

# CHARITY HR, REWARDS & RETENTION SURVEY 2017



#TPPHRSurvey2017

## INTRODUCTION

Welcome to our fifth annual HR salary, rewards and retention survey for HR professionals in the not for profit sector. As a niche recruiter specialising in recruiting for the not for profit sector, TPP have compiled this report by surveying our HR network and using our own data recorded over the last year.

This report aims to benchmark terms and conditions across the sector, allowing employees to compare their salary against market averages and giving employers a standard when budgeting for new roles and attracting and retaining talent.

Over the last year, the TPP specialist HR team have again spoken at the Agenda Strategic People Conference, and carried out research for the Charity HR Network which was reviewed at their inaugural conference in May.

We continue to run free seminars for HR professionals having recently hosted events on “Driving HR Transformation”, Values and Culture”, and Employment Law. [Please contact the team to register your interest in any future events.](#)

## WHAT'S HAPPENING IN HR?

- We have seen an increase in average salaries at the more junior level of between 2-3%.
- Over half of respondents are planning a career move in the next 12 months with salary increases, more interesting role, and work/life balance cited as key drivers.
- 25% of respondents have had no training in the last 12 months and of those, 92% have no training planned for the next 12 months.
- We have seen a big increase in temporary and fixed term contracts due partly to uncertainty in the market following Brexit and the election, but also due to the move to less traditional work patterns.
- There has been less movement at more senior levels resulting in far fewer salary increases (and negative average movement).
- HR professionals appear more flexible than other functions regarding changing locations for a new position.

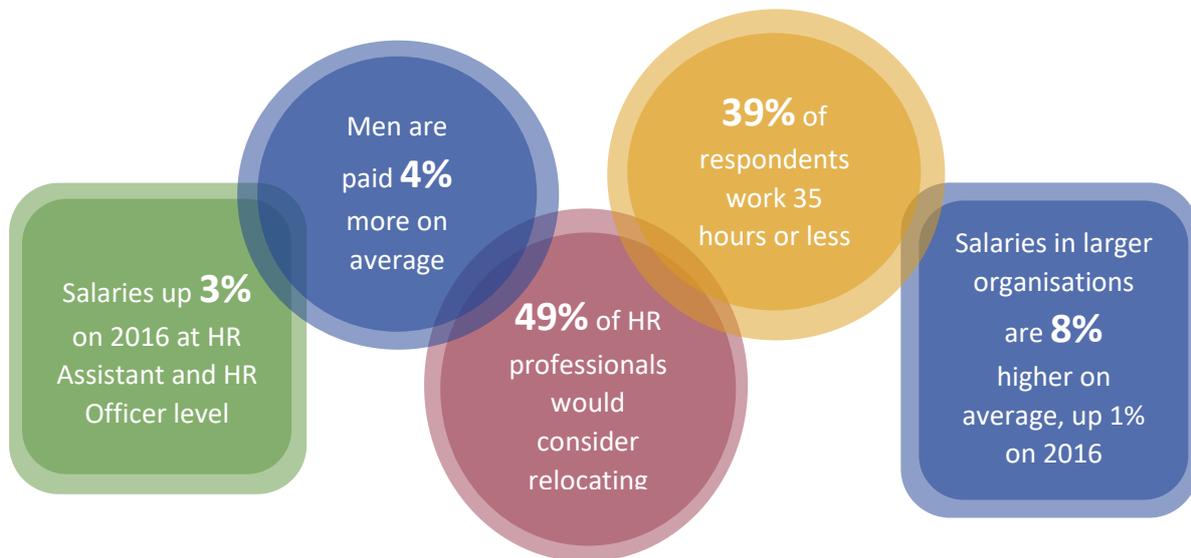
**Joanne Harrington**  
Divisional Manager  
HR Division



## SALARIES BY JOB LEVEL

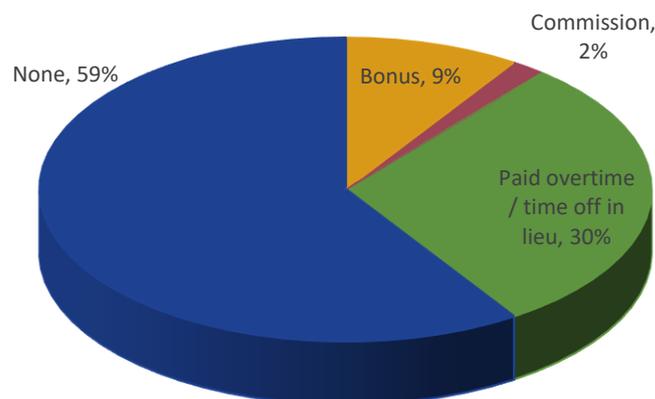
**Average HR Salary: £41,448 – Down 0.7% from 2016**

	2017			2016
	Average	Lowest	Highest	Average
Director	£69,250	£55,000	£81,000	£71,967
Head of	£51,014	£30,000	£65,000	£51,645
Business Partner	£37,125	£24,258	£50,000	£38,478
Manager	£38,163	£23,040	£50,000	£37,114
Officer/ Advisor/ Executive	£29,584	£14,493	£45,000	£28,622
Assistant/ Admin	£23,549	£14,720	£34,000	£22,753



## INCENTIVES

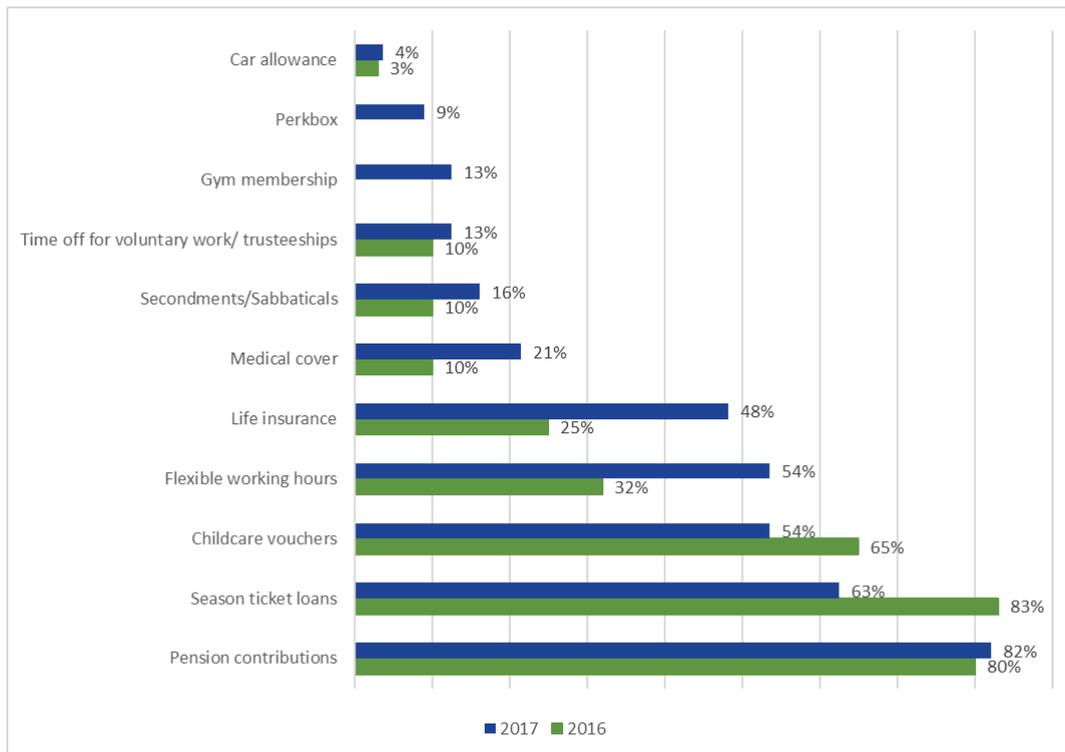
- TOIL / Paid overtime has remained consistent with 2016
- Potential for bonus has dropped 3% since 2016



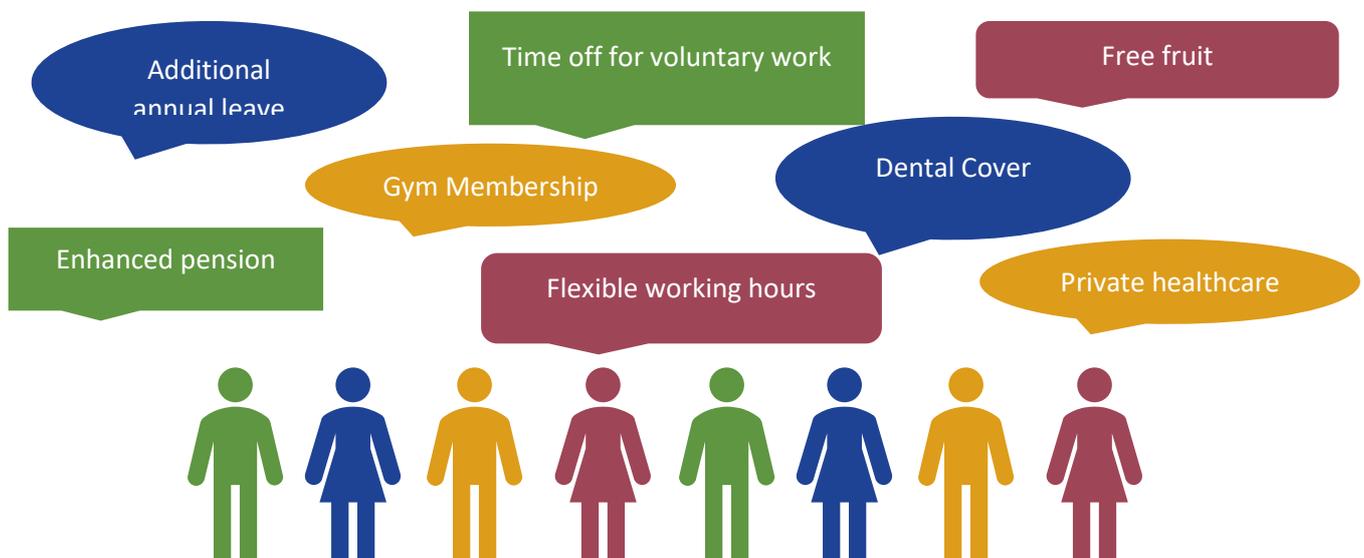
## BENEFITS RECEIVED AND DESIRED

The increase in flexible working as a benefit by almost 70% is in line with our own market observations and liaisons with clients. Flexible working patterns enhance employee's ability to recruit the best talent.

Pension contributions have remained the most common benefit received by employees. Season ticket loans and childcare vouchers both remain popular, but appear to have been taken up less than in 2016.



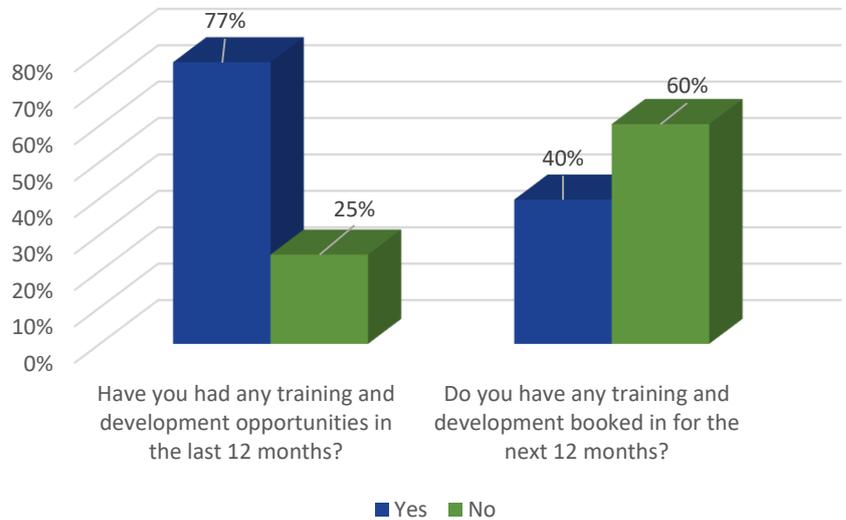
We asked what other benefits employees would like to receive alongside current benefits:



## TRAINING & DEVELOPMENT

Training and development is a clear retention tool with many leavers citing the lack of this as a reason for leaving:

- The most common forms of training are employment law, leadership & management training, CIPD courses.
- Respondents feel they would benefit from project management, TUPE and general HR updates.



## MOTIVATORS

The number one motivator for people moving roles is still a higher salary with job security still the least important motivator; no doubt a reflection of the current low unemployment levels and rising vacancies.

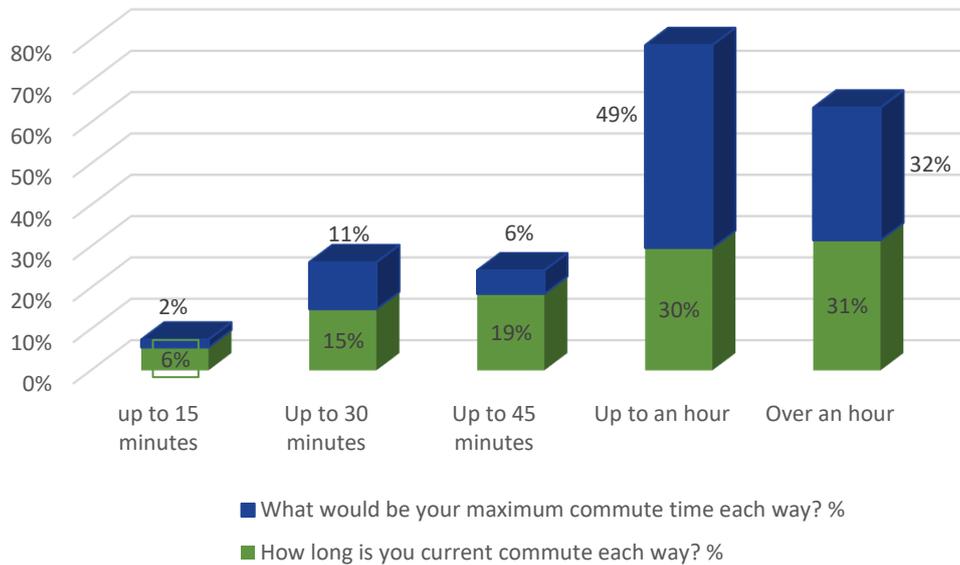
A better work life balance has become more important to people and training and development has moved up from number 7 to number 5. This could have an impact on organisations' ability to retain, particularly when 60% of individuals have no training and development booked for the next 12 months.

1. Higher salary
2. More interesting role
3. Better work/ life balance
4. Better location/ commute
5. Training & development opportunities

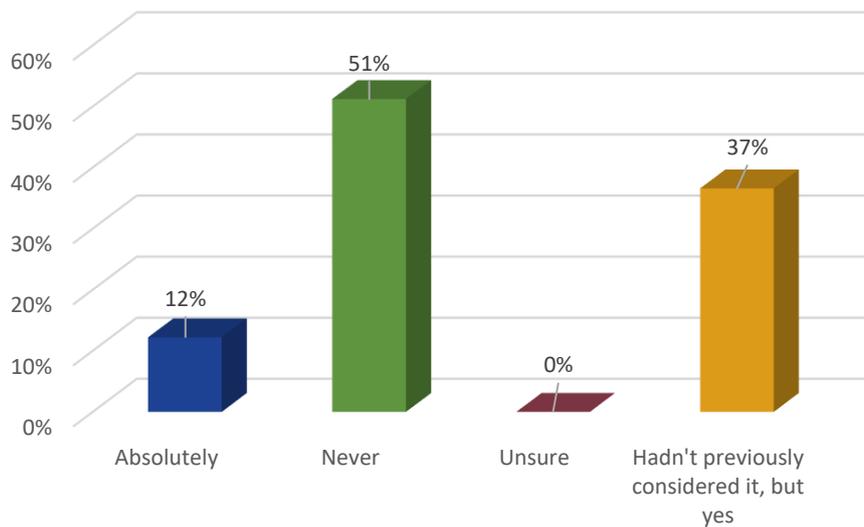
6. More attractive cause/ mission
7. More responsibility
8. Better relationship with manager
9. Better job security

## COMMUTING & RELOCATION

61% of respondents commute for an hour or more, but 81% people are willing to commute up to an hour or more for their career.



- 51% of respondents would never relocate for their career, but 37% would consider it for the right job.



## METHODOLOGY



This is the fifth TPP HR salary survey for HR professionals in the not for profit sector.

The salaries used in this report were compiled using information from respondents from March – July 2017, and existing data from our database records July 2016 – July 2017.

## ABOUT TPP RECRUITMENT

TPP Recruitment is a specialist recruitment consultancy working with organisations in the non-profit sector, including charities, professional membership bodies and cultural institutions, as well as education, health and social care providers. Established in 1996, we use our experience, knowledge of the sector and shared values and principles to meet our clients' recruitment needs.

All our consultants are sector specialists, able to offer the best advice and service to both our candidates and clients. TPP's divisions cover the full breadth of charity roles.

TPP's HR team have both the experience and the expert knowledge of the not for profit sector needed to provide our clients with consistently high-quality HR professionals. Entry level to senior HR professionals are increasingly in demand in not for profit organisations, and our recruitment team are dedicated to meeting this demand for permanent, contract or temporary vacancies.

## CONTACT US

You can contact the TPP Human Resources team on:

Email: [hr@tpp.co.uk](mailto:hr@tpp.co.uk)

Tel: 020 7198 6140

Twitter: [@TPPHR](https://twitter.com/TPPHR)



[Joanne Harrington](#)  
Divisional Manager



[Holly Jay](#)  
Consultant



[James Riseley](#)  
Consultant



[Sophie Butler](#)  
Divisional Director



[Rob Hayter](#)  
Recruitment Director



## Our Divisions

CEO & Trustee  
Education & Training  
Finance, IT & Facilities  
Fundraising & Development  
Health & Social Care  
Human Resources  
MarComms & Digital  
Office & Specialist Support

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### Head Office

T: 020 7198 6000  
E: [info@tpp.co.uk](mailto:info@tpp.co.uk)

4<sup>th</sup> Floor, Sherborne House  
119-121 Cannon Street  
London  
EC4N 5AT

### North Office

(North of England, North Wales,  
Midlands & Scotland)

T: 0191 229 9595  
E: [regional@tpp.co.uk](mailto:regional@tpp.co.uk)

Merchant House  
30 Cloth Market  
Newcastle Upon Tyne  
NE1 1EE

### South Office

(South West, Central South,  
East Anglia & South Wales)

T: 0117 360 1317  
E: [regional@tpp.co.uk](mailto:regional@tpp.co.uk)

CityPoint  
Temple Gate  
Bristol  
BS1 6PL