

February 2013

# Report:

## *Senior Pay at East Herts Council*

**HayGroup**



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## Contents

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<b>1. .... Introduction .....</b>	<b>3</b>
<b>2. .... Job evaluation.....</b>	<b>3</b>
<b>3. .... Pay benchmarking .....</b>	<b>5</b>
3.1 Senior pay benchmarking .....	5
3.2 Organisational pay benchmarking .....	7
<b>4. .... Grading.....</b>	<b>8</b>
4.1 Grading options .....	8
4.2 Alignment with Stevenage .....	10
<b>Appendix 1: Evaluation of the roles .....</b>	<b>11</b>
<b>Appendix 2: Grading options - risks and benefits.</b>	<b>16</b>
<b>Appendix 3: Benchmarking data participation list</b>	<b>17</b>
<b>Appendix 4: Market benchmarking .....</b>	<b>18</b>



## 1. Introduction

This paper is presented to East Herts Council for discussion about benchmarked salary levels based on our evaluations of your Chief Executive, Directors and Heads of Service.

You have recently restructured at the top of the organisation following the departure of your previous Chief Executive, to make efficiency savings. In the current context, there is no job evaluation mechanism for Chief Executive and the Directors, along with a benchmarking against a relevant market. Therefore, these roles are currently on spot payments.

You have used this opportunity to carry out a broader evaluation and benchmarking exercise to include the Directors and Heads of Service. You have been concerned that some of the Head of Service roles may have grown beyond your current grade 13, and you have requested support to ensure these senior roles are evaluated robustly in order to make a decision about whether to make changes to your current grading structure. You have also requested benchmark salary data to provide you with information about the level at which other local authorities remunerate roles of this size.

To this end, Hay Group has been asked to provide the following:

- Credible salary benchmarking data for other local authorities in order to benchmark your senior salaries to ensure equity and alignment with market rates
- Evaluation of the senior roles including the Chief Executive, Directors (currently on spot salaries) and Heads of Service
- Recommendations in relation to your grading structure
- Benchmarking data to cover the whole of your organisation in order to give you a sense of overall alignment with market pay rates.

## 2. Job evaluation

Hay Group have been asked to provide external validation of the evaluation scores for the senior jobs in order to ensure consistency and a robust approach to your remuneration decisions.

Evaluating roles allow us to assign a number of points to them, reflecting their size. To benchmark pay, we look at the current salaries of roles in our pay database that attract broadly the same number of points. This ensures that we are comparing like with like – comparing jobs of similar levels of complexity.

It is important to note that the evaluation process takes place without reference to the individuals in the roles or their performance. It is an independent process which considers the size of the job itself in terms of its contribution to the achievement of the organisation's strategy.



In order to evaluate the roles in question, we have researched information from a variety of sources. We have undertaken a detailed review of the job descriptions for each role. The understanding we gained was broadened by telephone interviews with the Chief Executive and the existing Directors in order to gather further information and context.

Further to this, we have reviewed the priorities and operations of East Herts Council so that we can appropriately benchmark the size of the organisation in relation to other local authorities where we have undertaken similar evaluations. Hay Group has extensive experience of working with local authorities and public sector organisations more widely, and we have applied our broader understanding of the role of local authorities to help inform our evaluations.

With all the reference points mentioned above, we evaluated all the positions and have come up with the matrix below. As per this matrix:

1. The set of points assigned to each job are an outcome of the evaluation exercise, and they fall within the range of points defined as a Level.
2. All jobs at the same Level are the same level of complexity and contribution for East Herts Council.
3. For the remuneration benchmarking exercise, we have used these Levels to compare the current pay of these roles against the Local Government (July 2012) market.

### Evaluation Matrix

Hay Level	Executive		Customer and Community Services		Internal Services		Neighborhood Services				
23 1261-1507	1418	A2	Chief Executive & Director of Customer and Community Services								
22 1056-1260											
21 880-1055	994	A2	Director of Neighborhood Services								
	954	A1	Director of Internal Services								
20 735-879											
19 614-734			702	A2	Head of Communications, Engagement and Cultural Services	702	A2	Head of People, ICT and Property Services	702	A2	Head of Community Safety and Health Services
			702	A2	Head of Environmental Services	702	A2	Head of Revenue and Benefits Services	677	A1	Head of Planning and Building Control
			702	A2	Head of Customer Services and Parking	677	A1	Head of Finance Services and Performance			
						634	A1	Head of Democratic and Legal Services			

**Please Note:** These Levels are **not** the Grades of East Herts Council. These Levels are the standard Hay Group point ranges which are used to benchmark against the pay market. **Level 19** directly correspond to **Grade 13** for East Herts Council.



## 3. Pay benchmarking

In order to provide a benchmark comparison with market pay, we have used information for jobs, in our **Local Government** (July 2012) pay database, of a similar size to each of the evaluated roles. This approach ensures that we are comparing like with like – all jobs of a similar complexity, rather than simply jobs with a similar job title, for example, which may, in fact, have very different sets of responsibilities. (*The list of organizations in the Local Government database have been provided in the Appendix 3*)

### 3.1 Senior pay benchmarking

In the previous section, the evaluation matrix was presented, which depicted the internal relativities of jobs within East Herts Council. Based on the evaluation exercise, all these roles were sized to a set of points, which have been used to benchmark against the Local Government market.

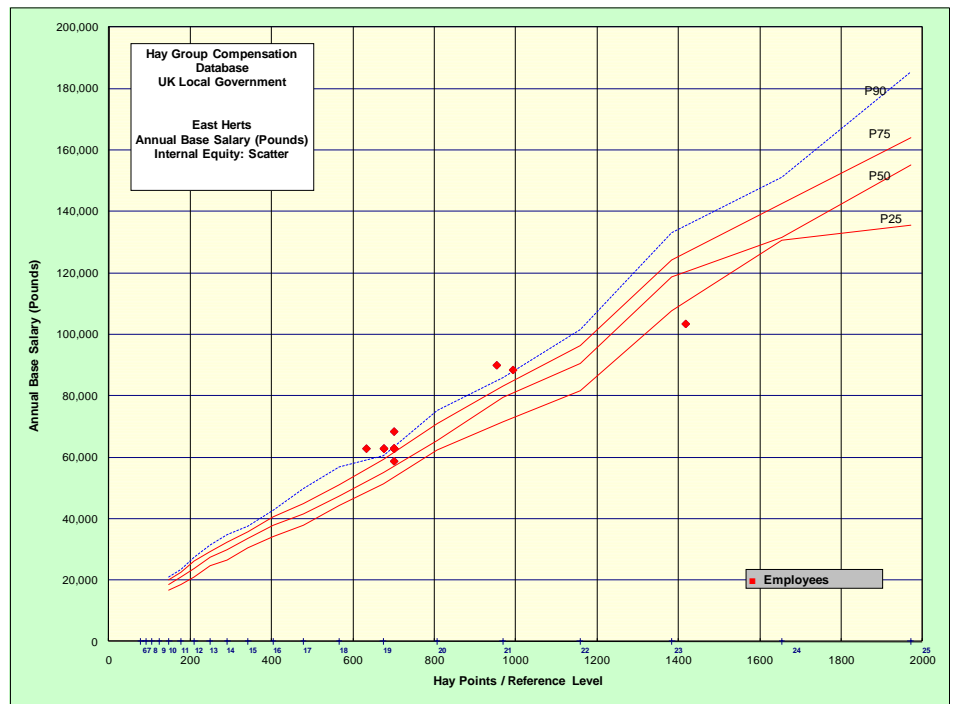
In comparison to the market, the Base Salary (Basic Salary + Fixed Payments – refer to Appendix 4) data for the roles evaluated is:

Role	Points	Upper decile	Upper quartile	Median	Lower quartile	Lower decile
Chief Executive & Director of Customer & Community Svcs	1418	£133,000	£124,197	£118,800	£107,708	£100,313
Director of Neighbourhood Svcs	994	£86,050	£83,163	£79,528	£71,496	£70,000
Director of Internal Services	954					
Head of Comms, Engagement & Cultural Svcs	702	£60,343	£59,400	£55,120	£51,373	£48,600
Head of Environmental Svcs	702					
Head of Community Safety & Health Svcs	702					
Head of People, ICT & Property Svcs	702					
Head of Revenue & Benefits Services	702					
Head of Customer Services & Parking	702					
Head of Planning & Building Control	677					
Head of Finance Svcs & Performance	677					
Head of Democratic & Legal Services	634					

The table demonstrates that the evaluations for the Head of Service roles translate to Grade 13 (Level 19 as per Hay Group levels) in your structure. (*The evaluations are based on the rationales outlined later in this document*)



Hence, if we benchmark the current Base Salary (Basic Salary + Regional Allowance + Other Cash + Car Allowances) against the market, the picture would be:



\*The Annual Base Salary for East Herts Council includes the Car Allowance which will be discontinued as a practice from 2013.

The key observations from the above graph are:

1. The current pay of the incumbents is above the market Median, and is competitive against the top 10% of its peers in the Local Government on Base Salary.
2. The Base Salary of the CEO and Director of Customer and Community Services (Level 23 in the graph above) is below the Local Government market.



## 3.2 Organisational pay benchmarking

We have calibrated our Hay Group levels to your grade structure to enable simple comparison of your base salary levels with other local government authorities.

Grade	Market benchmarks					East Herts Council
	Upper decile	Upper quartile	Median	Lower quartile	Lower decile	Grade Average (Policy)
13	£60,343	£59,400	£55,120	£51,373	£48,660	£51,075
12	£56,710	£51,015	£47,330	£44,161	£41,447	£46,138
11	£49,681	£44,952	£41,368	£37,880	£36,182	£39,082
10	£42,827	£40,544	£37,706	£34,115	£31,940	£37,310
9	£37,643	£35,620	£33,464	£30,510	£28,596	£32,004
8	£34,844	£32,252	£29,789	£26,641	£25,464	£30,357
7	£31,359	£29,285	£27,456	£24,576	£22,992	£27,027
6	£27,456	£26,135	£23,708	£20,914	£20,487	£24,122
5	£23,496	£22,239	£21,213	£19,125	£18,642	£21,972
4	£22,645	£21,102	£18,859	£17,097	£16,623	£19,399
3	£19,353	£18,362	£16,540	£15,620	£14,570	£17,981
2/1	£17,906	£16,379	£14,495	£13,834	£12,908	£15,215

The table above shows that East Herts Council Base pay (Basic Salary + Local Weighting) is reasonably aligned to median pay across all grades, according to the Local Government pay database. Where you choose to pay in relation to the market is dependent on what you would like your reward strategy to achieve.

The risk of paying at the median market rate is that of losing your talent to competitor organisations who provide a higher base salary. However, given your somewhat close proximity to London, it is possible that there is an abundance of capable talent to choose from. On the other hand, it is possible that it will be easier for staff to find alternative employment in London which is more favourably remunerated.



## 4. Grading

### 4.1 Grading options

Given the results of the benchmarking exercise, we have presented three options below for potential grading structures. A summary of the risks and benefits of each approach is summarised in Appendix 2.

#### Option 1: Narrow bands

In this option, your senior pay grades would represent one step differences in terms of Hay Group's job evaluation methodology, which means that there would be a just-discernable difference in the level of complexity between the grades. In this option, the grades would be arranged as follows:

Grade 13	614 – 734
Grade 14	735 – 879
Grade 15	880 – 1055
Grade 16	1056 – 1260
Grade 17	1261 - 1507

This is a common approach taken within local authorities and unionised environments such as industrial organisations. This option may therefore be the best cultural fit for your organisation, with a higher likelihood of fast acceptance by current incumbents.

The merit of this approach is that it would align itself to the current grade structure at East Herts Council, and hence the organisation does not need to make any grade amendments. This also implies that there would be minimum internal communication required, and should be easy to sell within the organization.

In this option, you would be placing an upper ceiling on those roles in Grade 13, which would prevent salary inflation of roles which are not evaluated at Grade 14 level and allowing close control of costs, closely aligned to the market.

However, this approach may create a demarcation between roles which is difficult to articulate, which may in turn create political difficulties which are distracting to role holders. Moreover, most jobs at Grade 13 and above are at the peak of their functional leadership and hence would not be expecting frequent grade jumps, thus making additional grades redundant and bureaucratic. This approach promotes strict hierarchical structures and sharp definitions of roles and skills.

In addition, it may not be helpful to use Hay Group's step differences so literally to define your grades, as some of these grades are not relevant or meaningful to East Herts Council. For example, in the above suggested structure, Grade 16 would be empty because of the gap between the Directors' evaluations and the Chief Executive's evaluation.





Narrow banding typically creates a higher level of administrative burden and bureaucracy to administer in comparison with broader pay bands.

## **Option 2: Broad pay bands**

In this option, a broad band would be created that would expand the current Grade 13 to incorporate Hay Points between 614 and 879. In this option, the grades would be arranged as follows:

Grade 13	614 – 879
Grade 14	880 -1260
Grade 15	1261 and above

This option will allow senior personnel to progress through the senior grades while still receiving additional salary to represent additional experience and skills as each incumbent is in post for longer. A broad banded approach such as this enables the focus to remain on performance rather than individuals being unhelpfully preoccupied with promotion. This approach is more modern than the narrow bands proposed in Option 1 and is generally seen in innovative or market leading private sector organisations.

This approach would also allow flexibility in remuneration of senior roles, dependent on the skills, experience and performance of senior staff. It would provide you with the flexibility to award pay increases to your top performers beyond the top of the pay scale in your current grade 13, which may enable you to retain your talent. However, it should be noted that pay related to performance would require a clear and robust process of measurement in order to ensure equity.

The other benefit of this approach is that the grade boundaries are easy to understand (Grade 13 is for Heads of Service, Grade 14 is for Directors and Grade 15 is for the Chief Executive).

## **Spot salaries for Directors (East Herts Council current practice)**

It is a common practice in local authorities to make remuneration decisions for Directors and Chief Executive posts by reference to spot salary benchmarks, i.e. aligning salary by direct comparison with salary benchmarks at the job size in question, rather than by defined salary scales. This provides you with the flexibility to consider the strategic benefits to be gained from your pay policy. For example, you may choose to remunerate Director roles at the upper quartile in order to attract and retain staff of the highest quality. Conversely, you may decide to align spot salary decisions with the pay level of the rest of the organisation in order to remain equitable.

The challenge with spot salaries is to link pay with growth in capability and performance of an individual. Some Council's achieve this through the introduction of a non consolidated performance related pay, with a cap of, say 10%, to incentive and reward performance. However given



the political pressures associated with bonus payments in the current scenario will need to be evaluated before opting for this option.

#### **4.2 Alignment with Stevenage**

Stevenage has created 2 Head of Service grades to account for some of these roles being larger than others. In calibrating the two structures, you may choose to create two narrow Head of Service bands, the pros and cons of which are outlined above and in Appendix 2, or you may choose to create one broad band.



## Appendix 1: Evaluation of the roles

We have evaluated the proposed senior roles using the Hay Group Guide Chart Profile Method of Job Evaluation in order to determine their size and complexity for the purposes of benchmarking pay. The evaluation lines and rationales are presented below.

### Chief Executive & Director of Customer and Community Services

Know How	Problem Solving	Accountability	Total	Profile
F+III3 608	F+4 (57) 350	F+4S+ 460	1418	A2

This role defines the delivery of Council Services according to the direction set by the Elected Members. In conjunction with the Directors, this role will define Council strategy and ensure the organisation is designed and resourced to meet its objectives. This role is designed to develop relationships with elected members, partnership organisations and central government. This requires the individual to participate in the local, regional and national agenda, promoting and leading the Council. The council has a gross expenditure budget (tax requirements for 2012/13) of £78m, and the Chief Executive has shared accountability for delivery with the Members.

The CEO currently has the additional responsibility of Director of Customer and Community Services, which is a unique proposition. We believe that at the current evaluation level, the incumbent should be able to perform both duties; however, there should be an additional compensation for the incumbent to compensate for this.

The organization will be making considerable savings by combining these two roles, and the incumbent should be entitled to some of those savings, which should be withdrawn in the event that this role is split.

### Director of Neighbourhood Services

Know How	Problem Solving	Accountability	Total	Profile
FII+3 460	F4 (50) 230	F-3S+ 304	994	A2

This role has been developed to demonstrate the organisational priorities around planning, housing, community safety and health services; to ensure there is a role of significant and sufficient seniority to lead initiatives and strategies across the district and with external bodies. The role holder will be required to have deep professional experience within a related field, combined with formulating organisational strategy in line with the other Directors and the Chief Executive. The Director will have a direct impact in making the overall expenditures for the Council, within the remit of the role.

The evaluation depicts an accountability spread over strategic, budgetary, staff & people and services responsibilities. The Monitoring Officer responsibility is



a reflection of the know-how brought in by the incumbent, and should be rewarded additionally for this key contribution.

## Director of Internal Services

Know How	Problem Solving	Accountability	Total	Profile
FII+3 460	F4 (50) 230	F-4C 264	954	A1

This role holds responsibility for ensuring the Council's expenditure and investments are properly accounted for. This role combines a number of corporate functions, including those with externally facing services (such as Revenues and Benefits), and combines this with People, ICT & Property Services, Risk and Financial Services. Also within this directorate is the corporate democratic and legal function. This role is the Section 151 Officer for the Council, and as such requires a professional financial qualification. This role has significant breadth on impact across the Council through the functions overseen, and the requirement to formulate organisational strategy with the other Directors and Chief Executive. The tax collection on behalf of Stevenage adds further complexity to the role.

## Head of Communications, Engagement and Cultural Services

Know How	Problem Solving	Accountability	Total	Profile
EII+3 350	E4 (43) 152	E3-S+ 200	702	A2

This role leads and manages the corporate work of the council in informing, influencing, consulting, engaging and communicating with the various local and strategic partners; (including corporate communications) supporting the communities and making sure local strategic partnership and sub groups are successful. The key focus of the role is to lead on cultural, community and sports development including management of Hertford Theatre. Given the scope of this role, and the varied services delivered, the role requires a thorough understanding of managing services and delivering to the community, whilst meeting corporate strategy. The role has a direct impact on gross expenditures of circa £5 Million for 2012/13.

## Head of Environmental Services

Know How	Problem Solving	Accountability	Total	Profile
E+II3 350	E4 (43) 152	E3-S+ 200	702	A2

This role represents one of the largest operational areas of the council; whilst there are a number of assets and services that are contracted out (recycling, waste management), this role maintains accountability for ensuring the contractors deliver the quality required to the agreed specifications (cost, time, etc). This role will require significant experience managing large and varied



services to deliver to organisational goals. This role has a direct impact on gross expenditure of circa £8m for 2012/13.

## Head of Community Safety and Health Services

Know How	Problem Solving	Accountability	Total	Profile
E+II3 350	E4 (43) 152	E3-S+ 200	702	A2

The role will lead, manage and deliver strategic and operational Community Safety; Licensing; Emergency Planning and Business Continuity, Engineer Services and Environmental Health Services. This role will ensure and contribute to the corporate well-being of East Herts Council and its communities. The range of activities and initiatives include promoting schools, anti-smoking campaigns, healthy eating, working jointly with the police and monitoring/resolving issues regarding land drainage or flood issues with rivers.

## Head of People, ICT and Property Services

Know How	Problem Solving	Accountability	Total	Profile
EII+3 350	E4 (43) 152	E3-S+	702	A2

This role will advise and support the Council and its Director of Internal Services in the provision of high level support services covering all aspects of Human Resources including people development and management, ICT, and Facility and property services across the Council and Asset Management. The diversity of this role requires a significant management breadth, to ensure that the responsibilities are being dispensed effectively. The role would also have an external interface with third parties, contractors and services providers, to ensure that the best services are being procured for the Council. The role will have a direct impact on the budget and expenses allocated for 2012/13.

## Head of Revenue and Benefits Services

Know How	Problem Solving	Accountability	Total	Profile
E+II3 350	E4 (43) 152	E4C	702	A2

This role leads a significant number of staff in the delivery of Revenues and Benefits service to residents and the debt collection service for the Council. This role will need to have experience of managing a significant function, combined with developing and implementing strategies, policies and systems. The role will operate within the national frameworks established for delivery of revenues and benefits services and is responsible for designing the local response to ensure the 58,000 council tax accounts payments are correctly accounted for. Given that this function requires significant interaction with residents, this role will be required to have a strong customer services agenda, and as such will be required to integrate the customer approach with the



corporate wide customer strategy. The role would also require linking up with Stevenage, as a shared service, to collect tax on their behalf. Moreover, the role will have responsibility to monitor external fraud, which includes identifying residents skipping tax payments, paying housing benefits to the deserving parties and providing tax reliefs only where needed.

## Head of Planning and Building Control

Know How	Problem Solving	Accountability	Total	Profile
E+II3 350	E4 (43) 152	E3-S 175	677	A1

This role requires a qualified professional building, planning or a related discipline combined with significant experience and understanding of national legislation and local priorities. This role will need to ensure that the planning and building control policies and decisions are adhered to through overseeing the quality, compliance and monitoring function. Given the heavy policy setting nature of this role, an A1 profile defines the shape of the role. The main sources of income are from charges levied through building control, i.e. ensuring that buildings are structurally sound and insulation is in place etc.

## Head of Customer Services and Parking

Know How	Problem Solving	Accountability	Total	Profile
EII+3 350	E4 (43) 152	E3-S+ 200	702	A2

This role is accountable for championing customer services across the Council, and will therefore be required to design and implement services beyond specific functional reporting lines. The role will manage the operation of the Council's on-street and off-street car parking service and act as lead officer to support Councillors on the Highways Partnership Panel. The role also has the responsibility of managing the Council website and the customer centres, with a statutory responsibility of Data Protection. The role also has a £5 Million of car parking budget, shared jointly with Stevenage.

## Head of Democratic and Legal Services

Know How	Problem Solving	Accountability	Total	Profile
E+II3 350	E3+ (38) 132	E4R 152	634	A1

This role undertakes the duties of Deputy Monitoring Officer; Deputy Electoral Registration Officer; Deputy Returning Officer. As such, this role requires professional qualifications, and experience of applying this at an organisation-wide level.

The individual will need experience dealing with a varied case load, offering guidance across all areas of the Council's operation. The impact of this role



concerns the legal advice provided across the Council. The role will be directly accountable for the effective management of the decision making, scrutiny and electoral processes and the delivery of legal service support in terms of litigation and planning and property matters and associated reputational issues.

The democratic services team will be engaged in maintaining all the necessary paperwork during the election, along with dealing with the secretariat, through managing and tracking the creation of the agenda, and ensuring that the reports are of a certain standard and quality, i.e. fit for purpose for the public arena.

The role will have an impact on various budgets: e.g. circa £300,000 for delivery of combined elections; circa £250,000 income from land charges.

### Head of Finance Services and Performance (Deputy 151 officer)

Know How	Problem Solving	Accountability	Total	Profile
E+II3 350	E4 (43) 152	E4C- 175	677	A1

This role is responsible for the management and operation of the finance and performance management including accountancy, preparing advice/financial forecast, consolidating the budget, book-keeping and tracking financial performance. As such, this role needs to be a qualified accountant, and with experience designing and implementing organisation-wide systems.

The incumbent in the role is expected to be a financial expert within the Council, and will have a strong advisory impact on all the core investment decisions made within the Council – this could range from running the cost modelling to providing feasibility reports and recommendations. The role is also viewed as a deputy CFO, with potentially the maximum technical exposure to the financial functioning of the Council.

## Appendix 2: Grading options - risks and benefits

Option	Key features	Benefits	Risks
<b>Narrow bands</b>	<ul style="list-style-type: none"> <li>Grades arranged by one step difference in Hay evaluation terms</li> <li>Grades have a just-noticeable difference in complexity of roles</li> </ul>	<ul style="list-style-type: none"> <li>Allows close control of costs, closely aligned to the market</li> <li>Provides scope for frequent promotions</li> <li>Matches the current culture that exists within East Herts Council</li> <li>Provides a sense of structure and clarity</li> <li>Explicitly reflects the robust hierarchy of jobs established by JE exercise</li> <li>Promotes sharp definitions of roles and skills</li> </ul>	<ul style="list-style-type: none"> <li>Puts considerable pressure on the job evaluation system</li> <li>Emphasis more on job size than individual contribution</li> <li>Could be considered an old fashioned approach</li> <li>May be difficult to articulate demarcations between grades</li> <li>May not provide a relevant solution that is tailored to what exists within East Herts Council</li> <li>Inflexible</li> <li>Promotes strict hierarchical structures which may not facilitate maximum efficiency</li> </ul>
<b>Broad bands</b>	<ul style="list-style-type: none"> <li>Grades spanning two step differences in Hay evaluation terms</li> <li>Jobs feel significantly different between grades</li> </ul>	<ul style="list-style-type: none"> <li>Enables more balance between job size and performance</li> <li>Enables greater flexibility which can support your ability to retain talent</li> <li>Is a modern approach commonly seen across innovative and evolving organisations</li> <li>Provides an easy classification of roles into grades (i.e. one grade for Heads of Service, another for Directors and another still for the Chief Executive)</li> <li>Enables alignment with Stevenage’s approach which may facilitate easier alignment at a later date</li> </ul>	<ul style="list-style-type: none"> <li>Clear policies and guidelines required for how you move within and between grades</li> <li>The more structure taken out, the more process required to be put back in</li> <li>Culturally difficult move to make coming from a structured framework with narrow grades</li> </ul>
<b>Spot salaries</b>	<ul style="list-style-type: none"> <li>Director/CEO roles aligned to spot salary benchmarks rather than defined salary scales</li> </ul>	<ul style="list-style-type: none"> <li>Provides the flexibility to fully leverage potential strategic benefits of spot salaries at the senior ranks of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>May create a sense of inequity; may not enable perception of transparency</li> </ul>





### Appendix 3: Benchmarking data participation list

We have used data submitted by the following local authorities in order to benchmark your roles.

<b>Number of Participants: 38</b>	
Bexley Council	Harborough District Council
Blackpool Borough Council	Kent County Council
Bracknell Town Council	Leicestershire County Council
Brighton and Hove City Council	London Borough of Barnet
Buckinghamshire County Council	Medway Council
Caerphilly County Borough	Norfolk County Council
Cambridge City Council	Oldham Metropolitan Borough Council
Cardiff County Council	Powys County Council
Chelmsford Borough Council	Royal Borough of Kensington and Chelsea
Cherwell District Council	South Northamptonshire District Council
City of York Council	Southwark Council
Darlington Borough Council	Swindon Borough Council
Department of Energy and Climate Change	Thanet District Council
Derbyshire County Council	Tunbridge Wells Borough Council
EK Services	Warwickshire County Council
East Kent Housing	West Northamptonshire Development Corporation
East Sussex County Council	West Sussex County Council
Essex County Council	Wiltshire County Council
Hampshire County Council	Wirral Metropolitan Borough Council



## Appendix 4: Market benchmarking

<b>Base Salary</b>	<p>Base Salary (BS) is the sum of Basic Payments (BP) and Fixed Payments (FP)</p> <p><b>Basic Payments</b> Basic payments are (annualized) cash amounts paid for work performed as stated in an employment contract, excluding all fixed and variable payments.</p> <p><b>Fixed Payments</b> Fixed payments are (annualized) cash amounts paid where the same absolute or percentage amounts have been awarded to eligible jobholders automatically year over year irrespective of individual, unit or company performance.</p>
<b>Total Cash</b>	<p>Total Cash (TC) is the sum of Base Salary and Short Term Variable Payments (VP).</p> <p><b>Short Term Variable Payments</b> Short Term Variable Payments are (annualized) cash amounts paid that can vary year over year. Most typically these refer to incentive payments that are contingent on discretion, performance or results achieved. Short term Variable Payments is also the category used to refer to payments made to compensate an individual for short term (i.e., less than one year) conditions or situations.</p>

### BASE SALARY

Grade	P90	P75	P50	P25	P10	Average	No. of Incumbents	No. of Companies
Level 26 (2141 - 2550)	-	-	175,000	-	-	185,849	5	5
Level 25 (1801 - 2140)	185,574	163,920	155,000	135,625	123,859	153,160	17	12
Level 24 (1508 - 1800)	151,280	142,614	131,394	130,556	126,788	135,587	22	12
Level 23 (1261 - 1507)	133,000	124,197	118,800	107,708	100,313	116,310	49	19
Level 22 (1056 - 1260)	101,648	96,360	90,390	81,756	76,018	89,454	124	18
Level 21 (880 - 1055)	86,050	83,163	79,528	71,496	70,000	78,084	277	20
Level 20 (735 - 879)	75,180	70,752	65,349	62,271	55,938	66,143	625	25
Level 19 (614 - 734)	60,343	59,400	55,120	51,373	48,660	54,997	959	18
Level 18 (519 - 613)	56,710	51,015	47,330	44,161	41,447	48,145	2,565	21
Level 17 (439 - 518)	49,681	44,952	41,368	37,880	36,182	41,749	2,780	19
Level 16 (371 - 438)	42,827	40,544	37,706	34,115	31,940	37,600	7,787	18
Level 15 (314 - 370)	37,413	35,620	33,464	30,511	28,599	33,468	3,440	16
Level 14 (269 - 313)	34,844	32,252	29,768	26,641	25,464	29,721	3,792	17
Level 13 (228 - 268)	31,359	29,285	27,456	24,576	22,992	26,965	4,652	15
Level 12 (192 - 227)	27,456	26,135	23,708	20,914	20,487	23,637	6,329	14
Level 11 (161 - 191)	23,496	22,366	20,827	18,654	18,144	20,733	19,106	13
Level 10 (135 - 160)	21,102	20,015	18,644	16,652	16,228	18,412	6,440	13
Level 9 (114 - 134)	-	18,030	16,378	15,813	-	16,877	14,207	11
Level 8 (98 - 113)	17,521	16,432	14,973	14,083	13,827	15,277	9,065	12
Level 7 (85 - 97)	-	15,133	14,566	13,340	-	14,860	1,366	10
Level 6 (73 - 84)	-	-	13,221	-	-	14,213	4,576	6

### TOTAL CASH

Grade	P90	P75	P50	P25	P10	Average	No. of Incumbents	No. of Companies
Grade 13 (614 - 734)	60,513	59,400	55,166	51,373	48,665	55,233	959	18
Grade 12 (519 - 613)	57,768	51,237	47,330	44,161	41,447	48,312	2,565	21
Grade 11 (441 - 518)	49,891	44,952	41,368	37,880	36,198	41,883	2,779	19
Grade 10 (371 - 440)	43,457	40,544	37,706	34,115	31,940	37,734	7,788	18
Grade 9 (321 - 370)	37,895	35,749	33,464	30,510	28,596	33,655	3,423	16
Grade 8 (269 - 320)	34,926	32,252	29,789	26,641	25,464	29,848	3,809	17
Grade 7 (228 - 268)	31,812	29,285	27,456	24,576	22,992	27,079	4,652	15
Grade 6 (192 - 227)	27,456	26,135	23,708	20,914	20,498	23,637	6,329	14
Grade 5 (171 - 191)	23,496	22,239	21,213	19,125	18,642	20,906	5,429	12
Grade 4 (140 - 170)	22,645	21,102	18,859	17,097	16,623	19,314	19,461	13
Grade 3 (120 - 139)	19,353	18,362	16,540	15,620	14,570	16,870	14,264	12
Grade 1/2 (1 - 119)	17,906	16,379	14,495	13,834	12,908	15,115	15,623	13