager, Senior Support Worker and Senior Caseworker Homeless Prevention.

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	2019					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £27,324 - £38,421, outside of London £23,938 - £36,645					
London	£36,153	£28,145	£32,000	£37,510	£42,046	£45,149
South	£35,406	£24,000	£27,402	£34,200	£40,838	£41,675
Midlands	£34,963	£24,073	£28,869	£34,788	£40,465	£40,930
North	£34,234	£23,000	£28,000	£35,007	£39,852	£42,995
Scot/NI/Wales	£32,452	£20,000	£28,590	£30,737	£37,560	£42,000
ALL	£34,687	£20,000	£29,243	£34,932	£40,000	£45,149
ALL Excluding London	£34,192	£21,254	£28,311	£33,918	£39,981	£57,348

**Observations:**

**Basic Salary:**

- From the findings above, the quartile pay range for roles equivalent to those in the Level 2 Executive pay band across the sample equated to £29,243 - £40,000pa, with a median midpoint value of £34,932pa. Comparing this range to the current salaries offered by IPSA at this level it can be seen that the salaries at IPSA are starting to fall behind those across the wider market with the bottom of the range being 22.2% lower than the lower quartile and the top of the range being 9.2% below the upper quartile of the findings. When comparing salaries in London specifically there is an even larger discrepancy with the upper quartile London salary c.£4,000 higher than the top of the London pay band at IPSA.
- As with the Executive Level 1 roles, at this level the size and scale of each role were the primary determining factors that impacted salary levels. Individuals at the lower quartile would usually have smaller caseloads/general workloads and might defer their decisions to a team leader or manager on more complex cases. Given the level of roles compared here each role was a senior level but there was still a large degree of variation between individual roles. One difference was that at the lower quartile post holders typically did not line manage and were typically titled "Senior" or "Principal" Officer.
- At the upper quartile managerial duties were present in the majority of cases as well as an increased workload of either casework or communications. 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. Where the individual was a Senior Casework Officer or Manager at this level they

would typically be handling the most complex cases that may have been referred to them by a colleague.

- Looking specifically at communications-based roles again most posts at the upper quartile held managerial responsibilities and had large workloads of varying tasks. In these roles compared to those nearer the lower quartile, there would be an expectation that the post holder could self-approve any publications or messages before they were sent with only certain correspondence being approved by a more senior colleague. Post holders at the upper half of the sample had full ownership of the social media and online presence, as well as the wider communication piece.
- Across the UK salaries were consistent aside from London which saw an expected higher rate of pay. The only exceptions were Wales, Scotland and Northern Ireland where, although the lower quartile was comparable to the other regions, the median salary was significantly lower to the value of c.£5,000.
- Comparing each sector, Local Authority, Not for Profit, Central Government and Think Tank roles were largely comparable at the lower, median and upper quartile. The Private sector, however, had salaries that were noticeably higher than those in the other sectors. As a rule, roles in the Private sector started at rates that were not too dissimilar from other sectors, however as the skill demand increased at the middle and higher end of each pay range, salaries increased at a fast rate given the demand for individuals at that level and the competition between companies.

## 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 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 are 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 again to the actual quartile outcomes to formulate a range. This provides a greater distinction to Level 1 post holders, as well as recognise the breadth of the position given the complex work involved.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£32,000	£37,023	£42,046	£10,046
Outer London	£28,311	£34,146	£39,981	£11,670

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. On the communication side post holders will have autonomy in leading and managing the communication and social media presence for a small to mid-sized office. 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, handling more complex and distressing 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. This would also include roles that were leading and managing the communication and social media presence for a large constitutional area and office. 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 have wider cross-functional responsibilities for Senior Research and/or Senior Administrative. 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 more complex requirements then again, this level may be more appropriate with the potential for progression through the band.

Given the level of work undertaken by Caseworkers and Senior Caseworkers at an Executive Level 2 it may be useful to create a new Level 3 Executive role. This would provide the freedom for one individual to more exclusively manage the caseworkers and their workloads in larger offices where there are multiple caseworkers and would give the possibility of greater direction and oversight.

## 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.

From the internal feedback additional considerations around increasing and varying workloads need to be considered for this level, with post holders in many instances taking on wider accountabilities for:

- Sometimes undertaking constituency work alongside caseworkers
- Monitoring of social media activity and reporting on anything relevant to the MP, as well as using social media as a research tool.

**Current salary range:** London £23,750 - £35,308 outside of London £20,420 - £32,353

#### Data Gathering Methodology

A total of 97 data sets were gathered for the Level 2 Research job family. Given the transferable skills, a range of organisational types were analysed, including:

- Charitable Foundations;
- Think tanks and policy organisations;
- Universities;
- Wider Civil Service, Local Authorities and police related organisations;
- Wider Private Sector.

Job titles ranged from: Parliamentary Officer to Political and Parliamentary Officer, Research Support Officer, Senior Researcher, Policy Researcher, Research and Support Officer, Research Consultant, Research Analyst, Research Fellow, Research and Policy Officer, Research Executive, Parliamentary and Policy Researcher and Research, Intelligence and Policy Analyst.

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	2019					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £23,750 - £35,308 outside of London £20,420 - £32,353					
London	£31,819	£20,000	£25,500	£31,039	£35,059	£45,239
South	£26,861	£18,688	£24,214	£26,582	£30,782	£34,189
Midlands	£25,586	£18,000	£22,175	£25,195	£29,958	£39,609
North	£28,824	£19,570	£23,023	£27,572	£34,407	£40,323
Scot/NI/Wales	£28,626	£17,300	£24,000	£27,733	£34,338	£39,610
ALL	£28,993	£17,300	£24,990	£28,075	£34,000	£45,239
ALL Excluding London	£27,709	£17,300	£23,839	£27,412	£33,068	£40,323

**Observations:**

**Basic Salary:**

- From the findings above, the quartile pay range for roles equivalent to Level 2 Research posts across the sample equated to £24,990 - £34,000pa, with a median value of £28,075pa. Comparing this range to the current salaries offered by IPSA at this level it can be seen that the salaries at IPSA are starting to fall slightly behind the market. For national salaries outside of London, the lower quartile is falling 16.7% below the market, whilst a 2.2% differential can be viewed at the upper quartile. In London there is a smaller difference between market salaries and those offered by IPSA with the bottom range falling 6.8% below the London market lower quartile and the upper pay band being more comparable at the London market upper quartile.
- When gathering data for the Level 2 Researcher job family the focus was on equivalent research and policy adviser positions. One distinct difference between certain roles was the level of independent work that was carried out by each post holder. At the lower quartile individuals typically carried out work that was given to them and followed a set brief on what to research or what to advise on.
- Other attributes or differentiators at the lower quartile saw post holders with less complex analytical work or proactive external liaison and engagement requirements. The level and scale of advice expected from each post holder also heavily impacted salary levels with roles requiring the individual to act as a strong advisor to their line manager commanding higher salaries than those that researched topics but did not analyse or act on that information, passing this on to a higher grade. In addition, when information was communicated there was a greater multi-channel approach than that seen three years ago which again saw salaries lean to the median and upper half of the sample to recompense for the additional responsibilities.

- Regionally there were clear differences between salaries in different parts of the UK. In the south of the UK salaries were slightly lower than they were in the north and in Wales/Scotland/Northern Ireland. This can primarily be explained by two main factors. The first of these is just the sample of data gathered which saw the South and the Midlands have a greater leaning to the lower half of the sample. The second factor is that there is a demand for these positions in the North of the UK, particularly Manchester, as well as Wales, Scotland and Northern Ireland, primarily in each respective capital city, with greater levels of competition which have helped to drive salaries up.

## 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 and taking the London Weighting considerations we have used the actual lower quartile value of the outcomes from the London data, a rate of £25,500. This helps to provide less of an overlap with those post holders at a Level 3 Research level.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£25,500	£31,156	£36,812	£11,312
Outer London	£22,647	£28,684	£34,721	£12,074

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. At this range the post holder would not act or advise on the information researched. 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 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, such as providing advice on more complex policy issues, progressing more complex work, implementing an action plan from the research and dealing with multifaceted stakeholders, then we would look to the midpoint and upper value as a guide. This would also be the case if the role were to take on cross-function accountabilities for case work. 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 the upper half of the range 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 complains 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.

From the internal feedback additional considerations around increasing and varying workloads need to be considered for this level, with post holders in many instances taking on wider accountabilities for:

- Undertaking constituency work alongside caseworkers
- Monitoring social media activity and reporting on anything relevant to the MP

**Current salary range:** London £33,000 - £50,540, outside of London £30,290 - £44,539

### Data Gathering Methodology

A total of 80 data sets were gathered for the Level 3 Research job family. Given the transferable skills, a range of organisational types were analysed, including:

- Charitable Foundations;
- Think tanks and policy organisations;
- Universities;
- Wider Civil Service, Local Authorities and police related organisations;
- Wider Private Sector.

Job titles ranged from: Research Manager to Senior Research Advisor Policy Research Manager, Research and Evaluation Manager, Senior Performance Analyst, Senior Policy Research Officer, Senior Research Contracts Manager, Lead User Researcher, Senior Research Administrator, Publicity and Research Officer, Senior Research Fellow, Evaluation Manager, Senior College Research Officer, Postdoctoral Researcher and Research Impact Manager

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	2019					
	Mean	Min	LQ	Median	UQ	Max
IPSA	London £33,000 - £50,540, outside of London £30,290 - £44,539					
London	£43,173	£24,071	£36,575	£43,000	£51,207	£62,339
South	£41,110	£30,000	£32,057	£38,706	£48,727	£59,740
Midlands	£36,853	£23,000	£31,200	£37,718	£43,643	£48,677
North	£37,390	£30,000	£33,554	£37,000	£42,121	£55,000
Scot/NI/Wales	£37,852	£25,000	£31,046	£36,303	£49,041	£60,938
ALL	£40,161	£24,071	£33,199	£39,609	£48,677	£62,339
ALL Excluding London	£38,657	£27,999	£32,811	£37,718	£45,000	£59,740

**Observations:**

**Basic Salary:**

- From the findings above, the quartile pay range for posts equivalent to Level 3 Research posts across the sample equated to £33,199 - £48,677pa, with a median midpoint value of £39,609pa. Comparing this range to the current salaries offered by IPSA at this level it can be seen that the salaries at IPSA are starting to fall behind those across the wider market. When comparing London salaries specifically the difference is equally as large, particularly at the bottom of the scale where there is a difference of c.£3,500 compared to the London lower quartile.
- Given the jobs searched for at this level and the specific responsibilities held at this level in MPs offices, almost all the roles had an expectation to give strong policy or political advice to their line managers, who could often be Directors or other senior members of staff. Additionally, it was more challenging to identify directly comparable role types, with organisations having a more tailored/personalised role to meet business objectives. One distinguishing factor was whether a post holder held line management responsibilities or not with those who did seeing salaries lean towards the upper half of the market sample. These examples were typically titled Research Manager as opposed to a Senior Researcher that managed their own projects/workload that were more complex in nature but did not have accountability for others.
- At the upper level of the market findings, post holders were also often expected to manage research projects from initiation, design, through to delivery whilst often leading a research team. Stakeholder engagement and being seen as an expert in their field were deemed necessary.
- As with many of the other roles reviewed for this report, the salaries for posts equivalent to the Research Level 3 roles were impacted by where in the UK they were situated with those in the South seeing higher salaries than those further north. One of the only exceptions to this was the upper quartile salary for Wales, Scotland and Northern Ireland. These higher paid roles were

primarily in the Civil Service with some Private sector examples. The majority of these were found in the capital city of each country. London saw significantly higher rates due in part to the greater skill demand and the greater breadth of many of the roles involved in parliamentary affairs

- When comparing each sector at this level the highest salaries were found in the Civil Service and Regulators followed by Local Authorities and Not for Profit entities with the median quartile of the former 16.1% higher than in the Private sector.

## 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. To help bring greater correlation between the London and outer London starting salaries, the national outer London rates have been set at the lower quartile.

This would equate to the following ranges:

Region	Suggested Lower Value	Suggested Midpoint	Suggested Upper Value	Differential
London	£36,575	£45,171	£53,767	£17,192
Outer London	£32,811	£40,031	£47,250	£14,439

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 such having staff management or greater stakeholder/influencing responsibilities, 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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