



# SFIA CONFERENCE

## Hampshire Constabulary Remuneration Planning

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## Topics to cover

1. Background
2. How the mechanism works
3. What happened
4. Conclusions



# Background



## Background – Hampshire Constabulary

- Covers policing across Hampshire and the Isle of Wight
- Approx. 4,000 police officers ...
- ... 3,000 Police Staff ...
- ... including 140 IT staff ...
- ... covering Project Mgmt., Operations, Infrastructure Mgmt., Development etc. ...
- ... using Wintel, Unix, C#, ITIL, PRINCE2 etc. etc.



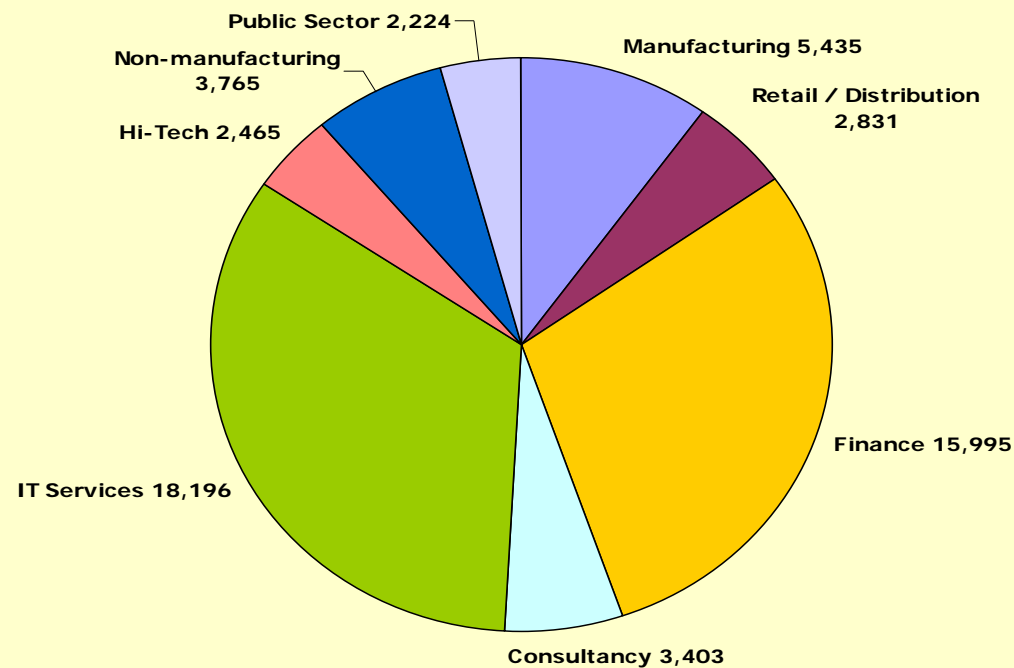
## Background – IT Professional Development

- Issues identified in 2004 :
  - Inability to recruit
  - Desire to implement staff development
  - Poor retention of IT staff
- 100 roles planned for migration to BCS Development Framework (ISM / CDF)  
*(Migration to SFIAplus / Career Developer in progress)*
- Staff assigned a Level (Grade) directly linked to ISM / SFIA
- Roles to be benchmarked against market salaries
- CELRE Salary Survey selected



## Background – CELRE Salary Survey

### celre Survey - # of employees by industry

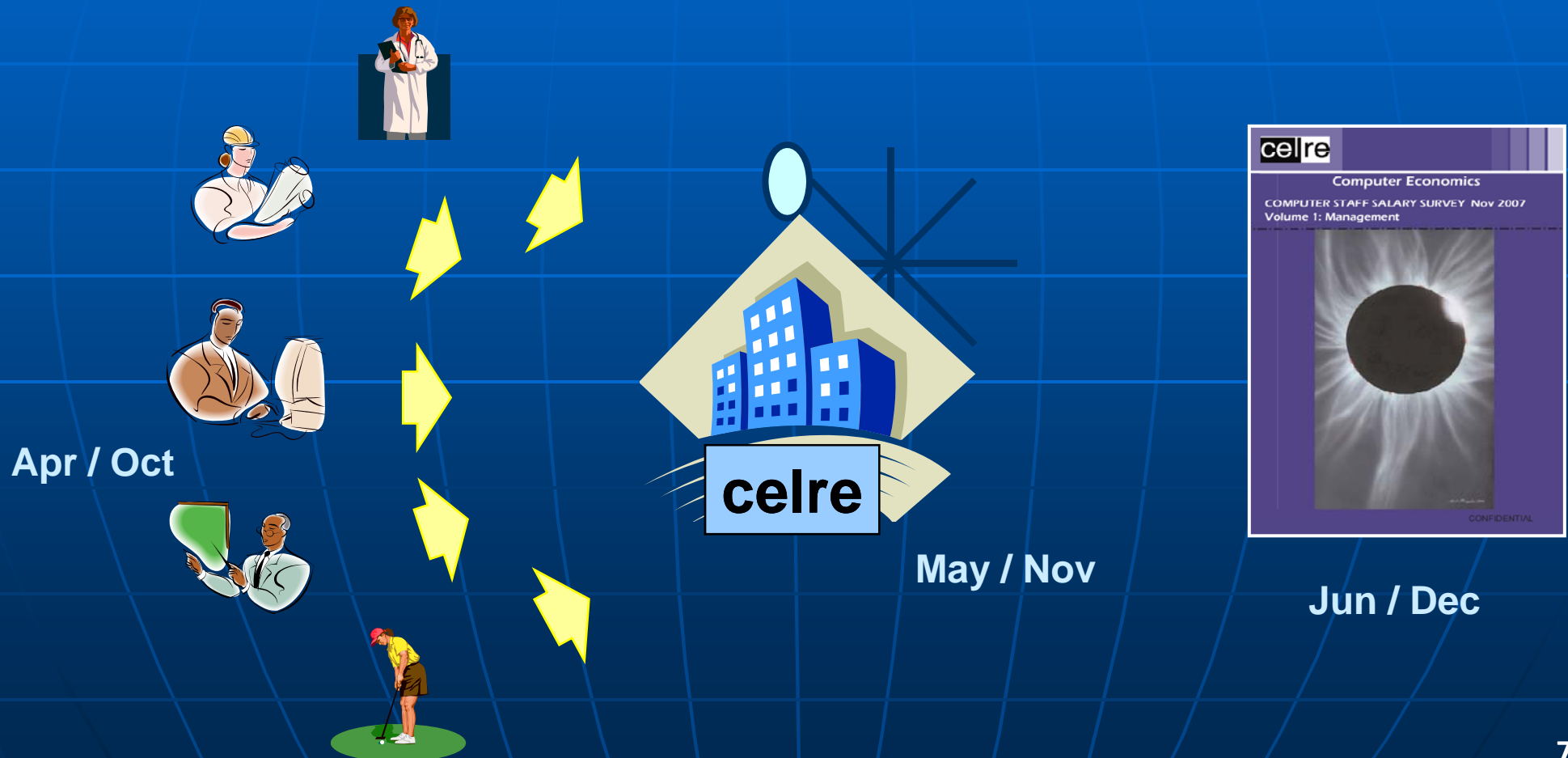


- Total sample size (Nov 2007) = 54,314 employees



# Background – CELRE Salary Survey

- A biannual process ...





## Background – CELRE Salary Survey

- Engagement with CELRE consultancy ...
- ... to establish Level mappings ...
- ... and skill mappings (i.e. not 'job' based)
- ISM skills mappings derived in 2004 ...
- ... SFIA skills mappings now predefined ...
- ... SFIA Levels mappings now defined
- BUT ...
- ... not a 'shrink wrapped' solution



# How the HC mechanism works



# How the HC mechanism works

- Benchmarked against November survey ...
- ... changes applied annually at 1<sup>st</sup> January
- A number of constraints apply :
  - Levels meet at a min / max from a mid-point
  - Salaries can rise and fall as the market dictates
  - Based on a total package
- Movement applied to all Levels within a defined job role
- ... not across the board (Department)

35,000
<b>Level 5</b>
30,000
30,000
<b>Level 4</b>
25,000
25,000
<b>Level 3</b>
20,000
20,000
<b>Level 2</b>
15,000
15,000
<b>Level 1</b>
10,000



# How the HC mechanism works

## Hampshire Constabulary, IT & Communications Services Salary Review 2008

Hants								Change from 2007			
Total Package	Lease car all	Extra A/L	Pension benefit	Basic Salary	Role ID (1)	Role ID (2)	BCS Level	2007 Mid-Point	%age change	Number of staff	Weighted %age
50,193	800	467	8,476	40,450 #	XXTL		5	39,350	2.8	4	2.8
53,184	800	495	8,989	42,900 #	DVDA		5	40,800	5.1	2	

## Hampshire Constabulary, IT & Communications Services Salary Review 2008

Function Title	CELRE										Hants							
	Function Code	Weight (%)	Median Base	Ave Bonus	Ave Others	Pension figure	Private health	Car	Total Package	Diff	Total Package	Lease car all	Extra A/L	Pension benefit	Basic Salary	Role ID (1)	Role ID (2)	BCS Level
Team Leader	20 - 60	100	42,000	3,000	5,200	3,000	600	1,600	50,200	7	50,193	800	467	8,476	40,450 #	XXTL		5
Data Integration Analyst / Web Developer	20 - 46	100	44,000	4,000	5,200	3,000	600	1,600	53,200	16	53,184	800	495	8,989	42,900 #	DVDA		5
	21 - 46	100	39,000	2,000	3,650	2,600	350	700	44,650	-10	44,660	600	428	6,582	37,050 #	DVDA		4
	22 - 46	100	34,000	1,500	2,550	2,200	350	0	38,050	42	38,008	0	370	5,538	32,100 #	DVDA		3
	23 - 46	100	25,000	1,250	2,150	1,800	350	0	28,400	3	28,397	0	275	4,322	23,800 #	DVDA		2
Infrastructure Analyst	20 - 64	100	45,000	4,000	5,200	3,000	600	1,600	54,200	39	54,161	800	504	9,157	43,700 #	TIIA		5
	21 - 64	100	36,000	3,000	3,550	2,500	350	700	42,550	31	42,519	600	407	6,262	35,250 #	TIIA		4
	22 - 64	100	30,000	1,800	2,350	2,000	350	0	34,150	49	34,101	0	332	4,969	28,800 #	TIIA		3
	23 - 64	100	24,000	1,200	1,850	1,500	350	0	27,050	25	27,025	0	261	4,113	22,650 #	TIIA		2
Database Administrator	20 - 52	100	50,000	4,200	5,700	3,500	600	1,600	59,900	-0	59,900	800	558	10,142	48,400 #	DBDA		5
	21 - 52	100	40,000	2,000	3,850	2,800	350	700	45,850	1	45,849	600	439	6,760	38,050 #	DBDA		4
	22 - 52	100	34,000	1,800	2,750	2,400	350	0	38,550	9	38,541	0	376	5,616	32,550 #	DBDA		3
Computer Operations Supervisor Computer Operations Analyst	21 - 88	100	33,000	2,000	3,250	2,200	350	700	38,250	12	38,238	600	365	5,623	31,650 #	COCs		4
	22 - 88	100	27,000	1,250	2,150	1,800	350	0	30,400	29	30,371	0	296	4,425	25,650 #	COCO		3
	23 - 88	100	24,000	750	1,950	1,600	350	0	26,700	33	26,667	0	258	4,059	22,350 #	COCO		2
	24 - 88	100	19,000	750	1,750	1,400	350	0	21,500	5	21,495	0	245	0	21,250 #	COCO		1



# What happened



# What happened

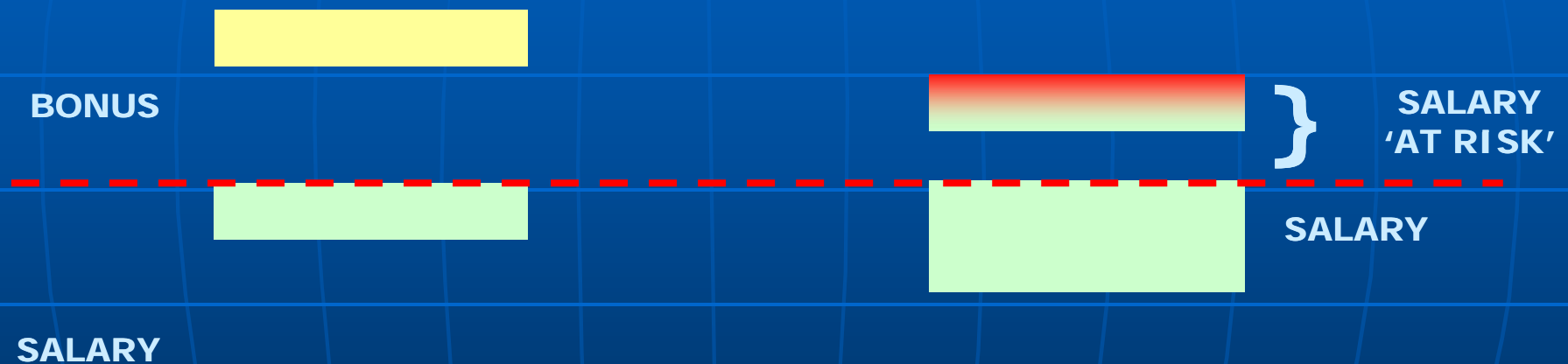
- Live 01.01.2005

Hants								Change from 2007			
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53,184	800	495	8,989	<b>42,900 #</b>	DVDA		5	40,800	5.1	2	
44,660	600	428	6,582	<b>37,050 #</b>	DVDA		4	35,850	3.3	7	
38,008	0	370	5,538	<b>32,100 #</b>	DVDA		3	29,350	9.4	4	
28,397	0	275	4,322	<b>23,800 #</b>	DVDA		2	22,150	7.4	1	5.6
54,161	800	504	9,157	<b>43,700 #</b>	TIIA		5	42,200	3.6	3	
42,519	600	407	6,262	<b>35,250 #</b>	TIIA		4	33,900	4.0	8	
34,101	0	332	4,969	<b>28,800 #</b>	TIIA		3	27,650	4.2	1	
27,025	0	261	4,113	<b>22,650 #</b>	TIIA		2	21,400	5.8	0	3.9
59,900	800	558	10,142	<b>48,400 #</b>	DBDA		5	46,600	3.9	1	
45,849	600	439	6,760	<b>38,050 #</b>	DBDA		4	38,050	0.0	3	
38,541	0	376	5,616	<b>32,550 #</b>	DBDA		3	31,650	2.8	0	1.0
38,238	600	365	5,623	<b>31,650 #</b>	COCS		4	27,350	15.7	3	
30,371	0	296	4,425	<b>25,650 #</b>	COCO		3	24,500	4.7	3	
26,667	0	258	4,059	<b>22,350 #</b>	COCO		2	20,400	9.6	2	
21,495	0	245	0	<b>21,250 #</b>	COCO		1	15,750	34.9	0	10.0



## What happened – Salary Protection

- The cash part of the CELRE package constitutes :
- The HC package has only salary :



- The Protected Pay mechanism provides the red line below which salaries are not allowed to fall



# What happened – Salary Protection





## What happened

- Review took six months ...
- ... required five years trend data from CELRE ...
- ... and took a further six months to apply
- Some salaries still aren't right
- One feels too high ...
- ... two feel too low ...
- ... but the Survey says ..... *< insert "Family Fortunes" noise >*
- The survey can only give answers to the questions you ask



# Conclusions



## Conclusions

- CELRE Survey maps directly to SFIA skills
- Business requirements critical, but ...
- ... must be *informed* requirements
- Don't undertake salary benchmarking without consultancy ...
- ... but don't take it at face value ...
- ... and don't underestimate the level of knowledge required to sustain it



# Questions

