

WALES ANNUAL PAY SURVEY

2002

- Future Skills Partnership (ELWa)
- Cardiff Business School
- ACAS (Wales)

Contents		Page
1	Introduction	4
2	Data Collected	4
3	Coverage of the Survey	5
4	Background Information on the Sample	6
4a	Shortage Occupations	7
4b	Unions Recognised	8
5	Pay and Conditions	9
5a	Pay Increases	9
5b	Average Pay Levels	10
5c	Pay Levels by Region	12
5d	Pay Levels by Size of Organisation	14
5e	Hours of Work	16
6	Pay Levels by Occupation (for each of 67 jobs)	18
7	Holiday Entitlement, by Length of Service and ELWa Region	50
8	An Analysis of Overtime	52
9	Shift Working	53
10	An Analysis of Absence	54
11	Labour Turnover	58
12	Bonus Schemes	59
Appendix 1	Survey Questionnaire	
Appendix 2	Covering Letter	

List of Tables

1	Distribution of Organisations by ELWa Regions	6
2	Distribution of Organisations by Sector	6
3	Distribution of Organisations by Size	6
4	Do you have Difficulty in Recruiting People (by ELWa Region)	7
5	Pay Settlement	9
6	Pay Settlement Date	10
7	Average Salary and Bonus by Job	10
8	Weekly Salary (Excluding Bonus) for All Wales and by ELWa Region	12
9	Salary (Excluding Bonus) by Size of Organisation (by no of employees)	14
10	Hours Worked, by ELWa Region	16
11	Average Salary and Average Salary Including Bonus for each of 67 Jobs, Including the Distribution of Such Salaries Across the Range	18
12	Holiday Entitlement (%) by Length of Service	50
13	Holiday Entitlement on Starting by ELWa Region	50
13a	Holiday Entitlement After 3 Years by ELWa Region	50
13b	Holiday Entitlement After 5 Years by ELWa Region	50
13c	Holiday Entitlement After 10 Years by ELWa Region	50
14	Number of Organisations Applying Overtime Rates	52
15	Overtime Rates by Type of Overtime	52
16	Shift Working and Shift Premium	53
17	Shift Working by ELWa Region	53
18	Absence by Type of Employee for All Wales	54
19	Absence Rates by Organisation for Hourly/Weekly Paid by ELWa Region	55
19a	Absence Rates by Organisation (%) for Hourly/Weekly Paid by ELWa Region	55
20	Absence Rates by Organisation for Monthly Paid by ELWa Region	56
20a	Absence Rates by Organisation (%) for Monthly Paid by ELWa Region	56
21	Absence Rates by Organisation for All Employees by ELWa Region	57
21a	Absence Rates by Organisation (%) for All Employees by ELWa Region	57
22	Labour Turnover for All Wales and by ELWa Region	58
23	Bonus Schemes for All Wales and by ELWa Region	59

1 Introduction

This is the first all-Wales Annual Pay and Conditions Survey following a collaboration between ACAS (Wales) and Cardiff Business School. Previous pay surveys by both organisations had existed up until 2001. For example, ACAS Wales undertook a survey of the members of their South East Wales Personal Management Groups, and made this available to Group members on a regular basis, with the last survey being undertaken in September 2001. For their part, the Cardiff Business School through Professor Robert McNabb and Dr David Simpson, had conducted pay surveys of the larger organisations in Wales, for, first, Welsh Water and then Hyder, for each year beginning in 1990. However, with the transfer of Hyder to Western Power Distribution, and then onto Glas Cymru, the CBS Pay Survey ended in the year 2,000.

In early 2002, after discussions between ACAS (Wales) and Cardiff Business School, a decision was made to combine the Cardiff Business School Survey which covered all of Wales, with an extended ACAS Survey. This report documents the results of that collaboration, and details pay and conditions information for 240 organisations. The bulk of the information was obtained from the Personnel Management Groups co-ordinated by ACAS (Wales) in their South Wales, West Wales and North Wales Regions, and the analysis was conducted by the Cardiff Business School. The focus of the information contained in this report is the data on pay and salary levels for the 67 occupations included in the Survey, although additional background information is included as noted in section 2.

Each organisation was requested to complete a detailed questionnaire, which is included as an appendix to this Report. In total, 958 questionnaires were distributed and 240 returned; a response rate of 25.1%. The response rates for each of the areas covered in included in Table 1.

The survey itself is sponsored by the Future Skill Wales Partnership, which includes the following organisations:

- ACCAC
- Careers Wales
- CBI
- DYSG
- ELWa
- ESTYN
- The Federation of Small Businesses
- Fforwm
- Jobcentre Plus
- The Local Government Data Unit
- The Secondary Heads Association
- The Wales Council for Voluntary Action
- Wales TUC
- Welsh Assembly Government
- Welsh Development Agency
- Welsh Local Government Association

2 Data Collected

The data collected focuses on 67 different jobs, seeking information on basic hours of work, average basic weekly or hourly rates of pay or annual salary (excluding overtime and shift premium) and average bonus or commission. In addition, information was collected from each organisation on the level of pay

increase, which, for the organisations covered was 2.92%. The analysis of the pay levels, and bonuses paid, and hours are included later in this report. Information was also collected on the following:

- Trade Unions Recognised if Applicable
- Holiday Entitlement
- Overtime Pay Rates
- Shift Patterns
- Shift Premium
- Bonus Schemes
- Settlement Date
- Data on Absence
- Labour Turnover
- Occupations Where Organisations Have Difficulty Recruiting

3 Coverage of the Survey

Much of the analysis provided below covers all Wales. In addition, information is also provided based on the four ELWa regions, with the North Wales region further divided into North East and North Wales. These are geographically defined as follows:

South East Wales (SE)

Bridgend, Vale of Glamorgan, Rhondda Cynon Taff, Merthyr Tydfil, Caerphilly, Blaenau Gwent, Torfaen, Monmouthshire, Newport and Cardiff.

South West Wales (SW)

Carmarthenshire, Swansea and Pembrokeshire

Mid Wales (M)

Powys, Ceredigion and Meirionnydd (part of Gwynedd)

North Wales (N)

North East (NE)

Wrexham, Flintshire and Denbighshire

North West (NW)

Conwy, Anglesey/Ynys Mon, Dwyfor and Arfon (part of Gwynedd)

Table 1 – Distribution of Organisations by ELWa Regions

Region	Number	%	Number sent	Response rate
South East Wales	133	55.4	414	32.1
South West Wales	44	18.3	220	20.0
Mid Wales	16	6.7	60	26.7
North Wales	47	19.6	264	17.8
North East	33	13.8	185	17.8
North West Wales	14	5.8	79	17.7
Total	240	100	958	25.1

Table 2 – Distribution of Organisations by Sector

Industry Sector	N	%
Mining and Quarrying	1	0.4
Manufacturing	134	55.8
Electricity Gas or Water	1	0.4
Construction	3	1.3
Wholesale and Retail	10	4.2
Hotels and Restaurants	4	1.7
Transport and Communications	10	4.2
Business and Finance	6	2.5
Public (including education and health)	37	15.4
Other	34	14.2
Total	240	

The Distribution of the Sample by employment is shown in Table 3.

Table 3 – Distribution of Organisations by Size

Organisation Size	N	%
Up to 49 employees	19	10
50-249 employees	88	46.3
250-499 employees	29	15.3
500-999 employees	37	19.5
1,000+ employees	17	8.9
Total	190	

N.B. 50 (20.8%) organisations did not indicate an employment level.

4. - Background Information on the Sample.

As well as collecting data on pay levels and conditions, organisations were also asked to provide information about a number of different areas of employment and recruitment to provide useful background labour market data.

4a Shortage Occupations

Organisations were asked in the questionnaire to identify which categories of jobs they have had difficulty in filling. 218 organisations answered this question, and 111, or 50.9% of the sample mentioned at least one category of job, and nearly 100 different job titles were supplied, although there were some differences amongst ELWa areas as follows:

Table 4 – Do You Have Difficulty In Recruiting People? (by ELWa Region)

Region	Total Answering	Yes	%
South East Wales	124	60	48.4
South West Wales	37	18	48.6
Mid Wales	14	8	57.1
North Wales	43	25	58.1
North East	31	19	61.3
North West Wales	12	6	50.0
Total	218	111	50.9

The occupations that were identified as being difficult to fill can be classified in the following way, together with the number identifying a difficulty in recruiting.

Production Operatives (14)

Engineers (14) in addition to this general demand for engineers, there was a list of vacancies for specialist engineers as follows:

- Electrical Engineers (5)
- Mechanical Engineers (3)
- Design/Development Engineers (2)
- (The following were mentioned once only)
- System Engineer
- Avionic Engineer
- Accoustic Engineer
- Setting out Engineer
- Materials Engineer
- Leading Edge Technical Engineer
- Site Engineer
- Project Engineer

(Related to these posts were the following; Maintenance Staff (5), Machine Setters and Engineering Supervisor and Team Leader)

IT Staff (12)

Technical Staff (8)

Vacancies existed for the following skilled jobs:

Wood Machinists (3)

Welders (2)

Fabricators (2)

(The following were mentioned once only)

Fitters

Pipe Fitters

Laminators

Carpenters
Sheet Metal Workers
Paint Sprayers
Print Finishing
Packer Inspectors

Admin and Clerical Staff
Accounts Staff (4)
Admin Roles (4)
Secretaries (3)
Receptionists (1)
Telesales and Services (1)

Sales and Customer Service (10), Store Personnel (3)
Management Vacancies

General (2)
Branch Manager
Quantity Surveyor, Contract Manager
Marketing Professional
Design and PR Work
Procurement Manager
HR Manager
Quality Manager
Planners

Specialist Public Sector Workers

Social and Care Workers (8)
Lecturers (6)
Nurses (6)
Professionals Allied to Medicine (5)
Probation Officers (1)
Career Advisors (1)

Less Skilled Jobs

Kitchen Staff (5)
Cleaners and Housekeepers (5)
Drivers (3)
Retail Staff, School Crossing Patrol

4b Unions Recognised

Organisations were asked to indicate if they recognised a trade union, and, if so, how many. 119 organisations (49.6%) either indicated they did not recognise a trade union, or did not respond to this particular question, which may underestimate the amount of recognition of trade unions. Of the 50.4% of organisations which indicated they recognised at least one trade union, this involved 37 different trade unions, though some organisations recognised more than one union as follows:

	N	%
Organisations recognising 4 or more trade unions	12	5.0
Organisations recognising 3 unions	10	4.2
Organisations recognising 2 unions	25	10.4
Organisations recognising 1 union	74	30.8
No recognition or did not answer	119	49.6

5 Pay and Conditions

General information on pay and conditions is detailed below.

5a Pay Increases

Table 5 – Pay Increases

83.3% of Respondents indicated that there had been a recent pay settlement

Pay increase amount	Wales (200)	SE (112)	SW (34)	Mid (12)	North (42)	NE (29)	NW (42)
Under 2%	9.5	10.7	8.8	8.3	7.1	10.3	0
2% but under 3%	36.0	34.8	38.2	50.0	35.7	41.4	23.1
3% but under 4%	43.0	42.0	35.3	41.7	52.4	41.4	76.9
4% but under 5%	7.0	8.9	5.9	8.3	2.4	3.4	0
Over 5%	4.5	3.6	11.8	0	2.4	3.4	0

N.B. Figures in brackets = number of respondents

Table 6 – Pay Settlement Date

Month	N	%
January	44	19.5
February	7	3.1
March	13	5.8
April	77	34.0
May	9	3.9
June	9	3.9
July	17	7.5
August	18	8.0
September	2	0.9
October	13	5.8
November	9	3.7
December	8	3.3
Total respondents	226	

Of the respondents, 10 (4.4%) indicated their last settlement was in the year 2,000, 66 (29.2%) settled in 2001, and 150 (66.4%), settled in 2002 (some organisations indicated the date of the next pay settlement, though as the survey was conducted in the latter part of 2002, the figures of that year are probably lower than they otherwise might be.

5b Average Pay Levels

Table 7 – Average Salary and Bonus by Job

Occupation	Av. Salary	Av. Bonus	No. with Bonus	%	Av. Total Salary
1. Accountant, fully qualified	32,282	2,873	27	19.9	32,827
2. Accountant, partly qualified	21,230	1,164	15	16.3	22,117
3. Accountant, exp not qualified	20,594	2,015	12	5.8	20,923
4. Accounts Clerk	13,801	834	27	15.8	13,932
5. Accounts Supervisor	19,063	1,535	13	15.9	19,306
6. Accounts/Admin/Office Manager	22,511	3,809	8	9.8	22,986
7. Administration/Office Sup	17,452	1,302	5	7.9	17,469
8. Building Craftsperson	17,949	1,145	8	19.0	18,165
9. Buyer	21,791	3,066	17	16.3	22,218
10. CAD Draughtsperson	20,565	2,005	8	15.1	20,262
11. Call Centre Op (1 st Level)	11,178	1,677	4	17.4	11,470
12. Call Centre Op (skilled/exp)	13,014	3,101	5	26.3	13,830
13. Call Centre Op (senior)	16,408	4,960	2	15.4	17,171
14. Call Centre Team Leader	17,346	3,165	3	15.0	17,821
15. Cleaner	-	352	8	20.0	-
16. Clerk (junior)	10,660	689	7	7.7	10,683
17. Clerk (senior)	13,568	898	8	8.8	13,643
18. Driver	11,741	670	8	23.5	11,788
19. Driver (forklift)	12,277	812	8	15.7	12,489
20. Driver (HGV 1, 2, 3)	14,422	1,632	15	88.2	14,797
21. Electronics Engineer (junior)	17,636	1,457	6	15.8	17,866
22. Electronics Engineer (senior)	25,116	1,677	8	15.4	25,374

Occupation	Av. Salary	Av. Bonus	No. with Bonus	%	Av. Total Salary
23. Engineer (prod/ind/quality)	22,588	1,811	7	9.1	22,753
24. Engineering Tech (junior)	17,162	1,561	17	24.6	17,532
25. Engineering Tech (senior)	20,961	1,923	18	20.0	21,257
26. Engineering Craftsperson	17,089	1,558	10	14.5	17,312
27. Factory Manager	36,929	4,837	22	27.8	38,276
28. General Manager	43,853	7,943	13	18.8	45,349
29. Graduate Trainee	15,994	1,062	8	15.1	16,154
30. Health and Safety Officer	27,549	1,902	21	19.3	27,915
31. Inspector	16,032	1,330	7	25.0	16,338
32. IT Manager	31,277	2,796	25	18.8	31,803
33. Lab Technician	16,710	1,102	11	20.4	16,909
34. Labourer	11,872	1,233	7	20.6	12,114
35. Maintenance/Prod Fitter	18,083	1,758	15	24.6	18,506
36. Matron	25,508	-	-	12.5	25,508
37. Packer	11,064	867	14	37.8	11,351
38. Personal Assistant/Secretary	16,093	1,296	21	15.6	16,289
39. Personnel Assistant	15,001	1,054	18	17.8	15,189
40. Personnel HR Officer	20,435	1,813	13	11.0	20,635
41. Personnel Training Manager	30,458	2,707	27	20.6	31,016
42. Production Dev Manager	35,920	2,353	10	19.2	36,372
43. Production Op (lowest)	11,612	913	24	32.0	11,879
44. Production Op (trained)	13,509	870	25	30.5	13,747
45. Production Op (leading hand)	14,921	1,083	26	34.2	15,260
46. Production/Materials Controller	19,718	1,439	17	26.2	20,087
47. Production Clerk/Controller	15,685	1,247	13	23.6	15,972
48. Production Manager	31,538	3,074	23	23.2	32,252
49. Programmer	22,205	1,323	6	13.0	22,378
50. Quality Manager	30,640	2,429	28	26.4	31,262
51. Receptionist/Telephonist	11,595	764	16	11.3	11,675
52. Sales/Comm Mark Manager	33,263	5,014	22	24.7	34,502
53. Sales Admin Clerk	14,103	1,302	16	20.8	14,368
54. Sales Representative	23,060	4,695	23	35.9	24,748
55. Secretary	14,613	964	13	17.3	14,775
56. Security Person	14,208	5,086	3	11.1	14,772
57. Shop Assistant	12,490	1,371	3	42.9	12,792
58. Store Warehouse Worker	12,720	841	23	25.3	12,921
59. Supervisor/Team Leader (jun)	17,382	1,159	19	25.3	17,650
60. Supervisor/Team Leader (sen)	20,394	2,314	22	23.7	20,936
61. Systems Analyst	25,331	2,131	9	15.8	25,667
62. Technical Manager	32,696	3,876	12	21.1	33,512
63. Training/H&S Officer	22,259	1,825	9	13.8	22,512
64. Wages/Payroll Clerk	14,605	1,204	17	14.0	14,774
65. Warehouse/Distribution Manager	26,225	1,298	14	16.7	26,547
66. Welder	14,890	1,642	6	35.3	15,284
67. Word Processor/Operator	13,698	615	4	10.3	13,762

5c Pay Levels by Region

Table 8 – Average Weekly Salary (Excluding Bonus) For Wales and by ELWa Region

Occupation	Wales	South East	South West	Mid	North	North East	North West
1. Accountant, fully qualified	617.97	623.51	580.90	654.14	627.98	626.12	632.18
2. Accountant, partly qualified	432.79	431.52	443.04	399.09	439.14	430.85	464.03
3. Accountant, exp not qualified	399.80	390.76	427.10	303.39	421.27	406.92	447.58
4. Accounts Clerk	263.24	264.14	247.74	252.82	376.43	277.29	274.77
5. Accounts Supervisor	364.65	351.08	387.75	330.04	389.57	423.49	355.66
6. Accounts/Admin/Office Manager	431.87	463.99	343.54	394.60	442.61	487.19	353.44
7. Administration/Office Sup	333.75	336.45	302.95	305.64	374.42	409.20	304.86
8. Building Craftsperson	335.61	332.97	308.38	309.92	353.27	398.69	308.29
9. Buyer	415.56	408.76	373.73	445.74	466.64	474.69	445.17
10. CAD Draughtsperson	384.74	383.72	366.37	297.95	411.35	443.47	352.47
11. Call Centre Op (1 st Level)	214.96	205.71	239.18	220.36	231.20	231.20	N/A
12. Call Centre Op (skilled/exp)	250.26	243.02	368.32	272.91	240.38	240.38	N/A
13. Call Centre Op (senior)	315.54	306.66	401.44	344.11	326.92	326.92	N/A
14. Call Centre Team Leader	333.57	297.92	N/A	440.28	324.24	324.24	N/A
15. *Cleaner	149.70	159.99	120.52	121.95	168.77	167.71	170.36
16. Clerk (junior)	203.26	208.07	195.41	201.63	196.05	196.57	194.72
17. Clerk (senior)	259.23	263.87	247.21	252.91	257.63	255.60	262.03
18. Driver	223.88	223.38	224.93	223.05	224.37	228.82	219.93
19. Driver (forklift)	230.52	232.30	220.20	209.07	235.53	244.64	208.19
20. Driver (HGV 1, 2, 3)	261.03	257.89	286.01	285.08	230.68	247.15	214.21
21. Electronics Engineer (junior)	339.16	338.14	312.91	N/A	361.68	373.88	288.46
22. Electronics Engineer (senior)	478.09	472.22	471.91	N/A	496.34	538.38	447.30
23. Engineer (prod/ind/quality)	429.86	415.40	467.22	310.74	450.06	466.83	409.80
24. Engineering Tech (junior)	326.80	329.42	302.49	N/A	336.30	337.45	333.30
25. Engineering Tech (senior)	397.56	390.52	398.49	422.33	410.42	418.67	380.72
26. Engineering Craftsperson	329.12	325.57	325.85	285.98	346.48	350.50	336.05
27. Factory Manager	706.91	668.26	820.00	536.91	754.82	769.39	700.14
28. General Manager	838.91	755.40	923.17	569.55	1038.14	1117.52	800.00
29. Graduate Trainee	307.58	295.99	337.56	278.85	308.52	279.42	337.62
30. Health and Safety Officer	526.97	523.29	513.02	478.86	554.73	566.30	530.32
31. Inspector	303.00	264.00	479.83	N/A	299.85	300.12	299.35
32. IT Manager	601.48	610.67	563.07	530.59	616.57	623.76	578.78
33. Lab Technician	310.85	309.87	326.40	242.96	319.37	337.09	280.89
34. Labourer	216.52	220.53	213.65	202.92	212.70	221.02	190.52
35. Maintenance/Prod Fitter	339.35	322.80	361.59	278.63	359.39	366.28	334.60
36. Matron	486.36	515.77	500.31	357.00	442.31	442.31	N/A
37. Packer	207.98	205.44	236.07	198.60	205.55	208.50	199.66
38. Personal Assistant/Secretary	307.91	313.23	274.76	296.14	322.43	327.82	311.04
39. Personnel Assistant	285.98	289.32	277.15	256.48	285.55	289.00	274.50
40. Personnel HR Officer	394.53	405.11	373.39	358.45	393.32	398.20	381.48
41. Personnel Training Manager	586.15	574.99	600.03	520.97	618.40	655.66	527.33
42. Production Dev Manager	690.77	697.13	866.24	615.38	624.15	645.95	580.54
43. Production Op (lowest)	260.60	208.66	260.42	220.41	227.21	234.75	200.10
44. Production Op (trained)	253.72	244.60	288.82	216.96	263.25	269.02	242.11

Occupation	Wales	South East	South West	Mid	North	North East	North West
45. Production Op (leading hand)	279.62	259.60	332.58	269.48	296.59	309.98	254.28
46. Production/Materials Controller	374.21	356.08	564.11	306.96	352.22	364.74	302.17
47. Production Clerk/Controller	289.76	286.44	335.69	246.15	308.79	310.15	301.31
48. Production Manager	594.74	585.67	612.71	473.79	637.08	671.42	528.33
49. Programmer	427.02	430.74	445.11	479.25	380.13	380.13	N/A
50. Quality Manager	581.54	586.64	566.42	442.32	593.30	635.71	466.06
51. Receptionist/Telephonist	219.95	222.46	207.89	218.93	225.01	230.06	211.14
52. Sales/Comm Mark Manager	633.54	643.32	551.63	589.90	671.95	658.59	778.85
53. Sales Admin Clerk	266.97	265.41	252.61	266.83	283.79	284.00	282.18
54. Sales Representative	441.90	442.18	407.13	392.89	493.89	455.17	687.50
55. Secretary	276.53	281.62	277.25	173.08	270.79	279.68	248.56
56. Security Person	259.41	249.38	278.10	225.00	271.77	304.39	184.77
57. Shop Assistant	217.88	205.59	230.17	N/A	N/A	N/A	N/A
58. Store Warehouse Worker	238.02	231.66	233.56	198.69	263.26	267.08	254.18
59. Supervisor/Team Leader (jun)	326.27	334.64	340.71	265.11	305.51	330.67	265.98
60. Supervisor/Team Leader (sen)	382.56	378.58	404.67	286.43	389.92	397.93	364.53
61. Systems Analyst	487.13	485.92	536.43	307.69	477.02	475.14	482.67
62. Technical Manager	627.97	630.16	663.30	558.95	619.97	654.27	528.51
63. Training/H&S Officer	425.22	418.64	455.10	440.08	417.42	431.63	405.23
64. Wages/Payroll Clerk	276.20	289.15	258.43	200.55	270.34	272.32	265.29
65. Warehouse/Dist Manager	502.36	503.95	448.94	556.18	526.74	577.72	399.28
66. Welder	290.69	265.83	270.44	209.62	334.26	329.10	352.31
67. Word Processor/Operator	262.40	258.17	258.79	393.50	261.92	264.29	245.42

*The figures for job number 15, the cleaner have to be treated with caution, as many of them work less than full time hours (see Table 10). A more accurate figure relating to pay can be seen in the hourly rate for cleaners contained in the Tables relating to pay levels for each occupation.

5d Pay Levels by Size of Organisation

Table 9 – Average Salary (Excluding bonus) by Size of Organisation (by no of employees)

Occupation	Less than 50	50-249	250-499	500-999	More than 1,000
1. Accountant, fully qualified	28,500	34,889	31,328	31,338	28,966
2. Accountant, partly qualified	20,323	22,973	21,836	21,969	21,317
3. Accountant, exp not qualified	16,500	22,161	18,933	20,179	21,030
4. Accounts Clerk	15,703	13,709	13,778	13,605	14,032
5. Accounts Supervisor	N/A	19,106	19,635	19,348	18,577
6. Accounts/Admin/Office Manager	26,211	20,319	25,536	26,035	20,769
7. Administration/Office Sup	14,802	16,363	20,802	19,805	16,443
8. Building Craftsperson	N/A	18,693	19,637	19,208	14,947
9. Buyer	13,391	20,637	22,171	23,510	19,017
10. CAD Draughtsperson	20,000	20,762	21,447	22,257	16,638
11. Call Centre Op (1 st Level)	N/A	9,654	10,400	11,533	12,162
12. Call Centre Op (skilled/exp)	N/A	13,396	13,000	12,775	14,307
13. Call Centre Op (senior)	N/A	15,103	15,000	16,850	17,640
14. Call Centre Team Leader	N/A	16,653	N/A	16,205	21,376
15. *Cleaner	1,285	7,439	9,431	8,939	8,944
16. Clerk (junior)	11,000	10,123	11,050	11,406	11,200
17. Clerk (senior)	14,000	13,156	14,166	14,121	14,305
18. Driver	N/A	11,161	11,500	12,058	11,513
19. Driver (forklift)	17,000	11,427	13,382	12,872	12,349
20. Driver (HGV 1, 2, 3)	12,500	13,594	16,250	17,105	10,309
21. Electronics Engineer (junior)	N/A	19,726	17,460	17,914	14,326
22. Electronics Engineer (senior)	19,000	27,515	23,819	25,833	21,215
23. Engineer (prod/ind/quality)	18,250	23,526	24,609	23,664	22,650
24. Engineering Tech (junior)	12,360	16,750	17,337	17,134	16,743
25. Engineering Tech (senior)	16,906	20,355	22,429	20,514	21,022
26. Engineering Craftsperson	15,500	17,188	18,093	17,040	17,116
27. Factory Manager	33,000	36,099	42,417	40,983	32,667
28. General Manager	31,386	45,119	59,289	40,642	42,250
29. Graduate Trainee	15,000	15,215	15,037	16,345	17,405
30. Health and Safety Officer	14,000	26,770	29,807	28,369	28,485
31. Inspector	18,000	14,795	11,884	15,295	15,142
32. IT Manager	21,750	28,849	33,422	30,933	35,887
33. Lab Technician	15,800	17,294	18,417	15,618	16,439
34. Labourer	11,659	11,717	11,638	11,517	11,585
35. Maintenance/Prod Fitter	21,800	17,780	19,280	18,752	18,315
36. Matron	N/A	22,326	28,002	N/A	27,270
37. Packer	12,079	10,483	10,755	11,256	13,700
38. Personal Assistant/Secretary	17,829	16,078	16,683	16,844	14,606
39. Personnel Assistant	19,402	15,137	14,661	15,128	14,691
40. Personnel HR Officer	N/A	19,594	20,563	21,565	20,575
41. Personnel Training Manager	N/A	29,496	34,023	30,507	28,354
42. Production Dev Manager	33,000	37,232	34,859	35,461	33,000
43. Production Op (lowest)	11,437	11,168	12,656	11,279	12,967

Occupation	Less than 50	50-249	250-499	500-999	More than 1,000
44. Production Op (trained)	11,500	13,047	13,428	13,406	14,003
45. Production Op (leading hand)	12,200	14,242	16,307	14,500	15,501
46. Production/Materials Controller	25,000	20,031	19,255	19,557	20,709
47. Production Clerk/Controller	15,595	14,904	18,245	16,638	13,141
48. Production Manager	27,019	29,566	35,570	32,914	29,237
49. Programmer	22,309	20,288	22,820	23,499	18,499
50. Quality Manager	30,750	28,669	34,071	32,756	29,650
51. Receptionist/Telephonist	11,967	11,275	11,898	12,107	11,993
52. Sales/Comm Mark Manager	27,176	35,827	37,201	33,359	35,000
53. Sales Admin Clerk	14,975	13,532	15,983	14,238	13,246
54. Sales Representative	23,000	24,185	21,281	22,805	22,800
55. Secretary	13,266	15,265	15,858	14,866	14,599
56. Security Person	N/A	14,885	19,124	13,375	12,947
57. Shop Assistant	N/A	12,000	N/A	N/A	11,227
58. Store Warehouse Worker	N/A	12,361	12,272	13,171	13,325
59. Supervisor/Team Leader (jun)	32,000	15,589	18,764	17,849	19,420
60. Supervisor/Team Leader (sen)	15,500	20,044	22,578	20,872	19,703
61. Systems Analyst	N/A	25,862	26,165	24,487	25,184
62. Technical Manager	28,585	33,877	36,388	30,795	31,924
63. Training/H&S Officer	N/A	21,029	24,582	22,108	23,519
64. Wages/Payroll Clerk	9,168	14,376	14,775	15,145	16,841
65. Warehouse/Distribution Manager	2,700	23,652	29,354	28,040	25,691
66. Welder	12,653	11,474	19,602	18,462	16,802
67. Word Processor/Operator	N/A	14,315	12,825	15,037	11,736

*The figures for job number 15, the cleaner have to be treated with caution, as many of them work less than full time hours (see Table 10). A more accurate figure relating to pay can be seen in the hourly rate for cleaners contained in the Tables relating to pay levels for each occupation.

5e Hours of Work

Table 10 – Average Hours Worked by ELWa Region

Occupation	Wales	South East	South West	Mid	North	North East	North West
1. Accountant, fully qualified	37.2	37.1	36.8	37.8	37.8	37.7	37.8
2. Accountant, partly qualified	37.4	37.4	37.6	37.5	37.4	37.2	37.9
3. Accountant, exp not qualified	37.3	37.0	37.6	38.6	37.4	37.2	37.7
4. Accounts Clerk	37.4	37.3	37.2	38.1	37.7	37.6	38.0
5. Accounts Supervisor	37.5	37.5	37.6	38.8	36.9	36.1	37.6
6. Accounts/Admin/Office Manager	37.6	37.6	37.6	39.1	37.5	37.4	37.5
7. Administration/Office Sup	37.0	37.5	34.7	38.9	37.0	36.7	37.6
8. Building Craftsperson	38.4	37.8	39.0	39.5	38.5	38.2	38.7
9. Buyer	37.8	37.6	38.4	38.6	38.0	37.9	38.1
10. CAD Draughtsperson	37.9	38.1	37.8	37.8	37.7	37.7	37.8
11. Call Centre Op (1 st Level)	37.9	37.9	36.3	39.2	37.9	37.9	N/A
12. Call Centre Op (skilled/exp)	38.1	37.6	38.8	39.2	40.0	40.0	N/A
13. Call Centre Op (senior)	38.2	37.7	N/A	40.3	38.5	38.5	N/A
14. Call Centre Team Leader	38.4	37.8	41.3	39.2	38.0	38.0	N/A
15. Cleaner	31.3	32.3	27.1	28.5	35.0	34.8	35.3
16. Clerk (junior)	37.4	37.5	37.4	36.9	37.1	36.9	37.8
17. Clerk (senior)	37.3	37.3	37.4	36.4	37.2	37.0	37.7
18. Driver	39.1	38.7	39.9	41.0	38.7	38.4	38.9
19. Driver (forklift)	38.7	38.5	39.3	40.8	38.6	38.6	38.7
20. Driver (HGV 1, 2, 3)	39.7	39.0	40.9	42.5	38.5	38.7	38.3
21. Electronics Engineer (junior)	38.0	37.8	38.1	N/A	38.5	38.5	38.5
22. Electronics Engineer (senior)	37.9	37.9	37.7	N/A	38.1	37.6	38.6
23. Engineer (prod/ind/quality)	38.0	38.0	38.0	38.0	38.0	37.9	38.0
24. Engineering Tech (junior)	38.6	38.4	39.1	N/A	38.6	38.3	39.3
25. Engineering Tech (senior)	38.5	38.3	39.1	39.0	38.4	38.4	38.4
26. Engineering Craftsperson	38.5	38.5	38.8	38.8	38.1	38.0	38.2
27. Factory Manager	38.6	38.5	37.9	39.0	38.2	38.2	37.9
28. General Manager	38.0	38.2	37.7	37.4	38.1	38.0	38.3
29. Graduate Trainee	37.8	37.7	38.0	37.8	38.1	38.2	37.9
30. Health and Safety Officer	37.8	37.7	38.8	38.2	37.1	36.8	37.9
31. Inspector	38.5	38.4	39.6	N/A	38.2	38.3	38.0
32. IT Manager	37.6	37.6	37.3	37.9	37.7	37.8	37.4
33. Lab Technician	37.6	37.8	34.8	38.7	38.0	38.0	37.9
34. Labourer	37.9	37.4	38.6	40.8	37.9	37.7	38.1
35. Maintenance/Prod Fitter	38.6	38.6	39.1	37.5	38.3	38.4	38.2
36. Matron	34.5	28.9	38.1	35.0	38.3	39.0	37.5
37. Packer	38.7	38.1	39.6	41.3	38.7	38.7	38.6
38. Personal Assistant/Secretary	37.2	37.1	37.5	38.0	37.1	36.8	37.7
39. Personal Assistant	37.2	37.1	37.5	38.0	37.7	37.8	37.2
40. Personnel HR Officer	37.5	37.5	37.3	37.7	37.6	37.7	37.3
41. Personnel Training Manager	37.0	37.3	35.8	37.1	37.0	36.6	37.8
42. Production Dev Manager	37.8	37.7	37.3	38.5	38.0	38.0	38.1
43. Production Op (lowest)	38.8	38.5	39.9	39.7	38.5	38.7	38.0
44. Production Op (trained)	38.9	38.6	40.2	40.2	38.6	38.7	38.2

Occupation	Wales	South East	South West	Mid	North	North East	North West
45. Production Op (leading hand)	38.6	38.0	40.2	40.2	38.6	38.8	38.2
46. Production/Material Controller	38.2	38.3	38.9	37.3	38.8	37.7	38.4
47. Production Clerk/Controller	38.1	38.2	37.8	38.0	37.9	37.8	38.3
48. Prod Manager	38.3	38.2	38.2	39.7	38.4	38.3	38.4
49. Programmer	37.4	37.4	37.2	37.8	37.0	37.0	N/A
50. Quality Manager	38.2	38.2	37.9	38.7	38.5	38.5	38.2
51. Receptionist/Telephonist	36.7	36.5	35.6	38.0	38.2	38.2	38.3
52. Sales/Comm Mark Manager	37.8	37.9	37.0	38.4	38.1	38.1	38.0
53. Sales Admin Clerk	37.7	37.8	37.4	37.1	37.8	37.8	37.5
54. Sales Representative	38.2	38.5	37.7	38.7	37.8	37.8	38.0
55. Secretary	37.0	37.2	37.2	25.0	37.1	36.8	38.0
56. Security Person	39.5	39.7	40.5	38.5	39.0	39.4	38.0
57. Shop Assistant	39.8	39.1	40.4	N/A	N/A	N/A	N/A
58. Store Warehouse Worker	38.7	38.4	39.1	39.5	38.5	38.3	39.0
59. Supervisor/Team Leader (jun)	38.7	38.4	40.2	40.0	38.3	38.2	38.4
60. Supervisor/Team Leader (sen)	38.7	38.5	39.7	40.7	38.2	38.4	37.9
61. Systems Analyst	37.4	37.4	37.5	38.5	37.2	37.3	36.7
62. Technical Manager	37.4	37.3	37.2	38.5	37.5	37.6	37.3
63. Training/H&S Officer	37.8	37.8	37.5	39.4	37.5	37.1	37.8
64. Wages/Payroll Clerk	36.4	37.4	33.7	30.4	36.7	39.2	38.1
65. Warehouse/Dist Manager	38.3	38.3	39.3	38.3	38.1	37.8	38.7
66. Welder	38.5	39.1	38.8	37.5	38.0	37.8	38.8
67. Word Processor/Operator	37.8	37.3	39.8	37.0	37.8	37.9	37.0

6 Pay Levels by Occupation

Table 11 – Average Salary and Average Total Salary Including Bonus for each of Sixty Seven Jobs, Including the Distribution of Such Salaries Across a Range

1. ACCOUNTANT (Fully Qualified)

Sample 136

Average Salary £32,282

Average Total Salary £32,827

SALARY	N	N (total)
Less than 20,000	2	2
20,000 and less than 22,000	2	2
22,000 and less than 24,000	5	3
24,000 and less than 26,000	16	18
26,000 and less than 28,000	15	15
28,000 and less than 30,000	13	13
30,000 and less than 32,000	21	21
32,000 and less than 34,000	11	10
34,000 and less than 36,000	14	11
36,000 and less than 38,000	8	9
38,000 and less than 40,000	6	8
40,000 and less than 42,000	10	8
42,000 and less than 44,000	4	3
44,000 and less than 46,000	3	4
46,000 and less than 48,000	2	3
More than 48,000	4	6

2. ACCOUNTANT (Part Qualified)

Sample 92

Average Salary £21,930

Average Total Salary £22,117

SALARY	N	N (total)
12,000 and less than 14,000	3	3
14,000 and less than 16,000	8	8
16,000 and less than 18,000	9	8
18,000 and less than 20,000	10	11
20,000 and less than 22,000	19	19
22,000 and less than 24,000	16	16
24,000 and less than 26,000	10	8
26,000 and less than 28,000	6	7
28,000 and less than 30,000	4	4
30,000 and less than 32,000	2	3
More than 32,000	5	5

3. ACCOUNTANT (Experienced but not Qualified)

Sample 69

Average Salary £20,594

Including Bonus £20,923

SALARY	N	N (total)
less than 10,000	1	1
10,000 and less than 12,000	0	0
12,000 and less than 14,000	6	6
14,000 and less than 16,000	7	7
16,000 and less than 18,000	11	9
18,000 and less than 20,000	10	12
20,000 and less than 22,000	6	6
22,000 and less than 24,000	8	8
24,000 and less than 26,000	10	9
26,000 and less than 28,000	4	3
28,000 and less than 30,000	1	3
More than 30,000	5	5

4. ACCOUNTS CLERK

Sample 171

Average Salary £13,801

Average Total Salary£13,932

SALARY	N	N (with Bonus)
Less than 10,000	1	1
10,000 and less than 11,000	9	9
11,000 and less than 12,000	17	15
12,000 and less than 13,000	36	33
13,000 and less than 14,000	35	38
14,000 and less than 15,000	30	29
15,000 and less than 16,000	16	16
16,000 and less than 18,000	16	18
18,000 and less than 20,000	9	9
More than 20,000	2	3

5. ACCOUNTS SUPERVISOR

Sample 82

Average Salary £19,063

Average Total Salary£19,307

SALARY	N	N (Total)
10000 and less than 12000	1	1
12000 and less than 14000	5	4
14000 and less than 16000	9	8
16000 and less than 18000	19	20
18000 and less than 20000	19	19
20000 and less than 22000	10	10
22000 and less than 24000	13	14
24000 and less than 26000	1	1
26000 and less than 28000	2	1
More than 28000	3	4

6. ACCOUNTS/ADMINISTRATION/OFFICE MANAGER

Sample 82

Average Salary £22,511

Average Total Salary£22,986

SALARY	N	N (Total)
Less than 14,000	5	5
14,000 and less than 16,000	11	11
16,000 and less than 18,000	13	13
18,000 and less than 20,000	8	8
20,000 and less than 22,000	7	7
22,000 and less than 24,000	10	10
24,000 and less than 26,000	7	5
26,000 and less than 28,000	5	5
28,000 and less than 32,000	5	6
32,000 and less than 36,000	5	3
More than 36,000	6	9

7. ADMINISTRATION/OFFICE SUPERVISOR

Sample 63

Average Salary £17,452

Average Total Salary£17,469

SALARY	N	N (Total)
Less than 12,000	4	4
12,000 and less than 14,000	11	11
14,000 and less than 16,000	10	10
16,000 and less than 18,000	12	12
18,000 and less than 20,000	14	13
20,000 and less than 22,000	4	5
22,000 and less than 24,000	3	3
26,000 and less than 28,000	2	1
More than 30,000	3	4

8. BUILDING CRAFTSPERSON

Sample 42

Average Salary £17,949

Investigating Bonus £18,165

SALARY	N	N (Total)
10,000 and less than 12,000	1	0
12,000 and less than 14,000	5	5
14,000 and less than 16,000	9	10
16,000 and less than 18,000	7	7
18,000 and less than 20,000	5	4
20,000 and less than 22,000	7	8
22,000 and less than 24,000	5	3
24,000 and less than 26,000	3	5

9. BUYER

Sample 104

Average Salary £21,791

Average Total Salary£22,218

SALARY	N	N (Total)
10,000 and less than 12,000	2	2
12,000 and less than 14,000	6	6
14,000 and less than 16,000	9	9
16,000 and less than 18,000	13	13
18,000 and less than 20,000	21	21
20,000 and less than 22,000	10	10
22,000 and less than 24,000	15	13
24,000 and less than 26,000	9	10
26,000 and less than 30,000	5	5
30,000 and less than 34,000	6	5
More than 34,000	8	10

10. CAD PERSON/DRAUGHTSPERSON

Sample 53

Average Salary £20,262

Average Total Salary£20,565

SALARY	N	N (Total)
12,000 and less than 14,000	2	2
14,000 and less than 16,000	7	6
16,000 and less than 18,000	6	6
18,000 and less than 20,000	11	11
20,000 and less than 22,000	10	10
22,000 and less than 24,000	7	7
24,000 and less than 26,000	2	1
26,000 and less than 28,000	6	8
More than 28,000	2	2

11. CALL CENTRE OPERATIVE
(First Level Call)

Sample 23

Average Salary £11,178

Average Total Salary£11,470

SALARY	N	N (Total)
Less than 10,000	4	4
10,000 and less than 11,000	5	3
11,000 and less than 12,000	7	6
12,000 and less than 13,000	5	7
13,000 and less than 14,000	0	1
14,000 and less than 15,000	2	2

12. CALL CENTRE OPERATIVE
(Higher Skilled/Experienced)

Sample 19

Average Salary £13,014

Average Total Salary£13,830

SALARY	N	N (Total)
10,000 and less than 11,000	3	2
11,000 and less than 12,000	4	3
12,000 and less than 13,000	2	2
13,000 and less than 14,000	5	6
14,000 and less than 16,000	3	2
16,000 and less than 18,000	2	3
More than 18,000	0	1

13. CALL CENTRE OPERATIVE
(Tech Support/Senior Adviser)

Sample 13

Average Salary £16,408

Average Total Salary£17,171

SALARY	N	N (Total)
12,000 and less than 13,000	2	2
13,000 and less than 14,000	2	2
14,000 and less than 15,000	2	1
15,000 and less than 16,000	2	2
16,000 and less than 18,000	1	1
18,000 and less than 20,000	2	2
22,000 and less than 24,000	2	2
More than 24,000	0	1

14. CALL CENTRE TEAM LEADER

Sample 20

Average Salary £17,346

Average Total Salary£17,821

SALARY	N	N (Total)
10,000 and less than 12,000	1	1
12,000 and less than 14,000	2	2
14,000 and less than 16,000	6	5
16,000 and less than 18,000	5	4
18,000 and less than 20,000	1	1
20,000 and less than 22,000	1	3
22,000 and less than 24,000	1	1
More than 24,000	3	3

15. CLEANER

Sample 40

Average Salary £8,246

SALARY	N
Less than 10,000	27
10,000 and less than 12,000	12
14,000 and less than 16,000	1

15. CLEANER (Hourly Rate)

Sample 71

SALARY	N
Less than 4.20	7
4.20 and less than 4.40	12
4.40 and less than 4.60	9
4.60 and less than 4.80	9
4.80 and less than 5.00	8
5.00 and less than 5.20	11
5.20 and less than 5.40	9
5.40 and less than 5.60	4
5.60 and less than 5.80	1
5.80 and less than 6.00	2
Over 6.00	3

16. CLERK
(Junior)

Sample 91

Average Salary £10,660

Average Total Salary£10,683

SALARY	N	N (Total)
Less than 8,000	5	5
8,000 and less than 9,000	5	5
9,000 and less than 10,000	16	16
10,000 and less than 11,000	28	28
11,000 and less than 12,000	17	17
12,000 and less than 13,000	14	14
13,000 and less than 14,000	3	3
More than 14,000	3	3

17. CLERK
(Senior)

Sample 91

Average Salary £13,568

Average Total Salary£13,643

SALARY	N	N (Total)
Less than 11,000	7	7
11,000 and less than 12,000	15	15
12,000 and less than 13,000	19	18
13,000 and less than 14,000	14	14
14,000 and less than 15,000	13	13
15,000 and less than 16,000	9	9
16,000 and less than 18,000	9	10
18,000 and less than 20,000	4	3
20,000 and less than 22,000	1	2

18. DRIVER

Sample 34

Average Salary £11,741

Average Total Salary£11,788

SALARY	N	N (Total)
Less than 10,000	4	4
10,000 and less than 11,000	11	11
11,000 and less than 12,000	5	5
12,000 and less than 13,000	7	7
13,000 and less than 14,000	4	4
14,000 and less than 16,000	2	1
More than 16,000	1	2

19. DRIVER
(Forklift)

Sample 51

Average Salary £12,277

Average Total Salary£12,489

SALARY	N	N (Total)
Less than 10,000	4	4
10,000 and less than 11,000	12	10
11,000 and less than 12,000	10	10
12,000 and less than 13,000	9	10
13,000 and less than 14,000	8	8
14,000 and less than 16,000	4	4
More than 16,000	4	5

20. DRIVER
(HGV 1,2,3)

Sample 17

Average Salary £14,422

Average Total Salary£14,797

SALARY	N	N (Total)
Less than 10,000	2	2
10,000 and less than 12,000	2	1
12,000 and less than 14,000	3	3
14,000 and less than 16,000	4	5
16,000 and less than 18,000	3	3
More than 18,000	3	3

20. DRIVER (HGV 1,2,3 Weekly Paid)

Sample 28

Average Wage = 261.03

SALARY	N
180.00 and less than 210.00	7
210.00 and less than 240.00	3
240.00 and less than 270.00	8
270.00 and less than 300.00	3
More than 300.00	7

21. ELECTRONICS ENGINEER
(Junior Grade)

Sample 38

Average Salary £17,636

Average Total Salary£17,866

SALARY	N	N (Total)
Less than 12,000	2	2
12,000 and less than 14,000	7	6
14,000 and less than 16,000	3	4
16,000 and less than 18,000	7	7
18,000 and less than 20,000	10	9
20,000 and less than 22,000	4	4
22,000 and less than 24,000	2	2
More than 24,000	3	4

22. ELECTRONICS ENGINEER
(Senior Grade)

Sample 52

Average Salary £25,116

Including Bonus£25,374

SALARY	N	N (Total)
16,000 and less than 18,000	5	5
18,000 and less than 20,000	4	4
20,000 and less than 22,000	5	5
22,000 and less than 24,000	7	7
24,000 and less than 26,000	11	11
26,000 and less than 28,000	8	6
28,000 and less than 30,000	2	4
30,000 and less than 32,000	3	3
32,000 and less than 34,000	2	2
More than 34,000	5	5

23. ENGINEER (Production/Industrial/Quality)

Sample 77

Average Salary £22,588

Average Total Salary£22,753

SALARY	N	N (Total)
Less than 16,000	2	2
16,000 and less than 18,000	7	7
18,000 and less than 20,000	21	21
20,000 and less than 22,000	13	11
22,000 and less than 24,000	6	7
24,000 and less than 26,000	7	8
26,000 and less than 28,000	7	7
28,000 and less than 30,000	6	6
30,000 and less than 32,000	3	2
More than 32,000	5	6

24. ENGINEERING TECHNICIAN (Junior Grade)

Sample 69

Average Salary £17,162

Average Total Salary£17,532

SALARY	N	N (Total)
10,000 and less than 12,000	2	2
12,000 and less than 14,000	9	7
14,000 and less than 16,000	13	14
16,000 and less than 18,000	17	17
18,000 and less than 20,000	15	15
20,000 and less than 22,000	5	2
22,000 and less than 24,000	6	9
24,000 and less than 26,000	2	3

25. ENGINEERING TECHNICIAN (Senior Grade)

Sample 90

Average Salary £20,961

Average Total Salary£21,257

SALARY	N	N (Total)
12,000 and less than 14,000	1	1
14,000 and less than 16,000	9	9
16,000 and less than 18,000	14	14
18,000 and less than 20,000	16	15
20,000 and less than 22,000	14	14
22,000 and less than 24,000	15	15
24,000 and less than 26,000	6	7
26,000 and less than 28,000	7	7
28,000 and less than 30,000	5	4
More than 30,000	3	4

26. ENGINEERING CRAFTSPERSON
(Including machinist, Production Fitter, Toolmaker, Setter etc)

Sample 69

Average Salary £17,089

Average Total Salary£17,312

SALARY	N	N (Total)
Less than 10,000	1	1
10,000 and less than 12,000	1	1
12,000 and less than 14,000	7	7
14,000 and less than 16,000	19	18
16,000 and less than 18,000	15	15
18,000 and less than 20,000	14	14
20,000 and less than 22,000	6	5
22,000 and less than 24,000	3	4
More than 24,000	3	4

27. FACTORY MANAGER

Sample 79

Average Salary £36,929

Average Total Salary£38,276

SALARY	N	N (Total)
Less than 20,000	1	1
20,000 and less than 22,000	2	1
22,000 and less than 24,000	4	5
24,000 and less than 26,000	11	10
26,000 and less than 28,000	4	3
28,000 and less than 30,000	1	2
30,000 and less than 32,000	6	6
32,000 and less than 34,000	10	8
34,000 and less than 36,000	5	5
36,000 and less than 38,000	3	3
38,000 and less than 40,000	1	2
40,000 and less than 42,000	8	5
42,000 and less than 44,000	1	1
44,000 and less than 46,000	7	10
46,000 and less than 48,000	4	4
48,000 and less than 50,000	1	3
More than 50,000	10	10

28. GENERAL MANAGER

Sample 69

Average Salary £43,853

Average Total Salary£45,349

SALARY	N	N (Total)
Less than 10,000	2	2
14,000 and less than 16,000	1	1
20,000 and less than 22,000	1	1
22,000 and less than 24,000	1	1
24,000 and less than 26,000	4	3
26,000 and less than 28,000	2	2
28,000 and less than 30,000	3	3
30,000 and less than 32,000	5	4
32,000 and less than 34,000	3	3
34,000 and less than 36,000	9	9
36,000 and less than 38,000	2	3
40,000 and less than 42,000	3	4
42,000 and less than 44,000	1	1
44,000 and less than 46,000	6	6
46,000 and less than 48,000	1	1
48,000 and less than 50,000	2	1
50,000 and less than 52,000	3	4
52,000 and less than 54,000	2	1
54,000 and less than 56,000	2	1
56,000 and less than 58,000	2	2
58,000 and less than 60,000	0	1
60,000 and less than 62,000	4	4
62,000 and less than 64,000	1	2
64,000 and less than 66,000	1	1
More than 66,000	8	8

29. GRADUATE TRAINEE

Sample 53

Average Salary £15,994

Average Total Salary£16,154

SALARY	N	N (Total)
Less than 10,000	1	1
10,000 and less than 12,000	7	7
12,000 and less than 14,000	7	6
14,000 and less than 16,000	11	11
16,000 and less than 18,000	13	14
18,000 and less than 20,000	8	8
20,000 and less than 22,000	2	2
22,000 and less than 24,000	2	2
24,000 and less than 26,000	1	1
34,000 and less than 36,000	1	1

30. HEALTH AND SAFETY MANAGER

Sample 109

Average Salary £27,549

Average Total Salary£27,915

SALARY	N	N (Total)
Less than 16,000	6	6
16,000 and less than 18,000	1	1
18,000 and less than 20,000	5	3
20,000 and less than 22,000	9	9
22,000 and less than 24,000	15	14
24,000 and less than 26,000	12	12
26,000 and less than 28,000	14	14
28,000 and less than 30,000	9	12
30,000 and less than 32,000	9	9
32,000 and less than 34,000	9	9
34,000 and less than 36,000	8	8
36,000 and less than 38,000	4	3
38,000 and less than 40,000	2	3
40,000 and less than 42,000	1	0
More than 42,000	5	6

31. INSPECTOR

Sample 28

Average Salary £16,032

Average Total Salary£16,338

SALARY	N	N (Total)
Less than 10,000	2	2
10,000 and less than 12,000	7	5
12,000 and less than 14,000	3	4
14,000 and less than 16,000	3	3
16,000 and less than 18,000	6	7
18,000 and less than 20,000	4	4
20,000 and less than 22,000	2	2
48,000 and less than 50,000	1	0
50,000 and less than 52,000	0	1

32. IT MANAGER

Sample 133

Average Salary £31,277

Average Total Salary£31,803

SALARY	N	N (Total)
12,000 and less than 14,000	1	1
14,000 and less than 16,000	3	3
16,000 and less than 18,000	2	2
18,000 and less than 20,000	2	2
20,000 and less than 22,000	9	9
22,000 and less than 24,000	12	10
24,000 and less than 26,000	14	14
26,000 and less than 28,000	8	6
28,000 and less than 30,000	8	9
30,000 and less than 32,000	11	13
32,000 and less than 34,000	16	16
34,000 and less than 36,000	15	15
36,000 and less than 38,000	4	5
38,000 and less than 40,000	1	1
40,000 and less than 42,000	9	6
42,000 and less than 44,000	7	7
44,000 and less than 46,000	4	3
46,000 and less than 48,000	1	3
48,000 and less than 50,000	1	2
50,000 and less than 52,000	2	2
52,000 and less than 54,000	1	1
54,000 and less than 56,000	2	2
More than 56,000	0	1

33. LAB TECHNICIAN

Sample 54

Average Salary £16,710

Average Total Salary£6,909

SALARY	N	N (Total)
10,000 and less than 12,000	3	3
12,000 and less than 14,000	12	11
14,000 and less than 16,000	12	11
16,000 and less than 18,000	10	11
18,000 and less than 20,000	7	7
20,000 and less than 22,000	2	3
22,000 and less than 24,000	5	5
26,000 and less than 28,000	3	3

34. LABOURER

Sample 34

Average Salary £11,872

Average Total Salary£12,114

SALARY	N	N (Total)
Less than 10,000	5	4
10,000 and less than 12,000	12	11
12,000 and less than 14,000	12	14
14,000 and less than 16,000	3	2
16,000 and less than 18,000	1	2
18,000 and less than 20,000	1	1

35. MAINTENANCE/PRODUCTION FITTER

Sample 61

Average Salary £18,083

Average Total Salary£18,506

SALARY	N	N (Total)
10,000 and less than 12,000	2	0
12,000 and less than 14,000	2	4
14,000 and less than 16,000	16	14
16,000 and less than 18,000	12	14
18,000 and less than 20,000	8	7
20,000 and less than 22,000	14	14
22,000 and less than 24,000	5	4
24,000 and less than 26,000	1	2
28,000 and less than 30,000	1	1
30,000 and less than 32,000	0	1

36. MATRON/HEAD OF NURSING HOME

Sample 8

Average Salary £25,508

Average Total Salary£25,508

SALARY	N	N (Total)
18,000 and less than 20,000	1	1
22,000 and less than 24,000	1	1
24,000 and less than 26,000	2	2
26,000 and less than 28,000	2	2
28,000 and less than 30,000	1	1
30,000 and less than 32,000	1	1

37. PACKER

Sample 37

Average Salary £11,064

Average Total Salary£11,351

SALARY	N	N (Total)
Less than 8,000	1	1
8,000 and less than 9,000	5	5
9,000 and less than 10,000	6	4
10,000 and less than 11,000	8	9
11,000 and less than 12,000	6	6
12,000 and less than 13,000	4	3
13,000 and less than 14,000	3	5
14,000 and less than 15,000	1	1
More than 15,000	3	3

38. PERSONAL ASSISTANT/SECRETARY

Sample 135

Average Salary £16,093

Average Total Salary£16,289

SALARY	N	N (Total)
Less than 10,000	4	3
10,000 and less than 12,000	6	5
12,000 and less than 14,000	22	22
14,000 and less than 16,000	38	38
16,000 and less than 18,000	30	32
18,000 and less than 20,000	22	21
20,000 and less than 22,000	4	4
22,000 and less than 24,000	2	3
24,000 and less than 26,000	5	5
26,000 and less than 28,000	2	1
28,000 and less than 30,000	0	1

39. PERSONNEL ASSISTANT

Sample 101

Average Salary £15,001

Average Total Salary£15,189

SALARY	N	N (Total)
Less than 10,000	1	1
10,000 and less than 12,000	8	8
12,000 and less than 14,000	30	29
14,000 and less than 16,000	30	30
16,000 and less than 18,000	21	19
18,000 and less than 20,000	5	8
20,000 and less than 22,000	2	2
22,000 and less than 24,000	2	1
24,000 and less than 26,000	1	1
26,000 and less than 28,000	1	2

40. PERSONNEL/ HR OFFICER

Sample 118

Average Salary £20,435

Average Total Salary£20,635

SALARY	N	N (Total)
10,000 and less than 12,000	1	1
12,000 and less than 14,000	5	5
14,000 and less than 16,000	11	11
16,000 and less than 18,000	17	15
18,000 and less than 20,000	24	21
20,000 and less than 22,000	17	21
22,000 and less than 24,000	22	20
24,000 and less than 26,000	11	12
26,000 and less than 28,000	6	8
28,000 and less than 30,000	1	0
More than 30,000	3	4

41. PERSONNEL/TRAINING MANAGER

Sample 131

Average Salary £30,458

Average Total Salary£31,016

SALARY	N	N (Total)
16,000 and less than 18,000	3	2
18,000 and less than 20,000	8	7
20,000 and less than 22,000	6	8
22,000 and less than 24,000	9	8
24,000 and less than 26,000	11	9
26,000 and less than 28,000	14	16
28,000 and less than 30,000	11	12
30,000 and less than 32,000	17	15
32,000 and less than 34,000	6	5
34,000 and less than 36,000	12	13
36,000 and less than 38,000	7	4
38,000 and less than 40,000	8	9
40,000 and less than 42,000	11	13
More than 42,000	8	10

42. PRODUCTION DEVELOPMENT MANAGER

Sample 52

Average Salary £35,920

Average Total Salary£36,372

SALARY	N	N (Total)
12,000 and less than 14,000	1	1
18,000 and less than 20,000	2	2
20,000 and less than 22,000	1	1
22,000 and less than 24,000	1	1
26,000 and less than 28,000	5	4
28,000 and less than 30,000	4	5
30,000 and less than 32,000	3	3
32,000 and less than 34,000	6	6
34,000 and less than 36,000	7	5
36,000 and less than 38,000	2	4
38,000 and less than 40,000	5	4
40,000 and less than 42,000	3	3
42,000 and less than 44,000	1	1
44,000 and less than 46,000	3	4
46,000 and less than 48,000	1	0
48,000 and less than 50,000	1	1
More than 50,000	6	7

43. PRODUCTION OPERATOR/MACHINE OPERATOR
(Lowest Trainee Grade)

Sample 75

Average Salary £11,612

Average Total Salary£11,879

SALARY	N	N (Total)
Less than 8,000	2	2
8,000 and less than 9,000	8	6
9,000 and less than 10,000	20	19
10,000 and less than 11,000	14	14
11,000 and less than 12,000	7	8
12,000 and less than 13,000	7	7
13,000 and less than 14,000	4	6
14,000 and less than 15,000	1	1
15,000 and less than 16,000	2	2
16,000 and less than 18,000	6	6
More than 18,000	4	4

44. PRODUCTION OPERATOR/MACHINE OPERATOR (Competent/Trained)

Sample 82

Average Salary £13,509

Average Total Salary£13,747

SALARY	N	N (Total)
Less than 9,000	2	2
9,000 and less than 10,000	6	5
10,000 and less than 11,000	15	10
11,000 and less than 12,000	14	17
12,000 and less than 13,000	10	12
13,000 and less than 14,000	8	8
14,000 and less than 15,000	4	5
15,000 and less than 16,000	5	4
16,000 and less than 18,000	6	6
18,000 and less than 20,000	7	7
20,000 and less than 22,000	2	3
More than 22,000	3	3

45. PRODUCTION OPERATOR/MACHINE OPERATOR/ LEADING HAND (Fully Experienced)

Sample 76

Average Salary £14,921

Average Total Salary£15,260

SALARY	N	N (Total)
Less than 10,000	4	4
10,000 and less than 12,000	11	10
12,000 and less than 14,000	23	21
14,000 and less than 16,000	15	15
16,000 and less than 18,000	9	11
18,000 and less than 20,000	4	4
20,000 and less than 22,000	4	3
22,000 and less than 24,000	3	3
24,000 and less than 26,000	2	4
More than 26,000	1	1

46. PRODUCTION/MATERIALS CONTROLLER

Sample 65

Average Salary £19,718

Average Total Salary£20,087

SALARY	N	N (Total)
Less than 12,000	1	1
12,000 and less than 14,000	6	5
14,000 and less than 16,000	10	11
16,000 and less than 18,000	10	10
18,000 and less than 20,000	17	16
20,000 and less than 22,000	3	3
22,000 and less than 24,000	3	3
24,000 and less than 26,000	8	8
More than 26,000	7	8

47. PRODUCTION CLERK/CONTROLLER

Sample 55

Average Salary £15,685

Average Total Salary£15,972

SALARY	N	N (Total)
Less than 10,000	2	0
10,000 and less than 12,000	8	9
12,000 and less than 14,000	10	10
14,000 and less than 16,000	10	10
16,000 and less than 18,000	9	10
18,000 and less than 20,000	7	6
20,000 and less than 22,000	5	5
22,000 and less than 24,000	2	3
24,000 and less than 26,000	2	2

48. PRODUCTION MANAGER

Sample 99

Average Salary £31,538

Average Total Salary£32,252

SALARY	N	N (Total)
Less than 18,000	3	3
18,000 and less than 20,000	6	6
20,000 and less than 22,000	5	4
22,000 and less than 24,000	6	6
24,000 and less than 26,000	8	8
26,000 and less than 28,000	9	9
28,000 and less than 30,000	3	4
30,000 and less than 32,000	15	14
32,000 and less than 34,000	7	5
34,000 and less than 36,000	14	12
36,000 and less than 38,000	4	6
38,000 and less than 40,000	1	1
40,000 and less than 42,000	5	5
42,000 and less than 44,000	2	2
44,000 and less than 46,000	4	6
More than 46,000	7	8

49. PROGRAMMER

Sample 46

Average Salary £22,205

Average Total Salary£22,378

SALARY	N	N (Total)
Less than 10,000	1	1
10,000 and less than 12,000	0	0
12,000 and less than 14,000	1	1
14,000 and less than 16,000	5	5
16,000 and less than 18,000	0	0
18,000 and less than 20,000	9	8
20,000 and less than 22,000	4	5
22,000 and less than 24,000	9	9
24,000 and less than 26,000	7	6
26,000 and less than 28,000	3	4
28,000 and less than 30,000	3	3
More than 30,000	4	4

50. QUALITY MANAGER

Sample 106

Average Salary £30,640

Average Total Salary£31,262

SALARY	N	N (Total)
Less than 18,000	2	1
18,000 and less than 20,000	9	9
20,000 and less than 22,000	6	6
22,000 and less than 24,000	10	9
24,000 and less than 26,000	7	6
26,000 and less than 28,000	10	10
28,000 and less than 30,000	7	9
30,000 and less than 32,000	10	9
32,000 and less than 34,000	9	10
34,000 and less than 36,000	9	5
36,000 and less than 38,000	3	4
38,000 and less than 40,000	3	6
40,000 and less than 42,000	5	5
42,000 and less than 44,000	5	5
44,000 and less than 46,000	7	8
More than 46,000	4	4

51. RECEPTIONIST TELEPHONIST

Sample 141

Average Salary £11,595

Average Total Salary£11,675

SALARY	N	N (Total)
Less than 8,000	5	5
8,000 and less than 9,000	2	2
9,000 and less than 10,000	12	11
10,000 and less than 11,000	27	27
11,000 and less than 12,000	33	32
12,000 and less than 13,000	32	33
13,000 and less than 14,000	16	16
14,000 and less than 15,000	9	8
15,000 and less than 16,000	4	5
More than 16,000	1	2

52. SALES/COMMERCIAL/MARKETING MANAGER

Sample 89

Average Salary £33,263

Average Total Salary£34,502

SALARY	N	N (Total)
12,000 and less than 14,000	3	2
14,000 and less than 16,000	1	1
18,000 and less than 20,000	2	2
20,000 and less than 22,000	1	1
22,000 and less than 24,000	7	7
24,000 and less than 26,000	12	11
26,000 and less than 28,000	3	3
28,000 and less than 30,000	5	5
30,000 and less than 32,000	7	6
32,000 and less than 34,000	7	5
34,000 and less than 36,000	7	9
36,000 and less than 38,000	7	6
38,000 and less than 40,000	3	5
4,000 and less than 42,000	6	5
42,000 and less than 44,000	4	3
44,000 and less than 46,000	4	3
46,000 and less than 48,000	3	1
More than 48,000	7	14

53. SALES ADMINISTRATION CLERK

Sample 77

Average Salary £14,103

Average Total Salary£14,368

SALARY	N	N (Total)
Less than 10,000	1	0
10,000 and less than 12,000	15	15
12,000 and less than 14,000	25	24
14,000 and less than 16,000	17	17
16,000 and less than 18,000	11	12
18,000 and less than 20,000	6	6
20,000 and less than 22,000	1	2
22,000 and less than 24,000	1	1

54. SALES REPRESENTATIVE

Sample 64

Average Salary £23,060

Average Total Salary£24,748

SALARY	N	N (Total)
10,000 and less than 12,000	1	0
12,000 and less than 14,000	4	4
14,000 and less than 16,000	4	3
16,000 and less than 18,000	1	1
18,000 and less than 20,000	8	6
20,000 and less than 22,000	8	5
22,000 and less than 24,000	9	8
24,000 and less than 26,000	10	8
26,000 and less than 28,000	5	6
28,000 and less than 30,000	4	9
30,000 and less than 32,000	6	7
32,000 and less than 34,000	1	4
34,000 and less than 36,000	2	1
40,000 and less than 42000	1	2

55. SECRETARY

Sample 75

Average Salary £14,613

Average Total Salary£14,775

SALARY	N	N (Total)
Less than 10,000	2	2
10,000 and less than 12,000	7	7
12,000 and less than 14,000	23	22
14,000 and less than 16,000	25	24
16,000 and less than 18,000	8	10
18,000 and less than 20,000	8	6
20,000 and less than 22,000	1	1
22,000 and less than 24,000	1	3

56. SECURITY PERSON

Sample 27

Average Salary £14,208

Average Total Salary£14,773

SALARY	N	N (Total)
Less than 10,000	1	1
10,000 and less than 12,000	3	3
12,000 and less than 14,000	9	9
14,000 and less than 16,000	8	7
16,000 and less than 18,000	3	2
18,000 and less than 20,000	2	2
More than 20,000	1	3

57. SHOP ASSISTANT

Sample 7

Average Salary £12,490

Average Total Salary£12,792

SALARY	N	N (Total)
Less than 10,000	2	2
10,000 and less than 12,000	1	1
12,000 and less than 14,000	3	3
20,000 and less than 22,000	1	1

58. STORE/WAREHOUSE WORKER

Sample 91

Average Salary £12,720

Average Total Salary£12,921

SALARY	N	
Less than 10,000	8	7
10,000 and less than 11,000	19	17
11,000 and less than 12,000	13	12
12,000 and less than 13,000	18	18
13,000 and less than 14,000	8	12
14,000 and less than 15,000	9	7
15,000 and less than 16,000	5	5
16,000 and less than 18,000	1	3
More than 18,000	9	9

59. SUPERVISOR/TEAM LEADER/FOREMAN (Junior Grade)

Sample 75

Average Salary £17,382

Average Total Salary£17,650

SALARY	N	N (Total)
Less than 10,000	1	1
10,000 and less than 12,000	6	5
12,000 and less than 14,000	15	12
14,000 and less than 16,000	14	18
16,000 and less than 18,000	9	8
18,000 and less than 20,000	10	10
20,000 and less than 22,000	9	9
22,000 and less than 24,000	4	5
24,000 and less than 26,000	3	1
26,000 and less than 28,000	2	3
More than 28,000	2	3

60. SUPERVISOR/TEAM LEADER/FOREMAN (Senior Grade)

Sample 93

Average Salary £20,394

Average Total Salary£20,936

SALARY	N	N (Total)
Less than 10,000	2	2
12,000 and less than 14,000	5	5
14,000 and less than 16,000	17	14
16,000 and less than 18,000	10	12
18,000 and less than 20,000	14	15
20,000 and less than 22,000	9	8
22,000 and less than 24,000	9	8
24,000 and less than 26,000	12	11
26,000 and less than 28,000	6	6
28,000 and less than 30,000	2	3
30,000 and less than 32,000	5	5
32,000 and less than 34,000	1	2
More than 34,000	1	2

61. SYSTEMS ANALYST

Sample 57

Average Salary £25,331

Average Total Salary£25,667

SALARY	N	N (Total)
16,000 and less than 18,000	2	2
18,000 and less than 20,000	7	6
20,000 and less than 22,000	7	7
22,000 and less than 24,000	10	9
24,000 and less than 26,000	8	9
26,000 and less than 28,000	5	5
28,000 and less than 30,000	7	8
30,000 and less than 32,000	3	3
32,000 and less than 34,000	3	2
34,000 and less than 36,000	4	4
More than 36,000	1	2

62. TECHNICAL MANAGER

Sample 57

Average Salary £32,696

Average Total Salary£33,512

SALARY	N	N (Total)
Less than 22,000	5	4
22,000 and less than 24,000	2	3
24,000 and less than 26,000	2	2
26,000 and less than 28,000	5	4
28,000 and less than 30,000	4	4
30,000 and less than 32,000	7	8
32,000 and less than 34,000	10	9
34,000 and less than 36,000	6	6
36,000 and less than 38,000	2	2
38,000 and less than 40,000	2	2
40,000 and less than 42,000	5	3
42,000 and less than 44,000	2	3
More than 44,000	5	7

63. TRAINING/HEALTH AND SAFETY OFFICER

Sample 65

Average Salary £22,259

Average Total Salary£22,512

SALARY	N	N (Total)
Less than 16,000	6	6
16,000 and less than 18,000	5	5
18,000 and less than 20,000	9	9
20,000 and less than 22,000	10	9
22,000 and less than 24,000	15	14
24,000 and less than 26,000	10	11
26,000 and less than 28,000	3	3
28,000 and less than 30,000	2	3
30,000 and less than 32,000	1	1
More than 32,000	4	4

64. WAGES/PAY ROLL CLERK

Sample 121

Average Salary £14,605

Average Total Salary£14,774

SALARY	N	N (Total)
Less than 10,000	4	
10,000 and less than 12,000	14	
12,000 and less than 14,000	36	
14,000 and less than 16,000	38	
16,000 and less than 18,000	12	
18,000 and less than 20,000	9	
20,000 and less than 22,000	4	
22,000 and less than 24,000	3	
44,000 and less than 46,000	1	

65. WAREHOUSE/DISTRIBUTION MANAGER

Sample 84

Average Salary £26,225

Average Total Salary£26,547

SALARY	N	N (Total)
Less than 14,000	3	3
14,000 and less than 16,000	2	2
16,000 and less than 18,000	5	5
18,000 and less than 20,000	8	8
20,000 and less than 22,000	10	10
22,000 and less than 24,000	8	8
24,000 and less than 26,000	6	6
26,000 and less than 28,000	7	7
28,000 and less than 30,000	9	8
30,000 and less than 32,000	7	8
32,000 and less than 34,000	4	3
34,000 and less than 36,000	7	4
36,000 and less than 38,000	2	3
38,000 and less than 40,000	2	4
More than 40,000	4	5

66. WELDER

Sample 17

Average Salary £14,890

Average Total Salary£15,284

SALARY	N	N (Total)
Less than 10,000	2	2
10,000 and less than 12,000	3	2
12,000 and less than 14,000	2	3
14,000 and less than 16,000	4	4
16,000 and less than 18,000	1	1
18,000 and less than 20,000	1	0
20,000 and less than 22,000	3	4
22,000 and less than 24,000	1	0
More than 24,000	0	1

67. WORD PROCESSOR/IT ASSISTANT

Sample 39

Average Salary £13,698

Average Total Salary£13,762

SALARY	N	N (Total)
Less than 10,000	1	1
10,000 and less than 12,000	9	9
12,000 and less than 14,000	13	13
14,000 and less than 16,000	7	7
16,000 and less than 18,000	6	6
18,000 and less than 20,000	2	2
20,000 and less than 22,000	1	1

7 Holiday Entitlement, by Length of Service and ELWa Region

Table 12 – Holiday Entitlement (%) by Length of Service

No of Days Holidays	On Starting (235)	After 3 years (235)	After 5 years (235)	After 10 years (235)
Under 20 days	1.7	0.4	0.4	0.4
20 days	28.5	14.9	7.2	6.5
21-24 days	28.5	33.2	15.7	8.5
25 days	26.4	30.6	41.7	39.1
26-29	7.7	11.9	22.6	27.2
30 days plus	7.2	8.9	12.3	18.3

N.B. Figures in brackets refer to Number of Establishments

Table 13 – Holiday Entitlement on Starting by ELWa Region

No of Days Holidays	South East (130)	South West (42)	Mid (16)	North (47)	North East (33)	North West (14)
Under 20 days	2.3	2.4	0.0	0.0	0.0	0.0
20 days	27.7	35.7	43.8	19.1	15.2	28.6
21-24 days	28.5	31.0	25.0	27.7	27.3	28.6
25 days	26.2	21.4	12.5	36.2	42.4	21.4
26-29 days	8.5	0.0	12.5	10.6	9.1	14.3
30 days plus	6.9	9.5	6.3	6.4	6.1	7.1

N.B. Figures in brackets refer to Number of Establishments

Table 13a – Holiday Entitlement After 3 Years by ELWa Region

No of Days Holidays (%)	South East (130)	South West (42)	Mid (16)	North (47)	North East (33)	North West (14)
Under 20 days	0.8	0.0	0.0	0.0	0.0	0.0
20 days	14.6	23.8	18.9	6.4	6.1	7.1
21-24 days	31.5	35.7	31.3	36.2	33.3	42.9
25 days	33.1	19.0	18.8	38.3	42.4	28.6
26-29 days	11.5	9.5	25.0	10.6	9.1	14.3
30 days plus	8.5	11.9	6.3	8.5	9.1	7.1

N.B. Figures in brackets refer to Number of Establishments

Table 13b – Holiday Entitlement After 5 Years by ELWa Region

No of Days Holidays (%)	SE (130)	SW (42)	Mid (16)	North (47)	NE (33)	NW (14)
Under 20 days	0.8	0.0	0.0	0.0	0.0	0.0
20 days	6.2	19.0	6.3	0.0	0.0	0.0
21-24 days	16.9	11.9	12.5	17.0	18.2	14.3
25 days	39.2	38.1	43.8	51.1	51.5	50.0
26-29 days	24.6	16.7	25.0	21.3	18.2	28.6
30 days plus	12.3	14.3	12.5	10.6	12.1	7.1

N.B. Figures in brackets refer to Number of Establishments

Table 13c – Holiday Entitlement After 10 Years by ELWa Region

No of Days Holidays (%)	South East (130)	South West (42)	Mid (16)	North (47)	North East (33)	North West (14)
Under 20 days	2.3	2.4	0.0	0.0	0.0	0.0
20 days	27.7	35.7	6.3	0.0	0.0	0.0
21-24 days	28.5	31.0	12.5	8.5	9.1	8.5
25 days	26.2	21.4	31.3	46.8	45.5	46.8
26-29 days	8.5	0.0	31.3	31.9	30.3	31.9
30 days plus	6.9	9.5	18.8	12.8	15.2	12.8

N.B. Figures in brackets refer to Number of Establishments

8 An Analysis of Overtime

Table 14 – No of Organisations Applying Overtime Rates

	N	%
Weekdays	180	75.0
Saturdays	180	75.0
Sundays	182	75.8
Public Holidays	170	70.8

Table 15 – Overtime Rates by Type of Overtime

	Weekdays		Saturdays		Sundays		Public Holiday	
	N	%	N	%	N	%	N	%
Basic (0)	14	7.8	1	0.6	0	0.0	0	0.0
0 to 25%	12	6.7	5	2.8	1	0.5	1	0.6
26% to 33%	25	13.9	1	0.6	1	0.5	0	0.0
34% to 50%	127	70.6	160	88.9	20	11.0	14	8.2
51% to 100%	2	1.1	12	6.7	158	86.8	137	80.6
Above 100%	0	0.0	1	0.6	2	1.1	18	10.6

9 Shift Working

Table 16 – Shift Working and Shift Premium

	N	%	Av. % premium
Morning	71	29.6	18.7
Afternoon	70	29.2	20.0
Nights	85	35.4	28.7
12 hours	26	10.8	30.6
Annualised hours	6	2.5	38.9

Table 17 – Shift Working by ELWa Region

	South East		South West		Mid		North		North East		North West	
	N	P	N	P	N	P	N	P	N	P	N	P
Morning	48	19.3	7	15.9	4	18.9	12	17.8	9	18.5	3	15.8
Afternoon	47	20.3	8	15.8	2	21.3	13	21.6	9	22.6	4	19.3
Nights	48	29.9	14	24.4	3	31.7	20	30.0	14	30.5	6	28.8
12 hours	13	32.2	5	33.9	0	0	8	26.2	5	27.3	3	26.2
Annualised hours	3	51.7	1	15.0	0	0	2	31.8	2	31.8	0	31.8

P = Premium

10 An Analysis of Absence

Table 18 – Absence by Type of Employee for Wales

Absence Rate	Hourly/Weekly Paid		Monthly Paid		All Employers	
Under 2%	6	6.0	39	33.9	8	6.9
2% under 3%	17	17.0	29	25.2	32	27.6
3% under 4%	16	16.0	14	12.2	26	22.4
4% under 5%	19	19.0	14	12.2	19	16.4
5% under 6%	15	15.0	12	10.4	19	16.4
Over 6%	27	27.0	7	6.1	12	10.3
-Total	100		115		116	

N.B.1 Respondents were asked for their absenteeism rates with regard to hourly/weekly and monthly paid employees, or if measured for all employees. The last column, therefore, is not a summation of the previous two, but rather indicates the different ways organisations calculate their absence rates.

N.B.2 82.9% of respondents included long-term sickness in their absence figures.

N.B.3 The average absence rates for the three categories were as follows:

Hourly/Weekly	4.53
Monthly Paid	2.88
All Employees	3.92

Table 19 – Absence Rates by Organisation for Hourly/Weekly Paid by ELWa Region

Average Rate	Hourly/Weekly Paid					
	SE	SW	Mid	North	NE	NW
Under 2%	2	3	0	1	1	0
2% under 3%	9	1	2	5	4	1
3% under 4%	13	1	0	2	0	2
4% under 5%	6	5	0	8	4	4
5% under 6%	11	2	0	2	1	1
Over 6%	10	3	3	6	4	2
Total	51	15	5	24	14	10

Table 19a – Absence Rates by Organisation (%) for Hourly/Weekly Paid by ELWa Region

Average Rate	Hourly/Weekly Paid %					
	SE	SW	Mid	North	NE	NW
Under 2%	3.9	20.0	0.0	4.2	7.1	0.0
2% under 3%	17.6	6.7	40.0	20.8	28.6	10.0
3% under 4%	25.5	6.7	0.0	8.3	0.0	20.0
4% under 5%	11.8	33.3	0.0	33.3	28.6	40.0
5% under 6%	21.6	13.3	0.0	8.3	7.1	10.0
Over 6%	19.6	20.0	60.0	25.0	28.6	20.0

Table 20 – Absence Rates by Organisation For Monthly Paid by ELWa Region

Average Rate	Monthly Paid					
	SE	SW	Mid	North	NE	NW
Under 2%	20	7	3	9	7	2
2% under 3%	18	3	0	8	6	2
3% under 4%	4	4	0	6	4	2
4% under 5%	6	2	0	6	1	5
5% under 6%	8	3	1	0	0	0
Over 6%	2	0	2	1	1	0
Total	58	19	6	30	19	11

Table 20a – Absence Rates by Organisation (%) For Monthly Paid by ELWa Region

Average Rate	Monthly Paid %					
	SE	SW	Mid	North	NE	NW
Under 2%	34.5	36.8	50.0	30.0	36.8	18.2
2% under 3%	31.0	15.8	0.0	26.7	31.6	18.2
3% under 4%	6.9	21.1	0.0	20.0	21.1	18.2
4% under 5%	10.3	10.5	0.0	20.0	5.3	45.5
5% under 6%	13.7	15.8	16.7	0.0	0.0	0.0
Over 6%	13.7	0.0	33.3	3.3	5.3	0.0

N.B. With regard to ELWa Regions the percentage of respondents including long-term sickness in their absence rates are as follows

South East Wales	86.9
South West Wales	67.9
Mid Wales	80.0
North Wales	83.3
North East Wales	82.8
North West Wales	84.6
Wales	82.9

Table 21 – Absence Rates by Organisation for All Employees by ELWa Region

Average Rate	South East	South West	Mid	North	North East	North West
Under 2%	5	2	0	1	1	0
2% under 3%	19	3	2	8	7	1
3% under 4%	17	4	0	5	5	0
4% under 5%	10	3	0	6	1	5
5% under 6%	11	4	0	4	3	1
Over 6%	5	0	2	1	1	0
Total	67	16	4	25	18	7

Table 21a – Absence Rates by Organisation (%) for All Employees by ELWa Region

Average Rate	South East	South West	Mid	North	North East	North West
Under 2%	7.5	12.5	0.0	4.0	5.6	0.0
2% under 3%	28.4	18.8	50.0	32.0	38.9	14.3
3% under 4%	25.4	25.0	0.0	20.0	27.8	0.0
4% under 5%	14.9	18.8	0.0	24.0	5.6	71.4
5% under 6%	16.4	25.0	0.0	16.0	16.7	14.3
Over 6%	7.5	0.0	50.0	4.0	5.6	0.0

11 Labour Turnover

Table 22 – Labour Turnover for Wales and by ELWa Region

Rate	60% of Respondents measure Labour Turnover						
	All Wales (145)	South East (88)	South West (23)	Mid (8)	North (26)	North East (16)	North West (10)
Under 5%	36.6	35.2	43.5	25.0	38.5	31.3	50.0
5% but under 10%	29.0	30.7	21.7	25.0	30.8	31.3	30.0
10% but under 15%	15.2	12.5	21.7	25.0	15.4	18.8	10.0
Over 15%	19.3	21.6	13.0	25.0	15.4	18.8	10.0

12 Bonus Schemes

Table 23 – Bonus Schemes for Wales and by ELWa Region

30.8% of respondents indicated they operated at least one bonus scheme, and a significant proportion of these had more than one scheme in operation. 31.3% didn't respond to the question.

Basis upon which bonus awarded	Wales (240)	%	South East (133)	South West (44)	Mid (16)	North (47)	North East (33)	North West (14)
Output/Productivity Individual	31	12.9	13.5	11.4	18.8	10.6	12.1	7.1
Team	48	20.0	21.8	18.2	6.3	21.3	18.2	28.6
Skills/Competency	16	6.7	4.5	9.1	25.0	4.3	6.1	0.0
Attendance	47	19.6	17.3	25.0	12.5	23.4	27.3	14.3
Performance	51	21.3	21.1	18.2	25.0	23.4	21.2	28.6
Not Applicable	91	37.9	38.3	34.1	43.8	38.3	36.4	42.9

N.B.1 The figures in brackets relate to the number of establishments.

N.B.2 the figures relate to percentages of the total number of establishments in Wales and in each ELWa region rather than percentages of those answering the question.

Most Recent Pay Settlement Date:.....

Flat Rate/% increase where applicable:.....

*** Please insert the appropriate information or tick as appropriate**

`ABSENCE AND LABOUR TURNOVER DATA

We are also surveying absence and labour turnover data. Would you please if possible let us have your absence and labour turnover rates for the last year

- 1 ABSENCE** %
- (A) Hourly/weekly paid employees
- (B) Monthly paid staff/employees
- (C) Where measured for all employees

Do you include long term sick absences in the above figures? YES [] NO []

A formula is given below which may be of help:

Note: }

$$\frac{\text{Total absence *(hours or days in the period)}}{\text{Possible total (hours or days) available}} \times 100 = \text{Lost time rate}$$

*excluding holidays and other authorised absence eg Bereavement Leave

2 LABOUR TURNOVER

- (a) Does your organisation measure labour turnover?
- YES [] NO []

- (b) If your organisation measures labour turnover what was the rate for the latest 12 months?
- | | | | |
|-------------------|---|------------------|---|
| Under 5% | 1 | 5% but under 10% | 2 |
| 10% but under 15% | 3 | 15% and over | 4 |

- (b) Do you have difficulty in recruiting people? **YES/NO**
- If yes, what categories of jobs do you have difficulty filling? Please specify below:
-
-

.....

Job Title	Basic Hours	Average Basic Rate or Annual Salary <i>(Excluding Overtime and shift premia)</i>	Average Bonus/Commission
<i>Accountant (Fully Qualified) (001)</i>			
<i>Accountant (Part Qualified) (002)</i>			
<i>Accountant (Experienced but Unqualified) (003)</i>			
<i>Accounts Clerk (inc Purchase Ledger) (004)</i>			
<i>Accounts Supervisor (005)</i>			
<i>Accounts /Administration /Office Manager (006)</i>			
<i>Administration/Office Supervisor (007)</i>			
<i>Building Craftsperson (Inc. Electrical) (008)</i>			
<i>Buyer (009)</i>			
<i>CAD Person/Draughts Person (010)</i>			
<i>Call Centre Operative (First level call) (011)</i>			
<i>Call Centre Operative (Higher skilled/experienced) (012)</i>			

Job Title	Basic Hours	Average Basic Rate or Annual Salary <i>(Excluding Overtime and shift premia)</i>	Average Bonus/Commission
<i>Call Centre Operative (Technical support/Senior Adviser) (013)</i>			

<i>Call Centre Team Leader (014)</i>			
<i>Cleaner (015)</i>			
<i>Clerk (Junior) (016)</i>			
<i>Clerk (Senior) (017)</i>			
<i>Driver (018)</i>			
<i>Driver (Fork Truck) (019)</i>			
<i>Driver (HGV 1,2 or3) (020)</i>			
<i>Electronics Engineer (Junior Grade) (021)</i>			
<i>Electronics Engineer (Senior Grade) (022)</i>			
<i>Engineer(Production/Industrial/ Quality) (023)</i>			
<i>Engineering Technician (inc Electrical Mechanical & Multi- Skilled Technician (Junior Grade) (024)</i>			
<i>Engineering Technician (inc Electrical Mechanical & Multi- Skilled Technician (Senior Grade) (025)</i>			

Engineering Craftsperson(inc Machinist, Production Fitter, Toolmaker, Setter etc (026)			
Factory Manager (027)			
General Manager (028)			
Graduate Trainee (029)			
Health & Safety Manager (030)			
Inspector (031)			
IT Manager (032)			
Lab Technician (033)			
Labourer (034)			
Maintenance/Production Fitter (035)			
Matron/Head of Nursing Home (036)			
Packer (037)			
Personal Assistant/Secretary (038)			

<i>Personnel Assistant (039)</i>			
<i>Personnel/HR Officer (040)</i>			
<i>Personnel/Training Manager (041)</i>			
<i>Product Development Manager (042)</i>			
<i>Production Operator / Machine Operator (Lowest Trainee Grade) (043)</i>			
<i>Production Operator / Machine Operator (Competent / Trained) (044)</i>			
<i>Production Operator / Machine Operator / Leading Hand (Fully Experienced) (045)</i>			
<i>Production/Materials Controller (046)</i>			
<i>Production Clerk/Controller (047)</i>			
<i>Production Manager (048)</i>			
<i>Programmer (049)</i>			
<i>Quality Manager (050)</i>			
<i>Receptionist/Telephonist (051)</i>			

<i>Sales/Commercial/Marketing Manager (052)</i>			
<i>Sales Administration Clerk (053)</i>			
<i>Sales Representative (054)</i>			
<i>Secretary (055)</i>			
<i>Security Person (056)</i>			
<i>Shop Assistant (057)</i>			
<i>Stores / Warehouse Worker (058)</i>			
<i>Supervisor/Team Leader/Foreman (Junior Grade) (059)</i>			
<i>Supervisor/Foreman (Senior Grade) (060)</i>			
<i>Systems Analyst (061)</i>			
<i>Technical Manager (062)</i>			
<i>Training/Health & Safety Officer (063)</i>			
<i>Wages/Payroll Clerk (064)</i>			

Warehouse/Distribution Manager (065)			
Welder (066)			
Word Processor Operator/IT Asst (067)			
Others - Please Specify			