



The Maritime and Coastguard Agency
Safer lives, safer ships, cleaner seas



Maritime and Coastguard Agency

Pay Benchmarking Analysis

Final Version – October 2007

This is the final version of the MCA's Pay Benchmarking Analysis, which as of 27th February 2008 has not been agreed by either, PCS or Prospect.

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1. Analysis of MCA HM Coastguard Pay Survey

Executive Summary

This document presents the management analysis of the 2006 HM Coastguard Pay Survey. Each of the main comparator roles identified by the pay survey are examined in terms of the appropriateness of the job matching prior to analysing the pay rates offered. The main conclusions are thus:

- Entry-level Coastguard roles are generally lower paid than the equivalent jobs within each of the main comparators, with the exception of the Ambulance Service.
- Accurate conclusions are increasingly difficult to draw for more senior roles as responsibilities and/or pay bandings do not match. However, in a broad sense, the MCA appear closer to the market at this more senior level, where roles and responsibilities do correlate.
- Each of the main comparators examined either have fewer separate levels of responsibility within their structures, or have senior management roles with responsibility for a far greater number of staff or effective geographical area. This is reflected in pay.

1. Analysis of MCA HM Coastguard Pay Survey

1.1. Introduction and Scope

This report presents the MCA analysis of the findings of the HM Coastguard Pay Survey, dated 6th December 2006. It aims to assess the extent to which certain roles in the public and private sectors, with particular attention to the other emergency services, can reasonably be compared with MCA Coastguard roles for the purposes of pay benchmarking. Conclusions are based on detailed analysis of the information contained in the original comparability study, supported by additional information gathered from a range of sources.

As in the original review, Sector Managers (SM) have not been included in this analysis. This is to avoid conflicts with the un-concluded Directorate of Operations' Sector Manager Review. There will be no detriment to Sector Managers' pay as a result of their exclusion from this document.

1.2. MCA Role Summaries

This report focuses on assessing the key similarities of comparator roles to Coastguard roles, and as such, Coastguard role summaries are included below for reference. A brief summary of MCA leave entitlement and pension arrangements is also shown for comparison.

1.2.1. Coastguard Watch Assistant (Operations)

Coastguard Watch Assistants (CWA), under the supervision of the Watch Manager (WM) are responsible for responding to all calls and requests for information or assistance received by the MRCC, following documented procedures and utilizing appropriate resources. They are responsible for keeping watch on open communication channels, testing communication equipment and performing administrative tasks within the MRCC. CWAs also provide advice, guidance and information to coastal and maritime users and promote accident prevention initiatives.

The role of CWA is an emergency services reactive response post in common with Fire, Police and Ambulance control/contact services. Therefore, the post holder must communicate clearly and accurately to assist in the effective coordination of SAR operations. CWAs commence the MSAR(F) training course soon after taking up post and must successfully complete this for their appointment to be confirmed. This training is routinely more onerous than the training undertaken in similar positions in other organisations. There is no direct monetary recognition linked to the successful completion of MSAR(F).

1.2.2. Coastguard Watch Officer

Watch Officers (WO) share many of the responsibilities of CWAs, but are also responsible for search planning and some decision making processes. Whilst

not holding line management responsibility, they may assist the WM by providing coaching, guidance and advice to the CWAs.

WOs may be recruited internally or externally (direct entry). Direct entry WOs must have a recognised maritime qualification and all WOs must successfully complete the MSAR(I) training course for their appointment/promotion to be confirmed. As with MSAR(F), there is no direct monetary recognition linked to the successful completion of MSAR(I).

1.2.3. Coastguard Watch Manager

Watch Managers (WM) have line management responsibility for a team of WOs and CWAs to ensure prompt and appropriate response to all SAR and other emergency situations. WMs are also required to provide advice, guidance and information to coastal and maritime users to encourage accident prevention. WMs will have responsibility for assuming the role of Search Mission Co-ordinator (SMC), unless they choose to delegate the SMC duties to others (i.e. for training purposes), and will require all the requisite skills to perform this role. In the role of SMC, a WM may be in the position of providing advice and direction to personnel holding senior positions within other organisations.

WMs will take a key role in the decision making process in SAR incidents and will be required to hold a full understanding of procedures for initiating a prompt, effective and appropriate response on all reported maritime SAR incidents. They will also require knowledge of the various communication strategies and procedures available, and will be responsible for ensuring that information is collated, maintained and distributed correctly. Included in this responsibility is a level of accountability (i.e. at a Coroner's enquiry) for the actions undertaken by the MRCC in the course of SAR activities.

WMs have a responsibility to ensure staffing levels (on a basis of risk assessment) are appropriately adhered to, and will also be responsible for monitoring Watch overtime and other delegated pay budgets.

1.2.4. Rescue Co-ordination Centre Manager

The Rescue Co-ordination Centre Manager (RCCM) is responsible for the day-to-day activities of their MRCC to meet Agency standards for SAR response and to support counter pollution and salvage operations. They also promote accident prevention activity and awareness within their geographical area of responsibility. They will monitor the performance of MRCC staff to identify and provide training needs to meet required competency levels. RCCMs will also represent the Agency at civil resilience and emergency planning fora.

RCCMs have responsibility for risk assessing incidents, staffing levels and seasonal variations in incident reporting to enable best use of available resources, although this may be delegated, at times, to WMs. They also manage the estate and budgets, operational and security equipment and

communications, works and maintenance, and the purchase of goods and services, including tendering and awarding contracts.

1.2.5. Area Operations Manager

The main purpose of the Area Operations Manager (AOM) role is the efficient management of Coastguard resources to ensure effective and timely SAR response and co-ordination. They are also responsible for the provision of Coastguard support to SAR prevention campaigns, counter pollution and salvage operations and other MCA tasks by maintaining high standards of operational readiness through training, exercises, liaison and planning.

AOMs are responsible for the RCCMs and SMs within their Region. They oversee the effective management of Sectors and Coastguard Rescue Teams to ensure their operational readiness, and chair Area Management Boards, SM and Station Officer meetings. They manage delegated budgets and other resources and assist in the production of the annual budget bids. AOMs also assist the Regional Operations Manager (ROM) in setting regional performance indicators and targets, and support Quality Management within the Region.

1.2.6 MCA Leave Entitlement and Pension Arrangements

Leave Entitlement: 40.5 days for all employees. This is made up from 30 days annual leave and 10.5 days Public and Privilege holidays.

Pension: Civil Service Pension Scheme with employee contribution rates of between 3.5% for new entrants and some existing members and 1.5% for many existing members.

1.3. Background Information on Main Comparators

1.3.1. Fire Service

Fire Service Control Rooms provide the most direct parallels with Coastguard Watch Rooms, they have similar organisational structures and operate under national pay policies, as does MCA. Pay rates in the Fire Service are set nationally each year, in consultation with the Fire Brigades' Union, and include specific rates for Fire Control Operators, as distinct from 'front line' Firefighters. Fire Control rooms have specific ranks that can be aligned with Coastguard positions for analysis. However, these structural similarities neither signify that the responsibilities of the jobs are identical, nor that the process of matching them is at all straightforward.

1.3.2. Ambulance Service

The Ambulance Service in the UK is currently in a period of reform, both in terms of pay and overall structure. There are now 16 separate Ambulance Services in the UK, reduced from 31 at the start of 2006, creating regional services.

Ambulance staff, both operational and in control rooms, are paid in accordance with nationally agreed pay scales, as are MCA Coastguards, which are determined in line with the NHS 'Agenda for Change'. Some key roles and responsibilities are defined in nationally applicable role profiles where banding for pay purposes has also been agreed.

1.3.3. Police Service

Police Service Control Rooms are operated by a mixture of civilian police staff and uniformed police officers. Some forces have wholly civilian-staffed control rooms; others have a majority of civilian police staff overseen by uniformed police officers. Pay and grading for civilian staff is determined locally by each force, although these determinations adhere to nationally agreed spine points. The civilian police staff pay spine is centrally negotiated on an annual basis by the Police Staff Council. Individual police forces may use any point, or collection of points, on this scale to generate pay rates or pay bands for their own (civilian) police staff. Operational structures within control rooms, along with terms and conditions of employment, are also set locally and can differ widely between forces.

Variations in pay, structures and role responsibilities across the country make detailed comparisons between Police control room staff and Coastguards somewhat problematic. In many cases, sensible comparisons can be made at CWA and WM equivalent levels, with other roles tending to be less well matched or defined.

1.3.4. Highways Agency

The Highways Agency has a total of seven Regional Control Centres which provide 24 hour communications support for the Police, Highways Agency and Incident Support Units. Their principle functions are to deal with the emergency services; to take telephone calls from internal and external sources; and, to dispatch and control on-road resources. These responsibilities have been progressively taken over from the Police since 2004.

The Highways Agency is an executive agency of the Department for Transport and the pay for traffic officers is negotiated by the Highways Agency under the terms of their pay delegation.

1.3.5. Non-Emergency Call Centres

Non-emergency call centres from both the public and private sectors are potentially valid comparators as the working environment shares similarities with Coastguard watch rooms. However, benefits packages and terms and conditions vary widely between employers and therefore analysis of these roles is limited to salary alone.

1.4. Analysis of Comparator Roles

The following analyses are provided to inform and build up a clearer picture of whether certain roles should be directly compared with each other, in terms of pay, based on the tasks and responsibilities performed. Comparisons are made on a 'closest match' basis against CWAs, WOs, WMs, RCCM's and AOM's. The comparator used is indicated in italics below the comparator role.

1.4.1 Assessment of Comparability

Each employer has been assessed in terms of its reliability and suitability as a comparator using the following criteria:

EXCELLENT COMPARATOR – To be an excellent comparator, a role will share the same job elements, frequency and level of involvement, weighting and responsibilities.

GOOD COMPARATOR – To be a good comparator, a role must broadly share the same characteristics and responsibilities, although some elements of the job may differ slightly in terms of frequency of involvement.

FAIR COMPARATOR – To be a fair comparator, a role should share roughly similar characteristics, although the type of work, level of responsibility or organizational structures may vary, making it harder to draw relevant comparisons.

POOR COMPARATOR – To be a poor comparator, the role would be operationally different, in terms of job weight, responsibilities and key tasks. It is likely that the organizational structure would be different, again making it harder to compare similar roles. There may also be external factors such as the relevant job market, whether the role sits within the public or private sector, and whether there is sufficient data to provide a statistically accurate comparison.

In some cases insufficient detailed information is available for some roles that were referenced in the original review. These are indicated appropriately and detailed assessments are not provided for these roles.

1.4.2. Fire Service Control

		Similarities	Differences
Nature of Work	General	<ul style="list-style-type: none"> - Ops. Room environment. - Likely to be exposed to potentially distressing or emotional circumstances. Must have the ability to deal with such incidents in a calm and professional manner. 	<ul style="list-style-type: none"> - Fire: There is a ratio of approximately 30:1 in terms of the volume of emergency calls dealt with by Fire Service Control operators when compared with Coastguards.
	Firefighter (Control) CWA	<ul style="list-style-type: none"> - First point of contact for all emergency and non-emergency calls. - Responsible for monitoring and testing communication equipment. - Administrative responsibilities. 	<ul style="list-style-type: none"> - Fire: Detailed local knowledge is desirable but not essential or tested unlike HMCG where it is both required and tested.

	Similarities	Differences
Crew Manager (Control) <i>Watch Officer</i>	<ul style="list-style-type: none"> - Public and media liaison. - Investigate and report on incidents to inform future practice. - Manage information for action. 	<ul style="list-style-type: none"> - Fire: Lead the work of teams and individuals to achieve their objectives. - Fire: Take responsibility for effective performance of team.
Watch Manager (Control) <i>Watch Manager</i>	<ul style="list-style-type: none"> - Lead the work of teams and individuals to achieve their objectives. - Take responsibility for effective performance. - Respond to poor performance in your team. - Lead, monitor and support people to resolve operational incidents. 	<ul style="list-style-type: none"> - Fire: Acquire, store and issue resources to provide service delivery. - Fire: Normally responsible for around twice the number of staff on watch as CG WMs.
Station Manager (Control) <i>RCCM</i>	<ul style="list-style-type: none"> - Lead, monitor and support people to resolve operational incidents. - Determine solutions to hazards and risks. - Plan and implement activities to meet service delivery needs. 	<ul style="list-style-type: none"> - Fire: Station Manager level roles in the Fire Service can have overall responsibility for as many as 100 members of staff. - Fire: The Station Manager (Control) must work on a flexible duty system.
Group Manager (Control) <i>AOM</i>	<ul style="list-style-type: none"> - Plan implementation of organizational strategy to meet objectives. - Implement organizational strategy. - Lead organizational structure through effective decision making. 	<ul style="list-style-type: none"> - Fire: The Group Manager is responsible for all control room operations within the brigade.
Training, Development and Progression	<ul style="list-style-type: none"> - Full training and development program provided. 	<ul style="list-style-type: none"> - Fire: Distinct Trainee, Development and Competent pay rates. - Fire: 'Competent' (RFJ) in 4 years.
Working Practices	<ul style="list-style-type: none"> - 42 hour working week. - 4 shift system. 	<ul style="list-style-type: none"> - Fire: 38 day leave entitlement.
Terms and Conditions	<ul style="list-style-type: none"> - Uniform provided. 	<ul style="list-style-type: none"> - Fire: 6% contribution to pension. Final pension based on 80th. - Fire: Consolidated shift allowance.

Summary
<p>Fire Service control operators, in common with most other 'first point of contact' emergency call centre staff, serve as good broad comparators for Coastguard watch keeping staff. This is especially true at the lower grades. Fire Service control rooms deal with a higher volume of calls compared with Coastguard watch rooms but have inferior terms and conditions of employment. The position of Firefighter (Control) is a GOOD COMPARATOR for CWAs, but the Fire Service grades above and including Crew Manager all appear to have greater role responsibilities than their corresponding Coastguard roles and are considered FAIR COMPARATORS.</p>

1.4.3. Ambulance Service

		Similarities	Differences
Nature of Work	General	<ul style="list-style-type: none"> - Ops. Room environment. - Likely to be exposed to potentially distressing or emotional circumstances. Must have the ability to deal with such incidents in a calm and professional manner. 	<ul style="list-style-type: none"> - Amb: There is a ratio of approximately 120:1 in terms of the volume of emergency calls dealt with by Ambulance Service Control operators when compared with Coastguards.
	Emergency Service Call Taker (Band 2) ¹ CWA	<ul style="list-style-type: none"> - First point of contact for all emergency and non-emergency calls (from GPs, hospitals etc.) - Inputs information to computerized systems according to defined protocols. - Provision of basic clinical advice, similar to maritime advice issued by Coastguards. - Works under supervision. 	<ul style="list-style-type: none"> - Amb: Call takers do not make decisions on the actions to be taken in response to a call; they are there to extract information which is then passed on. - Amb: Some training responsibility for newer staff of the same grade (defined in role profile). - Amb: Ability to deal with repetitive operations over a prolonged period of time with no loss of concentration.
	Emergency Medical Dispatcher (Band 3) ¹ Watch Officer	<ul style="list-style-type: none"> - Responsible for taking decisions on the dispatch and best use of emergency response resources. 	
	Supervisor (Band 4) Watch Manager	<ul style="list-style-type: none"> - Supporting role to the call centre manager. - Supervisory responsibility for staff working in the control room – including overseeing training and development. - Awareness and management of resources to meet service standards. 	<ul style="list-style-type: none"> - CG: The search planning aspects of a WMs job are likely to carry with them greater job 'weight' than this level in the Ambulance Service.
	RCCM	NO DETAILED ROLE INFORMATION AVAILABLE	
	AOM	NO DETAILED ROLE INFORMATION AVAILABLE	
Training, Development and Progression		<ul style="list-style-type: none"> - Full training provided (through intensive 'up front' training, followed by on-the-job training). 	
Working Practices		<ul style="list-style-type: none"> - 42 hour working week. - Shift working with percentage based allowance. 	<ul style="list-style-type: none"> - Amb: Leave entitlement: 35 days with up to 5 year's service; 37 days with up to 10 year's service. 41 days with over 10 year's service.

	Similarities	Differences
Terms and Conditions		<ul style="list-style-type: none"> - Amb: 6% contribution to pension. Final pension based on 80th. - Amb: Shift allowance varies between 9% and 25% depending on hours worked.

Summary
<p>FAIR COMPARATOR - Ambulance Service control rooms are generally a reasonable comparator for the lower grades in Coastguard watch rooms as, in common with the other emergency service call rooms, fundamentally, the roles are similar. Ambulance Service control rooms have to deal with a significantly higher volume of calls compared with Coastguard watch rooms and have inferior terms and conditions of employment.</p> <p>In common with the Police, there is some ambiguity in how the structures align with Coastguard roles, but as NHS staff have national pay scales it is possible to compare pay rates with some degree of consistency. However, it has not been possible to compare all roles in this analysis, particularly grades above a nominal WM equivalent. Those roles within the ambulance service which are broadly comparable to those in MCA appear to comprise elements that span more than one MCA role level (e.g. have responsibilities equivalent to those at both CWA and WO levels), which again makes direct comparisons more difficult.</p>

Note 1: Where the roles of emergency call taker and dispatcher are split, call takers extract detail about a patient's condition and location from a caller and then pass this information onto an emergency dispatcher who then makes important decisions about how best to handle the situation.

1.4.4. Police Service Control Room

		Similarities	Differences
Nature of Work	General	<ul style="list-style-type: none"> - Ops. Room environment. - Likely to be exposed to potentially distressing or emotional circumstances. Must have the ability to deal with such incidents in a calm and professional manner. 	<ul style="list-style-type: none"> - Police: There is a ratio of approximately 250:1 in terms of the volume of emergency calls dealt with by Police Service Control operators when compared with Coastguards.
	Control Room Call Controller ² CWA	<ul style="list-style-type: none"> - First point of contact for all emergency and non-emergency calls. - Maintenance of administrative records. - Required to operate internal recording systems. 	<ul style="list-style-type: none"> - Police: Higher volume of emergency calls.
	Communications Operators ³ Watch Officer	<ul style="list-style-type: none"> - Co-ordination of emergency response, often in liaison with a number of parties. - No <i>direct</i> supervisory responsibilities. - Independent decision making on the initial response to emergency calls - within predefined limits. 	<ul style="list-style-type: none"> - CG: Roles at this level require specific maritime or Coastguard qualifications. Similar criteria are not explicitly required by the Police. - CG: WOs are responsible for devising SAR plans.

	Similarities	Differences
Senior Communications Operator³ <i>Watch Manager</i>	<ul style="list-style-type: none"> - Provide tutorship and assistance to new staff and keep colleagues informed of changes in working practices. - In normal circumstances, takes decisions on incident response. - Co-ordinates the response of other emergency services where appropriate. 	<ul style="list-style-type: none"> - Police: Fewer requirements for 'specialized' qualifications to be employed at this level, when compared with CG WMs. - Police: Will normally be responsible for a greater number of staff than a CG WM.
Call Centre Manager <i>RCCM</i>	NO DETAILED ROLE INFORMATION AVAILABLE	
<i>AOM</i>	NO DETAILED ROLE INFORMATION AVAILABLE	
Training, Development and Progression	<ul style="list-style-type: none"> - New recruits must complete a probation period, but promotion is not guaranteed on completion. Exams must be sat for progression. - Attendance at in-house and external training courses. 	
Working Practices	<ul style="list-style-type: none"> - 42 hour working week. - Rotating shift pattern. Actual practices vary by Force. 	<ul style="list-style-type: none"> - Police: Leave entitlement: 30-34 days with up to 5 year's service; 33-39 days with up to 20 year's service. 40 days with over 20 year's service.
Terms and Conditions	<ul style="list-style-type: none"> - Uniform provided 	<ul style="list-style-type: none"> - Police: 6% contribution to pension. Final pension based on 80th. - Police: Shift allowance varies by force. Can be percentage based or increment based. - Police: Required to have access to reliable transport. - Police: Recognized keyboard qualification is required.

Summary
<p>FAIR COMPARATOR – Entry-level Police Service control room staff may be considered as good comparators in terms of the responsibilities and duties performed as part of their day-to-day work which, while less varied than Coastguard work, involve dealing with a considerably higher volume of calls. However, the wide variation in control room staffing, structures and pay rates across the country, especially in the higher grades (nominal WM equivalent and above) means that they can be considered as no more than a fair comparator for the purposes of pay benchmarking. In many cases it is simply impossible to align 'equivalent' roles and/or salaries.</p>

Note 2: This role equates to the lowest level of responsibility within a Police Control Room. Such roles are present in all Police Control Rooms, but may be referred to as Call Handlers, Emergency Call Takers, Communications Operator or Co-ordinator Assistants.

Note 3: These roles are only present in some Police Control Rooms at the discretion of individual Police Forces. The role titles and responsibilities assigned to them differ significantly across the country.

1.4.5. Highways Agency

Nature of Work			Similarities	Differences
	General		<ul style="list-style-type: none"> - Ops. Room environment. - Delegated pay negotiation. 	<ul style="list-style-type: none"> - HA: Regional Control Centres are larger than CG MRCCs (approx. 60 staff). - HA: Less likely to be exposed to distressing or emotional circumstances at work, in comparison with CG Ops. Room.
	CWA		HIGHWAYS AGENCY DOES NOT HAVE AN EQUIVALENT POSITION	
	Regional Control Centre Operators <i>Watch Officer</i>		<ul style="list-style-type: none"> - Co-ordinates and collates incident information and deploys relevant resources. - Monitoring relevant networks using available systems and technology. - Providing advice and information on request to the public, emergency services and other public bodies. 	<ul style="list-style-type: none"> - HA: 5 O Level/GCSE or equivalent, or 1 year's experience in an operational work environment.
	Regional Control Centre Supervisor <i>Watch Manager</i>		<ul style="list-style-type: none"> - Responsible for taking decisions on the dispatch and best use of emergency response resources. - Monitor and manage a team of Regional Control Centre Operators (WO). - Provide information to the media. 	<ul style="list-style-type: none"> - HA: 3 year's driving experience and current, valid license with maximum 3 points. - HA: 3 year's operational customer focused experience. - HA: 1 year's experience at supervisory level with experience of handling customer grievances.
	Operations Manager <i>RCCM</i>		<ul style="list-style-type: none"> - To ensure the RCC has the capability to deliver its goals on target. - Manage a range of functional responsibilities such as Health and Safety, staff training and Business Continuity. - Establish effective working relationships with the emergency services and the rest of the HA. 	<ul style="list-style-type: none"> - HA: Manage up to 60 staff across a geographically diverse area. - HA: 2 year's managerial experience and educated to degree level with appropriate qualification. - HA: Held valid driving license for a minimum of 2 year with a maximum of 3 points. - HA: Operations Managers are required to work as part of a team with other Operations Managers to co-manage performance and

		Similarities	Differences
			objectives.
	Network Operations Manager AOM	<ul style="list-style-type: none"> - Plan, control and ensure efficient delivery of operations management for RCC area. - Establish effective working relationships with the emergency services. - Ensure RCC area has the capability to deliver its goals. 	<ul style="list-style-type: none"> - HA: Minimum 10 year's experience in an operational role, including 5 year's managerial responsibility. Or, degree level education plus five year's experience in an operational role, including 3 year's managerial responsibility. - HA: Valid driving license with maximum 3 points. - HA: Network Operations Managers have a <i>much</i> larger effective area of responsibility than AOMs.
	Training, Development and Progression	<ul style="list-style-type: none"> - Structured on-the-job and off-the-job training opportunities. 	<ul style="list-style-type: none"> - HA: Direct entry is a possibility, with the relevant entry qualifications and requirements.
	Working Practices	<ul style="list-style-type: none"> - 42 hour working week. - Shift working. - 40.5 days leave entitlement. 	<ul style="list-style-type: none"> - HA: 8-hour shift pattern. - HA: 6 on and 3 off shift patterns.
	Terms and Conditions	<ul style="list-style-type: none"> - Civil Service Pension: 1.5-3.5% contribution to pension. Final pension based on 60th. 	<ul style="list-style-type: none"> - HA: 24/7 shift pattern attracts 20% Premium. - HA: Pay Band TM3 staff (RCCM) are on-call either 1 in 4 or 1 in 5.

Summary
<p>FAIR COMPARATOR – Although the roles are reasonable comparators, the differences in the nature of the work make precise comparisons more difficult. Whilst the differences in pay increase at more senior roles, the levels of responsibility, in terms of numbers of staff and decision making authority, also increase, significantly, in line with this. The most robust comparison is at nominal WO level (Regional Control Centre Operators) where the main duties of the job are largely similar. Whilst the nature of the work carried out by a WO appears to sit better alongside the other emergency service comparators, the frequency of contact appears better matched with Highways Agency roles. It should also be noted that the shift patterns and shift allowance are less favourable when compared with the MCA, but all other terms and conditions are very similar.</p>

1.5. Pay Analysis

Table 1.1: Coastguard Basic Pay Scales

	Minimum	Range Point	Maximum	Average (Actual)
CWA	11,970	13,876	14,213	13,091
Watch Officer	14,467	17,922	18,532	16,618
Watch Manager	19,378	24,007	24,824	22,976
RCCM	23,402	28,991	29,977	27,220
AOM (SAR/PAR)	30,098	37,286	38,554	34,308

Table 1.2: Coastguard Pay Including CG Allowance/On-Call Allowance

	Minimum	Range Point	Maximum	Average (Actual)
CWA	14,963	17,345	17,766	16,364
Watch Officer	18,084	22,403	23,165	20,773
Watch Manager	24,223	30,009	31,030	28,720
RCCM	25,857	31,446	32,432	29,675
AOM (SAR/PAR)	32,553	39,741	41,009	36,763

1.5.1. Fire Service

Table 1.3: Fire Service Pay Rates (Consolidated Shift Working Allowances)

	Trainee	Development	Competent A	Competent B
Firefighter (Control)	18,922	19,710	25,221	N/A
Crew Manager (Control)	N/A	26,805	27,961	N/A
Watch Manager (Control)	N/A	28,567	29,360	31,267
Station Manager (Control)	N/A	32,523	33,500	35,873
Group Manager (Control)	N/A	37,458	38,580	41,524

Whilst It is clear that Fire Service control room operators enjoy a pay lead over MCA, and other comparator organisations there are some very real concerns over the validity of job matching specific roles with those within MCA, as explored in the analysis of comparator roles (above).

Comparing the entry-level positions of Firefighter (Control) and CWA we can see that a fire service 'trainee' has a 26.5% higher salary when shift allowances are reckoned for. This differential rises to 45.4% when the fire service employee is considered 'competent' - equivalent to the MCA range

point. Furthermore, recruitment literature for the fire service indicates that a new employee might expect to reach this level of competence in 4 years¹, compared to the 5 years it will take a new entrant CWA to reach the range point of pay band A.

Pay differentials remain at Crew Manager (Control) / WO level and indeed against the minima of the remaining MCA pay bands. However, when comparing the MCA's range point, maxima and average pay rates (a valid comparator given that fire service pay rates are spot rates) against the higher ranked fire service positions, the gaps, whilst not insignificant, are considerably smaller – typically within 10%.

Despite this, and allowing for concerns that more senior Fire Service control positions command greater job 'weight' than the corresponding Coastguard roles, it is clear from the available evidence that both MCA and other comparator organisations lag behind pay rates for fire service control personnel. It must be remembered, however, that the current fire service pay rates are the product of significant operational reforms that have substantially increased flexibility, altered structures and changed the working practices of the service. The modernisation of Fire Service Control Rooms has led to the rationalisation of control room functions. In Scotland it is proposed that the current 8 control rooms should be reduced to between 1 and 3 in the near future², and similar proposals have been made for the rest of the UK³.

Table 1.4: Fire Service pay rates - adjusted for extra 2.5% pension contributions.

	Trainee	Development	Competent A	Competent B
Firefighter (Control)	18,449	19,217	24,590	N/A
Crew Manager (Control)	N/A	26,135	27,262	N/A
Watch Manager (Control)	N/A	27,853	28,626	30,485
Station Manager (Control)	N/A	31,710	32,663	34,976
Group Manager (Control)	N/A	36,522	37,616	40,486

A further point which must be taken into account is that many of the terms and conditions of employment and key benefits offered by the MCA are very favourable when compared to those offered by the fire service. Although not directly affecting the general conclusions offered above, the MCA operate within the Civil Service Pension Scheme; employee pension contributions within MCA are 2.5% - 4.5% lower than those paid by Fire Service employees. This has a quantifiable impact on take home pay, and Table 1.4 (previous

¹ http://www.glosfire.gov.uk/sections/recruitment/recruit_control.html

² The Future of Fire Service Control Rooms in Scotland, Mott MacDonald, 2004.

³ The Future of Fire and Rescue Service Control Rooms in England and Wales, Mott MacDonald, 2003.

page) shows the current fire service pay rates adjusted to take account of the larger deductions.

1.5.2 Ambulance Service

Table 1.5: NHS ‘Agenda for Change’ Pay Bands

	Minimum	Maximum	Minimum plus shift allowance ⁴	Maximum plus shift allowance ⁴
Band 2	12,177	15,107	15,221	18,884
Band 3	14,037	16,799	17,546	20,999
Band 4	16,405	19,370	20,506	24,213
Band 5	19,166	24,803	23,958	31,004
Band 6	22,886	31,004	28,608	38,755
Band 7	27,622	36,416	34,528	45,520

Note 4: Shift entitlement calculated at 25%. An employee will receive this rate of shift allowance if at least half of their working hours occur between 7pm and 7am Monday to Friday or at any time on Saturdays, Sundays and Bank Holidays. This would be the case for any full-time shift system.

Robust analysis of Ambulance Service pay rates, relative to those within the MCA, is complex; this is in part due to the fact that the service has pay bands that do not have an equivalent within the MCA and in part as a result of the considerable overlaps which exist between each NHS pay band – a situation largely avoided by the MCA (with the exception of bands C and D1). Sufficiently detailed role information, particularly for more senior roles (above the nominal WO equivalent) has proven very difficult to obtain, making the process of comparison at these levels challenging.

When one considers the entry-level positions within the Ambulance Service and MCA, one observes that ‘Band 2 roles’ (Ambulance Service), enjoy a very modest pay lead (of 1.73%) over the MCA pay band A (CWA) roles at the minima, which increases to 6.29% at the maxima. Within the Ambulance Service it takes staff seven complete years service to progress to the max of pay band 2, which is comparable to MCA’s pay band A. When one considers, however, the additional pension contributions (of between 3% and 4.5%) which Ambulance Service staff are required to pay the reality is that MCA personnel at this level have a slight ‘take-home’ pay lead at the payband minimum and are very much closer at the maximum of the pay band.

Ambulance Service pay band 3 includes roles that are very broadly equivalent to Coastguard WOs, although there is a blurring of some responsibilities undertaken by pay band 2 and pay band 3 roles; a situation mirrored within the MCA currently between CWA and WO roles. The Ambulance Service pay band 3 is considerably shorter than MCAs pay band B and direct comparisons of minima and maxima here offer limited value.

Pay band 4 ‘supervisor’ roles in the Ambulance Service share a great deal of similarities with the people management aspects of Coastguard WM roles, but appear not to share responsibilities equivalent to search planning and co-

ordination. This in some way explains their positioning in pay band 4, which, in pay terms, equates to the top end of MCA pay band B. Beyond pay band 5 there is insufficient detailed information in terms of role content and responsibilities on which to base direct comparisons. As a generality, therefore, Ambulance Service control room personnel attract similar rates of pay to those within the HMCG structure, and share similar levels of responsibility, particularly towards the direct entry level, although the structure of the Ambulance Service pay system is such that a number of their pay bands are straddled by those of the MCA.

1.5.3 Police Service

Whilst the analysis of comparator roles has illustrated that there are similarities between the work undertaken within Police and Coastguard control rooms, the nature of the pay system which operates within the Police Service makes drawing robust conclusions from the available data very challenging.

Pay data has been gathered for control room staff across 10 Police Forces and is presented at Annex B in the form of a floating bar chart. This chart shows visually the difficulty in making sensible comparisons; there are no common pay ranges for any level or responsibility across the Police Forces surveyed. In some instances the pay bands for identical roles (job titles) in different forces are not only different, but even fail to overlap one another. This is a finding confirmed by Unison's most recently published 'Survey of Police Staff Pay and Conditions'⁴.

The most meaningful comparisons can be made between pay band minima for 'entry level positions'. Of the forces included in the survey, minima average at £14,744 (or £17,692 including the addition of the most common shift allowance rate of 20%); this affords the Police Service entry level roles a pay lead of £2,730 over CWAs on entry.

1.5.4 Highways Agency

In pay terms, a comparison between pay rates within Highways Agency control rooms and MCA stations is less problematic owing to the similarities in pay systems.

Table 1.6: Highways Agency Rescue Co-ordination Centre Pay Scales

	Minimum	Maximum	Minimum plus shift allowance	Maximum plus shift allowance
RCC Operator	15,079	17,928	18,095	21,514
RCC Supervisor	22,907	27,913	27,488	33,496
Operations Manager	36,237	44,153	40,767	49,672
Network Operations Manager	48,072	58,574	48,072	58,574

⁴ Unison Police Staff: Survey of Police Staff Pay and Conditions, Unison, 2003.

The entry level position within a Highways Agency RCC is equivalent to a Coastguard WO, and pay rates are broadly similar with the minimum for this role being 4.2% above the MCA minimum and 3.3% higher at the maximum. However, if one considers the more generous shift allowance offered by MCA the minima become equal and the gap at the maximum affords MCA personnel a pay lead of 7.1%.

At RCC Supervisor level, broadly equivalent to Coastguard WMs, the Highways Agency has a pay lead of 12.4% at the minimum and 7.9% at the maximum when shift allowance is included. For HA RCC staff above WM equivalent level there is a large increase in pay differential which is reflective of their larger sphere of responsibility in terms of geographical area and staff numbers. On this basis, the pay rates for RCC Operations Manager and Network Operations Manager are more accurately matched with MCA pay bands E1 and G respectively.

1.5.5 Non-Emergency Call Centres

The following pay rates for non-emergency call centres have been generated by taking the average of 133 control/call centre jobs gathered from IDS pay surveys and internet research.

Table 1.7: Non-Emergency Call Centre Average Pay Rates

	Average Starting Pay	Average Maximum Pay
Call Centre Advisor (1)	14,648	16,700
Call Centre Advisor (2)	16,640	19,289
Supervisor/Team Leader	21,766	24,460
Call Centre Manager	30,831	36,215

The data shows once again that entry level basic pay is frequently higher than at the MCA, but also that there are generally fewer levels of management within the call centre structures when compared with Coastguard structures, making direct comparisons less valid.

1.6 Conclusions

The accurate comparison of emergency and non-emergency control centre roles with Coastguard roles has proven to be very challenging, as has been acknowledged previously. Primarily, the lack of common organisational structures and responsibility levels between, and at times within, each of the comparator employers has meant that making a robust alignment of appropriate, comparable roles from each comparator organisation, against which each Coastguard role could be evaluated with confidence, has not been entirely possible. Secondly, this difficulty is exacerbated by the three main comparators – Fire, Ambulance and Police – having fundamentally different pay systems to each other and to the MCA.

As a result of these problems, it is not possible to place defensible fixed values to the pay gaps that exist between Coastguard roles and their

emergency service comparators, but a number of broader conclusions have been drawn from this exercise.

In almost all instances, CWAs are paid at levels below those offered to entry-level staff in the other organisations against which they have been compared. This either occurs simply as a result of higher pay rates, or more frequently because the entry-level positions within other organisations are not graded as CWA equivalent and often have slightly greater responsibilities. The only close comparator in pay terms are Ambulance Service band 2 call takers, responsible only for answering emergency calls - not for dispatching resources. Aside from this example, the pay gap to other entry-level roles varies between £1,700 and £4,000 per annum when shift allowance is included.

The data relating to WO and WM comparators is mixed; although it appears that some gaps still exist, data suggests that these gaps are less pronounced than at CWA.

A final and important point of note is that in each of the main comparators examined, with the possible exception of the Ambulance Service where detailed information is limited, there are either fewer separate levels of responsibility within each structure compared to HM Coastguard, or senior management roles have responsibility for a far greater number of sites or offices. The effect of this is that roles at the structural level of RCCM or AOM can appear to be far more generously paid elsewhere when, in truth, the responsibilities held by the comparator roles may be more closely aligned with ROMs or indeed regional directors.

2. Analysis of MCA Marine Surveyors Pay Survey

Executive Summary

This document presents the management analysis of the 2006 Marine Surveyor Pay Survey. Background data is presented on the MCA's current pay, recruitment and retention situation and this information is then used to provide informed commentary and analysis on the findings of the pay survey. The main findings are as follows:

- Classification Societies: Available information does not suggest a significant pay gap between these employers' pay and MCA pay.
- Shipping Companies: Data shows a large and significant pay lead over MCA Surveyors, however MCA-held management information shows that, regardless of pay, recruitment streams consistently flow *from* shipping companies to the MCA, not away.
- Other Government Employers: Comparisons with the Health and Safety Executive are favourable, showing that the MCA have a pay lead for equivalently graded roles. MAIB are not considered to be valid comparators for MS1 Surveyors.
- Other Professional Engineering Roles: Survey data shows that the lower end of pay band E3 is at or above the market rate for professional engineers, but that the top of the scale falls short of the industry average.

In summary, this analysis shows that MCA pays close to the market rate relative to its main rivals for the recruitment of Surveyors. There is a pay gap to the salaries offered by shipping companies, but the MCA are able to recruit from these companies - they do not lose employees to them.

2. Analysis of MCA Marine Surveyors Pay Survey

2.1. Introduction

When undertaking pay benchmarking it is important to match jobs as closely as possible, although we must accept that finding direct matches is often not possible. This is especially challenging where specialist professions, such as those occupied by MCA Marine Surveyors, are concerned. Market pay rates frequently differ widely between related professions based on a host of factors including the availability of specialist skills, desired experience levels and local market forces. It can prove difficult, perhaps impossible, to quantitatively assess the weight of impact each of these factors has, based simply on raw pay data, and as such, any attempt to draw absolute conclusions should be approached with caution.

The comparators used in this benchmarking study fall into a number of inter-related categories and span both public and private sectors. Direct comparisons with other marine Surveyors are drawn from Classification Societies, Shipping Companies, and other government departments. Indirect comparators are drawn from employers of skilled professionals in other areas of expertise, such as mechanical engineering.

In many cases role comparability may be defined less by the roles and responsibilities of the job and more by the entry requirements (such as expected formal qualifications and experience) of the position.

2.2. Supporting Information – Attraction, Recruitment and Turnover of MCA Surveyors

To gain a full understanding of the ‘market’ for marine Surveyors, it is important to examine the push and pull factors that affect marine Surveyors, and specifically those that choose to work for the MCA. To achieve this we present recent recruitment and turnover data on our main grade Surveyors to illustrate the underlying motivating factors behind those both joining and leaving the Agency.

2.2.1 Attraction

There is a generally held opinion that the pool of talent from which Surveyors are recruited is a dwindling one. This appears to mirror a reduction in the number of personnel employed in the shipping, shipbuilding and seafaring industries in the last few decades. It follows that competition for Surveyors will become increasingly heated as the pool continues to diminish.

2.2.2. Recruitment and Pay

Of the 66 MS1 Surveyors externally recruited by the MCA since 2000 it has been possible to gather previous employment information on 53. Of these, 60% joined the MCA from shipping companies where they had been variously

Chief Engineers (10), Marine Engineers (3), Marine Superintendents/Ship Managers (12) or Ship's Masters (5). 34% joined from a wide variety of other marine related occupations, the majority of which were land-based. 6% joined from Classification Societies.

In terms of pay, it has been possible to collect information on 34 of the above 53 employees. This shows that 20 of them took a pay cut when joining the MCA – the median reduction in basic quoted pay being nearly £6,000 at current rates. 3 remained on a similar basic salary to their previous employment and 11 received a pay rise.

Information was also gathered about which step of the MCA pay scales our new starter marine Surveyors joined on. This showed that 56% joined on the minimum of the E3 pay scale, 6% joined between points 1-3, 16% joined between points 4-6, 10% joined between points 7-9 and 12% joined between points 10-12. No new starters have joined above point 12 (the E3 pay scale has 21 points between minimum and range point). When these starting points are set against the current pay scales, this gives a nominal median starting salary of £35,093. This is slightly above the current step 3, but in stating this figure it should not be forgotten that the MCA is able to recruit the majority of its MS1 Surveyors on the minimum of the pay scale.

2.2.3. Turnover

In the year from 1 August 2006 to 31 July 2007 a total of 11 MS1 Surveyors left the MCA, representing 9.40% of complemented posts in this grade. Of these, 7 were resignations and 4 were retirements. Voluntary turnover was therefore 5.98%. This, and previous years' information, is summarised in the following tables.

Table 2.1: Surveyor Leavers – Actual

Year	<i>Resignation</i>	<i>Retirement</i>	<i>Other</i>	Total
<i>2006-2007</i>	7	4	0	11
<i>2005-2006</i>	6	2	2	10
<i>2004-2005</i>	2	4	1	7

Table 2.2: Surveyor Leavers – Turnover

Year	<i>Resignation</i>	<i>Retirement</i>	<i>Other</i>	Total
<i>2006-2007</i>	5.98%	3.42%	0.00%	9.40%
<i>2005-2006</i>	5.13%	1.71%	1.71%	8.55%
<i>2004-2005</i>	1.71%	3.42%	0.85%	5.98%

In exit questionnaires, pay has been cited as the primary exit reason for an MS1 leaving the MCA only once in the last 3 years. It has been cited as the secondary exit reason 4 times, and as a tertiary reason once during the same period

2.2.4. Conclusions

The above data leads to a number of conclusions, the first of which is that the prime motivation for main grade Surveyors joining and leaving the MCA does not appear to be pay. With a majority of those for which information was available taking a cut in basic pay to join the MCA, and only a small minority of Surveyors leaving the MCA citing pay as their motivation for doing so, it must therefore be concluded that there are factors other than pay which are influencing people's desire to work for the MCA. Whilst a full examination of these factors falls beyond the scope of this report, these will certainly include, to one degree or another, issues such as working hours, convenience work-life balance, leave and other elements of the total package.

Secondly, and in support of the above conclusion, the data shows that a large number of our Surveyor recruits come from the shipping industry where salaries are generally higher. This is principally in recognition of the elements of offshore working and/or a significant degree of both unsociable and frequently unpredictable hours, in many cases with an accepted level of (unpaid) 'consolidated overtime'.

These conclusions mean that, while salary is clearly important, a variety of other factors hold significant weight in determining the attractiveness of jobs in this specialist market.

2.3. Analysis of Comparators

2.3.1. Classification Societies

Classification Surveyors provide the most direct read-across with the work carried out by MCA Surveyors because they are required to possess similar qualifications and experience in order to carry out their roles of verifying compliance with applicable regulations through detailed surveys. As a result, the major classification societies are likely to provide the most robust comparators for MCA Surveyors.

Within Annex B of the 2006 Surveyor pay survey (summary of advertised posts) there are 3 jobs listed as being with major classification societies. The first of these (number 1), for a 'Senior Naval Architect', is likely to draw from the same pool of expertise as MCA Surveyors, but with such a large pay range quoted – 66% from minimum to maximum - it is difficult to establish the level of seniority which attaches to the role, and therefore whether it should be properly compared with MS1 or Grade 7 MCA Surveyors. As 'grades' are less well defined in the private sector, it is highly likely that the quoted pay range encompasses a number of different levels of responsibility, and is not specific to the job advertised.

The second job with a major classification society (number 8) is for a 'Lead Naval Architect' based in London. The quoted salary of £40,000 - £45,000 lies partially within and partially above the maximum of the current MCA E3 pay

band; however, this salary includes an element of 'London Weighting' which is not possible to accurately quantify.

The final job within a classification society (number 23) is that of an experienced Marine Surveyor to be based in Newcastle. The prerequisites for the job are very similar to those for MCA MS1 Surveyor roles and the salary of 'up to £40,000' plus car and benefits is not at significant variance with the E3 pay scale which runs from £33,970 - £43,094 plus benefits, given that roles advertised with salaries of 'up-to' a given figure generally reflect role maxima, or close to them, and typically lead to incumbent recruitment at levels frequently 10-25% below that point.

From the small sample of Classification Society jobs presented above it does not appear that there are significant pay gaps in evidence. In each case, the likely starting salaries are similar to MCA starting salaries, and indeed the MCA package compares favourably when other benefits such as lower pension contributions are considered. Whilst job number 1 has greater 'headroom' it is unlikely that the whole range equates to an MS1-level Surveyor, and is more likely to include roles at a number of levels.

2.3.2. Shipping Companies

Senior seafaring and management roles within shipping companies are comparators for marine Surveyors in as much as the qualifications and experience required to reach these positions are comparable to the entry requirements for MCA Surveyors. In general, the pay rates for a Chief Engineer or Ship's Master will comfortably exceed those of MCA Surveyors, but evidence and experience shows that the MCA tend to recruit Surveyors from shipping companies rather than losing staff to them.

Section 4 of the pay survey provides evidence of the salary differential, with Ship's Masters' and Chief Engineers' averaging basic pay of £49,728 and £47,586 respectively. Although it is difficult to ascertain whether these figures relate to minima, maxima or indeed incumbent salaries, it is clear that they far exceed the boundaries of pay band E3. This is all the more apparent when one considers that some will be subject to very low levels of taxation and in some cases none at all. Similarly, Chief Navigator's and Second Engineer's may fulfil the employment criteria for entry-level MS1 Surveyor roles and have average basic pay of £39,624 and £37,208 respectively – some way above the current pay band E3 minimum.

Despite these pay gaps, the evidence, as presented in our supporting information above, shows that the MCA recruit a very substantial number of their main grade Surveyors from the ranks of shipping company personnel. Furthermore, there are a number of examples of current MS1 Surveyors, having previously commanded salaries in the region of £45,000 to £50,000 when working with shipping companies, joining the MCA at or near the minimum point of pay band E3. This evidence suggests that, in very large measure, the enhanced salaries offered by shipping companies are regarded as 'compensation' for the less attractive working patterns and conditions which necessarily form an integral part of these roles.

On this basis it can be concluded that, whilst it is an important factor, in most cases pay is not the prime motivator for Surveyor staff wishing to join the MCA. A host of other factors such as work-life balance, non-pay benefits and indeed the kudos that working within the UK's Maritime Authority carries, also appear to be significant. The pay gaps that have been shown should not be ignored or disregarded, but at present there is little evidence that they are causing difficulties in terms of recruitment and Surveyor turnover in all but a limited number of cases. This said, care needs to be taken to avoid complacency and to ensure that the current gaps in pay do not become so great that they override the competitive advantages held by the MCA over the shipping companies and offshore maritime employment in general. The MCA must ensure that when seeking to fill Surveyor vacancies, it continues to do so with candidates of suitable calibre.

2.3.3. Other Jobs in the Maritime Industry

The Surveyors report provides a number of very brief job summaries for other positions in the maritime industry that require a degree in Naval Architecture or other similar qualification. The information accompanying these advertisements does not allow for robust, meaningful analysis.

2.3.4. Other Government Departments

Some other government departments employ qualified marine Surveyors, industry experts and those with similar backgrounds and qualification requirements in small numbers. Primary examples are the Health and Safety Executive (HSE) and the Marine Accident Investigation Branch (MAIB). The roles and responsibilities of these positions can differ widely from MCA Surveyors and in both cases are graded differently.

Looking first at the HSE, the information in section 3 of the Surveyors report shows that their Marine Surveyors are graded at either 'SEO' or 'Grade 7' and are paid at the rates shown in Table 2.3. .

Table 2.3: Health and Safety Executive Pay Scales (2006 Pay Award)

	HSE Min	HSE Max	MCA Min	MCA Max
SEO - Marine Surveyor	£27,552	£38,831		
SEO - Specialist Inspector	£30,766	£43,320	£33,970 (E3-MS1)	£43,094 (E3-MS1)
SEO - Offshore Disciplines	£42,015	£54,814	n/a	n/a
G7 - Principle Marine Surveyor	£39,109	£50,480	£39,307	£50,352

This information shows that the MCA have a substantial pay lead over the HSE at SEO-equivalent level, and very similar pay for G7-level marine

Surveyors. Key terms and conditions of employment within HSE are extremely similar to those within MCA, as is the nature of some of the roles.

HSE Positions classed as 'Offshore Disciplines' are not considered to be valid comparators for MS1 Surveyors because, although graded at SEO, the pay rates for these positions far exceed the pay of Grade 7 marine Surveyors within the same organisation. Furthermore, jobs classed as 'Offshore Disciplines' draw on skills specifically related to the oil and gas industry. This pay enhancement is in order to attract suitable employees within a fiercely competitive market where pay rates are heavily influenced by the presence of several oil and gas 'majors'. It is acknowledged that the level of responsibility attached to these roles does not differ significantly from the responsibilities of MCA Surveyors, however the pay differential is largely related to the market, and other conditions, surrounding these roles.

In relation to pay comparability with MAIB, the views of both management and TUS are well known to each other. A summary of Prospect's views on this issue are included at Annex A. The MCA have stated that the roles are fundamentally different and cannot be compared to one-another for the following reasons:

- **Different Markets:** MAIB Inspectors are aligned to Accident Investigators (Air and Rail); MCA has no control over how MAIB salary rates are determined and the fact that MAIB (and therefore DfT(c)) regard 'the market' for their Marine Accident Investigators as the "accident investigation market" rather than the "marine/surveying market" is entirely, and quite properly, a matter for them.
- **Differently Graded:** MAIB Inspectors are graded as pay band F (Grade 7), MCA Surveyors are graded as pay band E3 (MS1, SEO-equivalent)
- **Differently Weighted:** In JEGS terms the roles are markedly different in job weight. MAIB Inspectors and MCA Surveyors score, on average, 120 JEGS points apart; given that most grade boundaries in JEGS terms are 100 points from lowest score to highest, 120 points variance represents, by any estimation, two jobs which have fundamental differences.
- **Different Working Arrangements:** MAIB On-call arrangements are onerous, MCA's are less so.
- **Different Nature of Role:** MAIB Inspectors, upon joining undertake a 2-year programme of training in order to become 'investigators' rather than 'Surveyors'.
- **Low Volume of opportunities at MAIB:** There are a small number of Inspector posts at MAIB (12 Inspectors, 4 Principle Inspectors) and turnover is low. This means that MAIB positions come up infrequently and competition is fierce.
- **Limited Success:** MCA Surveyors do apply for MAIB posts but, for whatever reason, have very limited success.

- **Local Vs. National:** It is very important to consider the fact that MCA locations are nationwide, therefore MCA's Reward Strategy must be a national one; MAIB has a small number of posts in one specific location (Southampton) and it would therefore be foolish to base a national strategy on a single (very small) local pool of individuals who happen to be paid more than MCA Surveyors are.

2.3.5. Other Professional Engineering Occupations

Skilled professionals in other disciplines that require formal engineering qualifications often command similar salaries to marine Surveyors and although job scope and purpose differ considerably, the market conditions governing their employment are similar.

Section 6 of the 2006 Surveyor pay survey provides information from the Remuneration Economics Salary Survey of Engineers (2005) at two separate levels – Senior Engineer and Team Leader. Whilst one might assume that the category 'Senior Engineer' suggests a parallel with Marine Surveyors, when one considers the descriptors for each of the categories, it appears that the converse is the case. The descriptor for the 'Team Leader' category acknowledges that 'specialists with experience but limited management responsibility may be found at this level'; this is a statement which typifies MCA Surveyor roles. Therefore, the following analysis focuses on Team Leader's as the most appropriate comparators.

Table 2.4 summarises the data presented in the report for Team Leaders. As the data relates to 2005 pay information, it has been aged by 3% to enable comparison with 2006 figures. These figures include data relating to all sections of the engineering industry where the 'Team Leader' category is included, regardless of how similar to marine surveying the business area may seem, because, when comparing jobs which are less directly matched it is important that the quantity of data is such that the effects of the presence of less direct comparators is minimised.

The figures show that the lower-quartile MCA MS1 salary is very close to the average of all the engineering lower quartile salaries, and when one considers the enhanced Civil Service pension, work-life-balance and other benefits, available for MCA employees, the overall MCA package at the lower quartile point is very competitive. The median and upper quartile figures show a progressively larger gap to the MCA average salary, equating to almost £3,800 against the upper quartile.

Table 2.4: 'Aged' Results of Remuneration Economics Salary Survey (2005)

	LQ	Median	UQ	Average
Mechanical Engineering & Production	£37,492	£40,608	£44,770	£41,392
Consultants & Business Services	£36,844	£41,029	£45,526	£41,024
Other non-Manufacturing Industries	£36,099	£39,913	£45,835	£40,658
Public Sector	£41,671	£45,147	£47,628	£43,107

Consultancy	£36,462	£40,685	£44,805	£40,832
Design & Development	£37,595	£41,952	£46,070	£42,387
Quality Control	£33,297	£36,002	£45,290	£38,261
Chartered Engineer (CENG)	£41,510	£45,767	£51,419	£46,975
Average	£37,621	£41,388	£46,418	£41,830
MCA MS1 (Actual)	£36,924	£39,879	£42,633	£39,384

It is difficult to assess the reasons that underpin these gaps, but in the case of a number of comparators cited in the survey data, pay ranges appear to be rather longer than in the MCA. Further analysis involving the comparison of average (mean) and median salary data shows that in all but two cases the average (mean) salary is higher than the median salary in the survey data. This indicates that the data is negatively skewed (i.e. that, in the case of MCA's comparators, a higher proportion of observations (people) are found to be towards the bottom of their pay scales than are found towards the top. In the MCA's case the data is positively skewed indicating that there are more observations (people) found towards the top of their pay scale.

2.3.6. Other Possible Job Matches

The other possible job matches shown in section 7 of the 2006 Surveyor pay survey have been specifically excluded from this analysis on the basis that the information accompanying the advertisements do not allow, robust, meaningful analysis.

2.4. Conclusion

In summary, the 2006 pay survey report and this subsequent analysis have indicated that pay rates vary widely for skilled roles within the maritime industry. For the preponderance of roles examined, recognised qualifications are essential and experience is also expected. Additionally, large premia are offered for working offshore and at antisocial hours. There are clearly pay pressures on MS1 Surveyors generated by external markets, the scale and significance of which fluctuate on a case by case basis, and there is nothing to suggest that the pressures here are any more acute than for other professional and specialist groups across MCA.

Classification Societies are clearly the closest-matching comparators for MCA Surveyors. The information provided in the 2006 pay survey does not suggest a significant pay gap between these employers' pay rates and MCA pay. Quoted pay rates for broadly comparable jobs are found to generally slightly exceed those offered by the MCA.

Comparisons made with shipping companies show large and significant pay leads over the MCA for similarly qualified workers. Despite this it has been possible to confirm that, regardless of pay levels, recruitment streams consistently flow **from** shipping companies to the MCA, not away. These employment flows are the combined result of push factors from the commercial shipping industry and pull factors from the MCA who are able to offer more attractive working conditions.

Analysis of the pay for marine Surveyors in other government departments shows that the Health and Safety Executive pay up to £6,000 per annum less than the MCA for SEO equivalent Surveyors and at a very similar level for Grade 7 equivalent Surveyors. The MAIB are not valid comparators for MS1 Surveyors. Finally, comparisons with other professional engineering roles have shown that the lower end of pay band E3 is at or above the market rate for professional engineers, but that the top of the scale falls a little short of the industry average.

In summary, the analysis shows that the MCA pays close to the market rate relative to its main rivals for the recruitment and retention of marine Surveyors. There is a pay gap to the salaries offered by shipping companies, but the MCA are able to recruit from these companies and do not normally lose employees to them.

3. MCA's Position in the Public Sector Pay Market

Executive Summary

This document presents a broad view of the public sector pay market and the MCA's position within it. To achieve this, large quantities of pay data from a number of sources have been collated and analysed. The key findings are:

- The MCA lies in the lower intermediate quartile of pay rates across the public sector.
- Compared with the rest of the DfT Family, the MCA's pay band minima are mostly slightly below average. Pay band maxima usually match or exceed DfT averages.
- MCA range lengths are frequently longer than those found elsewhere.

3. MCA's Position in the Public Sector Pay Market

3.1. Introduction

To address some of the challenges presented by attempting to make direct pay comparisons, and in order to obtain a clearer picture of where the MCA lies within the public sector pay market, this report adopts a data-led approach, sourcing large volumes of market data, rather than focusing on direct job matching. Two main threads are pursued here, the first examining data drawn from employers across the public sector and the second concentrating on the other Agencies within the Department for Transport. The nature of this analysis means that specialist employee groups are not directly referenced, however the broad market position of the MCA is important to all sections of the MCA workforce.

3.2 The Wider Public Sector

In this section, the MCA's pay scales are compared with those found elsewhere in the public sector. Over 1,000 salary minima and maxima have been obtained for various public sector jobs from a number of published salary surveys⁵, other Civil Service employers and also a number of public sector recruitment websites. These jobs have then been assembled into equivalent pay band groupings which follow the MCA pay band structure (A to G) on a best-fit basis. Averages (means), medians and inter-quartile ranges obtained from this data are shown in this report, and an analysis is presented below. Where source data relates to 2005 salaries, it has been aged by 3%.

3.2.1 Pay Band Minima

This section draws a comparison between current MCA minima and the broad spectrum of minima included in the pay datasets, as detailed above. The data presented below is summarised in chart form at Annex C and Annex E.

Table 3.1: Summary of the Statistical Analysis of Public Sector Minima

	Equivalent Pay Band						
	A	B	C	D	E	F	G
Lower Quartile	£11,786	14,787	£17,729	£21,320	£26,038	£32,215	£47,243
Median	£12,630	£15,996	£19,875	£24,708	£29,859	£37,959	£51,000
Upper Quartile	£14,252	£17,941	£21,316	£26,929	£32,924	£42,310	£53,840
Average	£13,220	£16,733	£19,496	£24,416	£29,646	£37,723	£50,281
MCA	£11,970	£14,467	£19,378	£23,402	£30,098	£39,307	£47,243
Percent Rank	31%	19%	45%	36%	53%	59%	25%
Quartile	2	1	2	2	3	3	1
Number of Comparators	63	167	209	199	196	165	33

⁵ Salary Surveys included 'Pay in the public services 2005 – IDS', 'Executive Compensation Review – Research File 71 – The managers' benchmark pay 2005/06 – IDS', 'IDS Pay Benchmark – March 2007 – IDS' and 'IDS Pay Benchmark – July 2007 – IDS'.

Table 3.1 shows that for pay bands C, E and F, the MCA sits approximately at the median value for minimum salaries in the public sector. Pay bands A and D are slightly below the median value, but nevertheless still fall within the lower intermediate quartile of public sector minima. Minima for pay bands B and G are clearly some way below the median value and reside in the lower quartile. However, it should be noted that for pay band G, these statistics are based on an available data set of only 33 observations, in part because roles at this level are fewer in number than at other levels within the structure. The level of confidence in datasets of this size is low.

3.2.2 Pay Band Maxima

This section draws a comparison between current MCA maxima and the broad spectrum of maxima included in the pay datasets, as detailed above. The data presented below is summarised in chart form at Annex D and Annex E.

Table 3.2: Summary of the Statistical Analysis of Public Sector Maxima

	Equivalent Pay Band						
	A	B	C	D	E	F	G
Lower Quartile	£14,106	£17,985	£23,147	£28,916	£36,233	£48,499	£59,811
Median	£14,522	£19,656	£25,289	£30,842	£39,574	£54,625	£62,577
Upper Quartile	£15,999	£22,232	£27,232	£33,697	£44,570	£60,122	£66,024
Average	£15,201	£20,189	£25,785	£31,434	£41,443	£56,203	£62,578
MCA	£14,213	£18,532	£24,824	£29,977	£38,554	£50,352	£60,518
Percent Rank	42%	32%	45%	42%	46%	33%	37%
Quartile	2	2	2	2	2	2	2
Number of Comparators	63	167	209	199	196	165	33

Table 3.2 shows that for pay bands A, C, D and E, MCA sits approximately at the median value for maxima in the public sector. Pay bands B, F and G are slightly below the median value, but still reside within the lower intermediate quartile for public sector maxima. It is important to note however that the distributions of maxima data for the public sector are largely positively skewed. This indicates that there are a number of very high outliers that skew averages (means) significantly, which could make robust analysis of market conditions more difficult, therefore analysis of median data has been employed as this mitigates difficulties caused by extreme values, either high or low.

3.3 DfT Family Pay Data Analysis

This section of the report draws a comparison between the MCA's pay scales and those from across the DfT family. 2006 pay data has been collected from all DfT Executive Agencies and DfT(c), and is analysed below.

Table 3.3: DfT Family Average Salary by Grade

	Un-weighted		Weighted	
	<i>Min</i>	<i>Max</i>	<i>Min</i>	<i>Max</i>
A-AA	12,936	15,336	12,790	14,854
B-AO	15,734	18,816	15,552	17,950
C-EO	19,816	24,273	19,279	23,126
D-HEO	24,610	30,842	24,206	29,417
E-SEO	31,581	38,425	31,259	36,430
F-G7	40,362	51,914	39,859	50,451
G-G6	50,234	60,658	51,336	60,530

Table 3.4: MCA Distance from the DfT Family Average

	Un-weighted		Weighted	
	<i>Min</i>	<i>Max</i>	<i>Min</i>	<i>Max</i>
A-AA	-8.07%	-7.90%	-6.85%	-4.51%
B-AO	-8.76%	-1.53%	-7.50%	3.14%
C-EO	-2.26%	2.22%	0.51%	6.84%
D-HEO	-5.16%	-2.88%	-3.44%	1.87%
E-SEO	-4.93%	0.33%	-3.86%	5.51%
F-G7	-2.68%	-3.10%	-1.41%	-0.20%
G-G6	-6.33%	-0.23%	-8.66%	-0.02%

Grading structures within the DfT family are organised in similar ways to the MCA, and all Agencies required to operate within public sector pay policy are subject to the same HM Treasury constrictions. Equally graded roles within each of the Agencies often share similar responsibilities (certainly similarly weighted responsibilities, as reflected by JEGS). However, it should be noted that some positions included in this data have JEGS scores that exceed the common boundaries of their respective pay band groups (i.e. have non-standard JEGS boundaries, which makes drawing fair comparisons more challenging).

Average pay band minima and maxima have been calculated, and figures are weighted according to the size of the organisation, with an Agency comprising of more total staff carrying a larger weighting within the dataset than an Agency with fewer total staff. The MCA's distance from the average pay band minima and maxima have also been calculated. Both weighted and un-weighted figures are presented above.

Most variances between MCA values and un-weighted averages are negative, with the largest difference evident at A-AA level. However, comparing the MCA pay band minima and maxima with the weighted averages gives a more representative picture because these figures take account of high outliers (such as at the GCDA, which consistently has the highest salaries, but also

the second-smallest number of employees), which can skew the figures. MCA's C-EO level minimum is closest to the DfT family average minimum, exceeding it by 0.51%. The MCA C-EO level maximum is well above the DfT family average maximum, and it is this pay band in which the MCA appear to compare most favourably.

A large negative variance appears at A-AA level, with the minimum salary being 6.85% below the DfT family average minimum, and the pay band maximum lying 4.51% below the DfT family average maximum.

At G-G6 level, the MCA are placed below the DfT family average minimum and maximum levels. The maximum is fractionally below the DfT family average (-0.02%), but the minimum is a more significant 8.66% below the DfT family average.

MCA's B-AO minimum salary falls well below the DfT family average minimum (-7.5%), but its maximum salary in the same pay band exceeds the DfT family average maximum by 3.14%. D-HEO and E-SEO level jobs are in a similar situation, although the MCA minimum salaries do not appear to be positioned too far below the DfT family averages (at -3.44% and -3.86% respectively). MCA's figures at F-G7 are quite close to the DfT family averages, with a variance of -1.41% against the minima and of -0.20% below the average maxima.

3.4 Conclusion

The data included in this report has provided the most consistent figures on which to base analysis. Overall the data shows that the MCA fit into the lower intermediate quartile for pay in the majority of instances, relative to the rest of the public sector. This is supported by comparisons with the other Agencies within DfT which show the MCA generally slightly below DfT family averages, particularly at pay band minima; at payband maxima MCA values are significantly closer to others in the DfT family.

One of the key findings of the Coastguard Pay Survey Analysis – that entry level positions are underpaid relative to the market – is also supported by the data presented here which shows that the MCA's pay band A minimum is 6.85% lower than the weighted DfT family average, and in the lower quartile relative to all public sector minima. A related point, not made so apparent in other analyses is that the minimum of MCA pay band B also lags behind public sector averages and the rest of the DfT family, although there is less of a gap at the maximum of this pay band.

Closer analysis of the data highlights that the MCA's maxima are generally rather closer to market rates than its minima are. This is in part explained by the length of pay ranges within MCA; generally MCA pay scales are longer than their public sector counterparts. This is an issue that has been addressed to some extent in successive MCA pay awards, although further work is clearly required.

Annex A: Prospect View on MAIB Comparability

Validity of Comparison:

Considering both current MAIB inspectors and recent adverts for new recruits, it is patently obvious that MAIB inspectors are recruited from the same market as [MCA] surveyors... The adverts for new MAIB inspectors do not require accident investigation experience or qualifications – they do require similar qualifications and experience to that which the [MCA] requires for new surveyors...The preventative and proactive work [Prospect] members undertake, to protect both the safety of life at sea and the marine environment, carry higher levels of personal responsibility in tighter timescales than an MAIB inspector.

JEGS:

[Prospect] are aware that the JEGS exercise at MAIB had to be conducted twice. In the absence of an explanation to the contrary, there is an understandable feeling among [Prospect] members that this exercise was undertaken in MAIB with a political agenda attached to it...What [Prospect] do know are the fundamental elements that were used in determining the JEGS scores of MSIs (i.e. qualifications/experience, line management responsibility and financial delegation)...[Prospect] believe that MAIB inspectors have, at the very least, no higher qualifications/experience than MSIs.

Working Arrangements

In the present state of uncertainty and with the inconsistent application of the [MCAs] OOH arrangements, [Prospect] find it very difficult to be as confident as the [MCA] in assessing how this system compares to the on call arrangements in MAIB. However, [Prospect] are aware that MAIB inspectors are currently organised into four teams and that the on call duty is rostered around these teams. Depending on the manning of a particular Marine Office and the agreed final scope of work to be covered by any OOH proposal, [Prospect] believe that the commitment being sought from surveyors, as offset by the financial remuneration provided, is significantly more than that provided by MAIB inspectors.

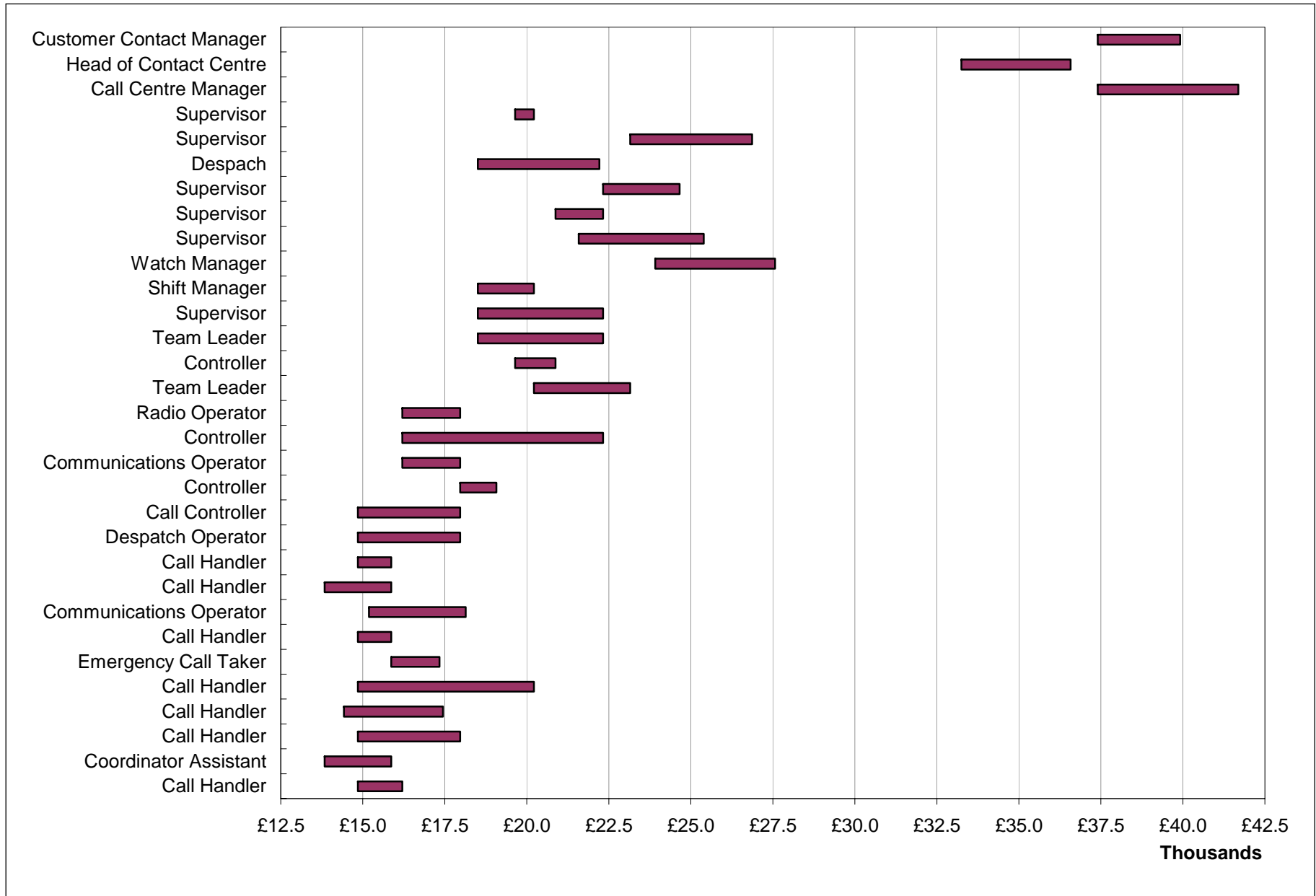
Training

Prospect is somewhat concerned that this is considered a valid reason for supporting the [MCAs] decision not to consider moving towards pay parity with MAIB inspectors. Does this mean that the [MCA] considers that new surveyors do not require any training? Such an attitude may be consistent with the recent finding of the IMO Member State Voluntary Audit Scheme team, which noted that there is no clear overall structure for a documented training programme for flag State surveyors, but it is not one that is shared by [Prospect] members. In this respect, it is to be noted that according to internationally agreed standards, PSC and ISM activities should only be undertaken by officers with at least one year's training and experience. After the demise of the 'confirmatory' training system it was replaced by a modular training system based on survey, inspection and certification activities. [Prospect] believe that such a system is the one which should still be in use – despite the above apparent lack of practical commitment to it that the [MCA] is providing. In addition, a considerable amount of work was undertaken in developing an improved modular system based on competencies, in which Prospect was involved.

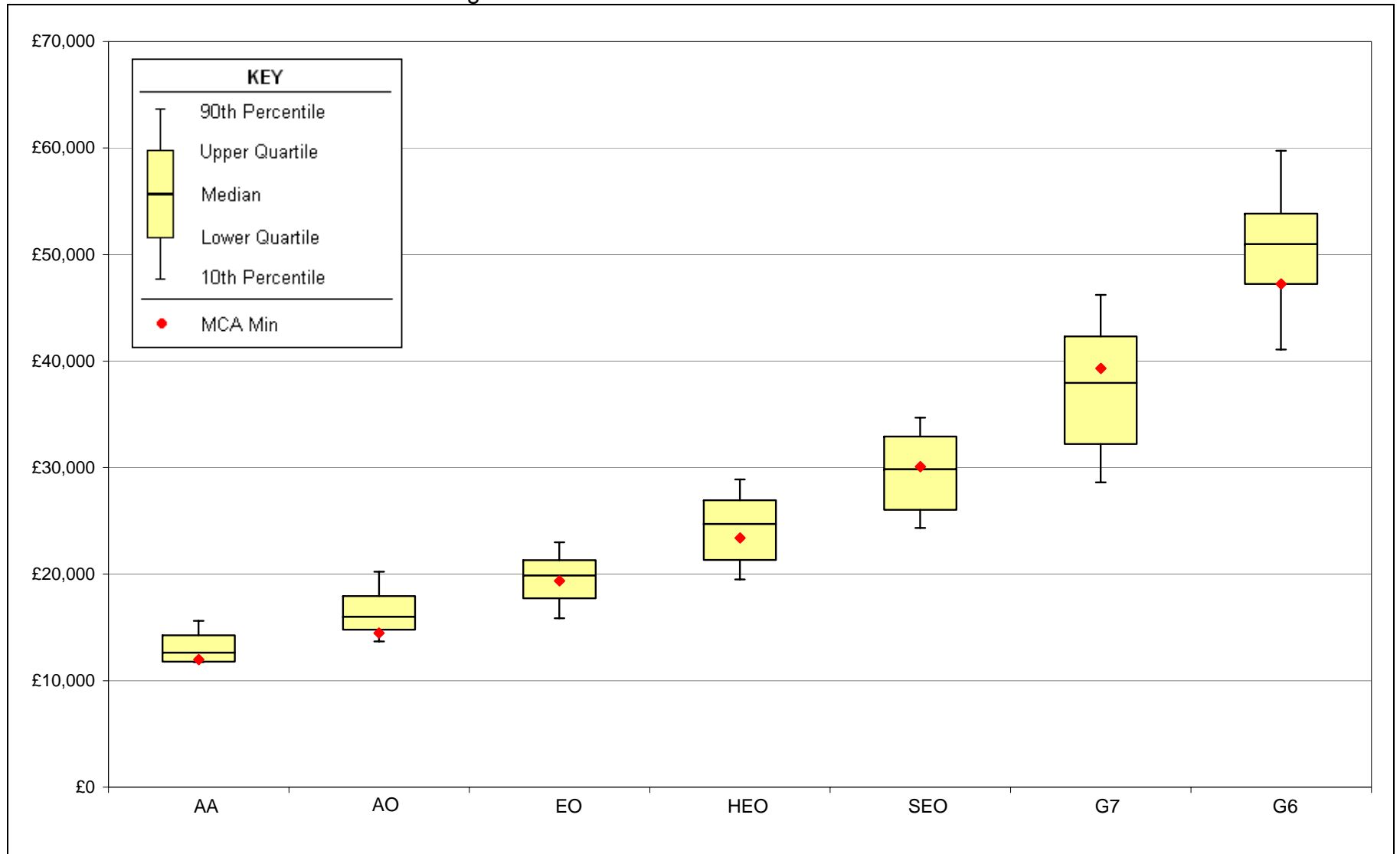
Conclusion

In conclusion, the members feel extremely disappointed with the [MCA] rejection of the Prospect claim for pay parity with the MAIB, particularly as they have indicated, through their representatives, that they acknowledge that such pay progression would be linked with a parallel discussion on making progress towards achieving the [MCAs] long-term objective of providing a '24/7' service to its customers.

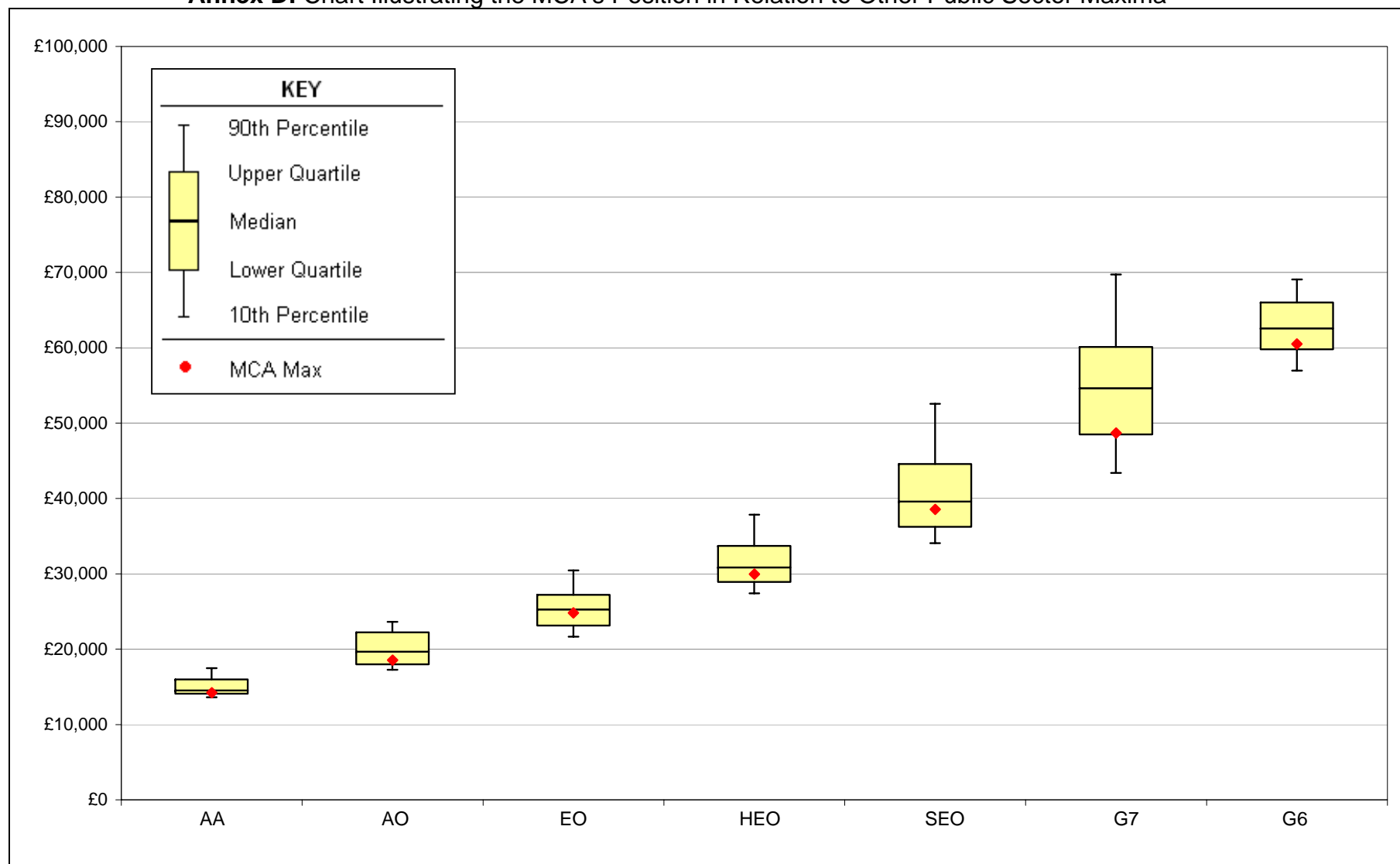
Annex B: Distribution of Pay Scales for Police Service Control Room Staff Based on a Survey of 10 Police Forces.



Annex C: Chart Illustrating the MCA's Position in Relation to Other Public Sector Minima



Annex D: Chart Illustrating the MCA's Position in Relation to Other Public Sector Maxima



Annex E: Chart Illustrating the MCA's Pay Bands in Relation to Other Public Sector Minima and Maxima

