

Setting the **scene**

for public sector reward
– why and how

Public sector employers and staff are wary of reward reform. They fear the potential cost and pain; some can't see the need. Yet there are significant gains available if the reform process is handled in the right way, and the pressure for change is building. Now is the time to act >>



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Prologue

In some ways, this is a quiet time for public sector pay. There is a policy lull after the major system changes of the decade to 2010; cost pressures have limited or stopped pay increases; and proposals for pension reforms have drawn attention away from salaries to benefits.

Yet this could also be an artificial calm before a greater storm. Public sector organisations will need to draw greater value for money from their pay systems as financial cuts bite – which could mean reducing costs, increasing flexibility, improving the impact pay has on motivation and performance, or all these things together.

Employees are faced with frozen pay and reducing standards of living, possible cuts over time in public sector salaries in lower cost regions, and changes to retirement ages, pension contributions and values. The employment offer is being changed before their eyes. They and their representatives are bound to want to renegotiate the deal.

This combination of employer and staff pressures could and should lead to significant change. However, all parties are wary. They are understandably hesitant about major intervention in an area of such high financial and human cost. But they are also unsure about how to proceed, perhaps feeling that reward reform in the public sector is too difficult.

In this paper, we look at the public sector context, the need for change and how to make a success of reform. We have drawn on a range of Hay Group and other evidence, including interviews we have conducted with a number of public service organisations which have attempted substantial changes. The aim is to show what can be done, how it can be done and why it is worth the effort.



“This could be an artificial calm before a greater storm”



Setting the scene: the past decade

Some of those involved in national pay policies over the past twenty years may be aggrieved at any calls for public sector pay reform. They will point to huge change programmes in the public sector affecting millions of people and argue that the job has already been done.

An early phase of the process began in the 1990s, when departments and agencies moved to local pay, based on three to four year business cases linked to the strategy and needs of each organisation. Since then, there have been more extensive programmes, notably:

- for many years, local authorities worked towards single status, creating a unified employment framework for all their staff
- the NHS, in one of the biggest reward programmes ever undertaken, introduced Agenda for Change
- universities implemented a National Framework Agreement, removing workforce subdivisions and bringing in a unified system of pay terms and conditions.

These initiatives had a number of important effects. First, they produced pay increases for many groups, including some of the lowest paid public sector workers. Second, they removed unjustifiable subdivisions – such as between manual and administrative staff or different career groups – so that pay, terms and conditions could be the same for people doing work of equal value. Third, they improved fairness and reduced the risk of challenge on grounds of equal pay.

These outcomes are important, and they reflect the intentions of employers and unions at the outset. In particular, equal pay was seen as essential, and worthy of considerable investment.

However, the big initiatives in the NHS, councils and universities could not be described in any other sense as reward reforms. They left in place age-old grading structures and ideas of progression and made few, if any, lasting changes to the philosophy underpinning public sector pay. To a large extent they were driven nationally and the organisations involved often did not link their local approach and implementation to business need.

Many saw this as an enforced change they had to go along with – one which came with a substantial price tag but

no major benefits. The gains which organisations generally look for from reward improvements, such as better cost control, talent management, productivity or performance, were missing. Typically, they did not even lead to higher employee engagement. The change process proved painful and disruptive and, in the NHS, engagement actually fell.

The result is that, in spite of the enormous investment of time and public money between 2000 and 2010, public sector pay is still in need of reform.



“Public sector pay
is still in need
of reform”

The character of public sector pay

Before looking at pressures for and ideas about change, it is worth highlighting some of the distinctive characteristics of the public sector and its approach to reward.

Workforce composition

The public sector is much more heavily weighted towards qualified professionals than the private sector. It is in the nature of public services that they rely on front line delivery through teachers and lecturers, doctors and nurses, police officers, housing and community workers and a wide range of professionals in local councils. People working at experienced professional level, often throughout their careers, form over a third of the public sector workforce – probably more than twice the ratio in the rest of the economy.

Pay systems have to feel right and relevant for this group and the overall package has to be able to encourage them to remain in front line public service.

Costs

Employment costs are a significant part of total costs in the public sector – many of the services rely on people and on personal contact.

Moves towards outsourcing and a commissioning model of work are altering the pattern and can lead to local variations, but as a general rule, employment costs form about 50-80 per cent of total costs in the public sector. As most public services only make a small margin, the proportion of income is not that different.

By contrast, in most private sector companies people account for less than half the cost base. Whether in retail or electricity supply, pharmaceuticals or financial services, employment costs are normally less – and typically much less – than 50 per cent of total costs. Even companies which depend on government outsourcing can fall below this figure.

The most people-intensive public service is policing, where pay and related costs are around 80 per cent of total spending – one of the reasons why recent cost cutting has had such an impact on staff.

Part of the public sector	Employee costs as per cent of total costs
Police	80 – 82 per cent
Sixth form colleges	70 – 72 per cent
Hospital trusts	60 per cent
Universities	50 – 65 per cent
Local authorities	50 per cent

Note: Approx, rounded figures, from 2010/11 financial statements

Policy traditions

Public sector organisations tend to have a relatively large number of narrow grades or job levels linked to incremental ranges. In several major systems, these ranges are drawn from a top-to-bottom pay spine, and progression through the increments is in most places automatic – a reward for experience. For most people, the offer has only three ingredients: base pay, pension and holidays. There are plenty of examples of recognition schemes, but little use of either variable pay or other benefits.

This is very different to the private sector – which, after all, accounts for 80 per cent of employment in the economy. Commercial organisations operate with fewer, broader levels of work and pay, and flexibility is more important than entitlement to progress. There is widespread and increasing use of variable pay, particularly among the most successful companies. Some of the distinctions probably relate to the composition of the workforce and the need to emphasise professional experience and expertise, but it is also about history and predominant culture.

Reward in leading companies^{1*}

For the past 15 years, Hay Group has run an annual review to find the world's most admired companies and identify the characteristics that make them successful.

Several aspects of their reward practices stand out.

- 1 Make sure reward is aligned with the strategy and culture. These companies' reward programmes show a high degree of stability over time, which helps them to stay on course.
- 2 Promote a total reward approach that makes the best use of intangible components, and help employees to understand that the reward offer consists of more than money.
- 3 Engage line managers in implementing reward programmes. It is more effective and complements their role in planning, coaching and assessing employee performance.
- 4 Communicate reward policies effectively. These companies explain the rationale behind their intentions and are better than their peers at documenting reward philosophy and providing total reward statements.
- 5 Focus on execution. Good design is not enough.
- 6 Link reward tightly to performance.

On the last point, the position of the world's most admired companies is interesting. Their base salaries can be up to five per cent lower than peers, but they pay their very top people more than average. They make greater use of variable pay and are more willing to concentrate rewards on the most critical and highest performing people.

^{1*}Please note, a list of all footnotes appears at the end of this paper

Performance pay in the public sector

Any serious review of reward policy should consider whether to link pay to performance and, if a connection is to be made, how it should be done.

This is a contentious subject. There are strong views about the difficulty of defining performance in the public sector and about public sector bonuses. At the same time, Will Hutton's Review² concluded that a fair pay system should relate pay to performance.

It is important not to get sidetracked.

- People say that public sector workers are not motivated by extra money. Maybe not directly, but aligning pay to the priorities of an organisation, team or role can be a useful form of communication and reinforcement and makes pay more flexible. If an organisation pays the same money to people however they perform, it also sends a message.
- Many public sector managers have experienced schemes that were poorly designed, supported and operated. That doesn't mean it is impossible to do better.
- Some public sector leaders imagine that performance is the same as productivity and that it has to be measured individually. Neither assumption is true.
- It is alleged that there is no proof that performance related pay works. In part, this depends on what it is intended to do (improve flexibility, communicate, recognise, actually increase performance etc). In addition, there is relevant evidence, for example in the work of David Marsden and Richard Bellfield³ and from Hay Group and Institute for Employment Studies research in the NHS⁴.

The link to performance can take a number of forms – such as discretionary increments, pay reviews based on assessed performance, individual and collective bonuses, or a combination of these. All have to be carefully designed to relate to the jobs and the culture, and they require close attention to management capability and communication.

Each organisation needs to decide what is suitable and can be implemented effectively. The critical requirement is to debate the issues fully and seriously and not make decisions based on myths and assumptions.

Mindset

One very important influence is that pay structures, annual increases and pensions in much of the public sector have generally been a matter of national negotiation or pay review. Chief executives and HR directors have not felt encouraged over the years to take charge of reward, but as a result, they have come to see pay and other matters as an automatic fact of life beyond their control. In some public services, until recently top teams were unaware of how much they spend on pay.

This runs alongside a common belief in the public sector: that people do not work in public services for the money. In effect, the argument runs that it is not worth making lots of changes – and certainly not necessary to introduce discretionary rewards for performance – because they won't influence behaviour or motivation. Pay can be an impediment, but it cannot be a positive force.

A third, related factor is that performance management in the public sector is thought

to be weak and by definition unable to support any pay differentiation. For example, in a recent Hay Group survey of public sector views on managing performance⁵:

- 75 per cent of respondents agreed that managers do not use the performance management process effectively
- 55 per cent agreed that their organisation tolerates poor performance
- only 52 per cent agreed that their organisation differentiates good from bad performance.

Concerns are even greater in some quarters. With around 300,000 participants, the Civil Service People Survey 2011⁶ is the most extensive employee survey in the UK. In 2011, only 37 per cent of respondents agreed that 'poor performance is dealt with effectively in my team'.

Due to a mixture of beliefs and experience, public sector staff are less likely to want pay to relate to performance than their private sector counterparts. CIPD research shows the difference clearly.

Basis on which employees would like to be paid ⁷		
Linkage	Private sector response	Public sector response
Based on how well I perform	54 per cent	41 per cent
Linked to inflation/cost of living	41 per cent	59 per cent
Linked to how well my organisation performs	31 per cent	7 per cent
Linked to how well my team/ department performs	17 per cent	10 per cent
Based on a trade union negotiated deal	6 per cent	21 per cent

Unionisation

Although union membership has fallen from over 13 million in 1979 to around 7 million now, it remains a notable feature of the public sector. Trade union density is particularly high in education, public administration and defence. Around two thirds of public sector workers are covered by collective agreements, compared to only 17 per cent of private sector employees⁸.

This means that public sector organisations are far more likely to be subject to nationally-agreed and/or large group reward systems, and changing these is inevitably a substantial venture. It also means that union attitudes to pay are well represented – belief in a national rate, focus on equal pay, a desire for clear and open arrangements and suspicion of links between pay and performance.

“Under nationally agreed terms and conditions you’re told what you have to pay people and then have to find the money. Opting out gives you complete control of the pay bill. We know exactly what it will cost us, and distribute what we can afford each year according to performance.

If you mean what you say and demonstrate throughout you’ll do what you say, then pay reform is achievable. Although we encountered resistance, in the end we implemented a performance related pay system with no legal challenge.

Performance related progression has helped us deal with poor performance. Since implementation we have seen a marked increase in those rated as poor performers leaving the organisation – suggesting it has helped get the message across that performance counts.”

**Steve Houghton, Performance and reward manager,
Essex County Council**

Pressures for change

These factors mark out the public sector and would certainly influence any reform programme, but they are not an argument against change. On the contrary, the pressure is building, in a variety of ways.

A Cost reduction

The public sector is only part way through the budget reduction process announced by the Chancellor in September 2010. There are still further savings to make and the international financial climate suggests that relative austerity will have to continue for some years.

We know that employment costs are often the majority of total costs in public sector organisations and the alternative to making people redundant may be reducing their average cost, or at least creating greater flexibility in how costs are incurred and managed.

A specific area of concern has been incremental progression. Although there have been no annual increases recently, public sector employees who are not paid at the top of the range for their role have continued to get experience-based increments. This in turn has driven up costs. NHS Employers – which on its own covers

about a quarter of the public sector – has said that increments impose an annual cost of two per cent of pay⁹.

Bearing in mind the importance of employee engagement (see point E on page 14), there is a case for avoiding a direct hit on pay and living standards. Some public sector organisations have already taken a view that cost reductions should be achieved through restructuring and changing the way they work, and reward should not be targeted. Even so, they will want to ensure that money is spent on the right things, and reward reform may still be necessary to ensure they get full value from the paybill.

B National initiatives

Probably the most significant initiatives concern pensions – Lord Hutton's review¹⁰ and proposed changes to most if not all public sector schemes. The trend has been to raise the age of retirement, increase contributions and move from final salary to salary average as a basis for payment.

These developments will alter the total remuneration level and the shape of the package and have already led to calls from unions and staff to review the nature of the employment offer.

In addition, there has been a two year freeze followed by a cap at one per cent. Technically, this applies to groups directly controlled by the government – only about half the public sector – but in practice it will be widely observed. The government has called for public sector pay to be more closely aligned to regional and local rates (which will reduce remuneration levels over time in some localities, and could lead to increases in others). Yet there is already dissatisfaction with pay. In the Civil Service People Survey 2011⁶, only 32 per cent felt that their pay reflects their performance and only 27 per cent felt their pay is reasonable compared to people doing a similar job in other organisations.

Further moves affect specific parts of the public sector. The Winsor Review¹¹ has proposed a number of changes to pay, terms and conditions for police officers and staff, including that in future, incremental increases should be earned rather than automatic. And the Education Select Committee¹² has re-opened public debate about the potential value of performance related pay for school teachers.

As these initiatives proceed, pressure will grow for them to be accompanied by a broader review – for something like a reward strategy, rather than a set of piecemeal alterations.

C Changes in strategy and services

Faced with a combination of financial pressure and new legislative and service demands, public sector organisations are rethinking how they operate.

There has been a significant increase in joint initiatives and collaboration. Some of these are within a service, such as the partnerships between neighbouring police forces and local councils. Similarly, as housing associations merge, there is a need to unify policies and management systems. Others initiatives are across services, notably between the NHS and local government. Collaboration is creating new organisations which draw on multiple workforces, and need a new and unified approach to reward.

In addition, organisations are redefining their core functions and changing their ideas about what they need to do themselves. A number of local authorities have declared an intention to become a commissioning organisation. Such moves will take time, but they will require a shift in the balance of the workforce – a new set of skills, culture and behaviours, which will need to be supported and reinforced by a new view of reward.

Of course, new or reshaped organisations can manage with old style reward systems for a while, but sooner or later they will need policies which match their requirements and intentions.

D Openness and accountability

There has been a huge amount of attention on the disclosure of pay, particularly top level salaries. If we set aside some of the politics and the more pointless arguments about publishing details of pay and taxation, debate on this issue has led to lasting change.

This is best represented in the recommendations of Will Hutton's Review of Fair Pay². In place of hysteria and intervention, the Review proposes openness and accountability. Public sector organisations should have more robust and effective remuneration governance; clear and published policies; and annual statements, which can be widely scrutinised, about what senior people are paid and why. The pattern of pay should be shown, in a ratio between the top and the median; and employees should be rewarded for the work they do and how well they do it, because some recognition of performance is only fair.

The government response to Will Hutton's recommendations has not been wildly enthusiastic, but they have been picked up in local government. The Localism Act¹³ requires every local authority to develop a pay policy and have it approved in full council every year. Additional guidelines require disclosure of senior pay rates and of the relationship between top and median salaries. To make this happen, councils will need remuneration committees and more effective governance of reward.

These are low key but important changes. At the core, they require councils to have a policy for pay and reward, rather than simply perpetuating history or copying a nationally-negotiated structure. The more people have to publish and explain these, the more they will want to be sure they are relevant and appropriate. Which in turn will lead to reward reforms.

Hutton Review of Fair Pay – a summary

Will Hutton's Review² produced two lengthy reports and twelve main recommendations. Its analysis and comment dealt extensively with fairness and with arrangements for executive pay, but the spirit of the Review would be met if organisations did seven things.

- 1 Ensure robust remuneration governance, with oversight by a remuneration committee.
- 2 Develop and review a clear policy covering all aspects of reward for all roles.
- 3 Disclose the policy and pay practice at senior levels.
- 4 Monitor and explain the relationship between top and median pay.
- 5 Link reward to performance and avoid rewarding failure.
- 6 Create ways for employees to share in the rewards of success.
- 7 Link reward policy to wider workforce and management processes, including succession and talent management.

E Engagement

It is well understood that employee engagement is critical to the performance of every organisation. It is even more vital in the public sector, where people are at the heart of service provision.

Arguably, engagement has held up pretty well during a time of redundancies, uncertainty and change. The biggest published datasets are from the NHS and the civil service. The 2011 NHS Staff Survey¹⁴ shows little change in engagement indicators since the previous year.

In the Civil Service People Survey 2011⁶, the engagement index stands at the same level as 2010 and only two points down on 2009. Responses to the individual questions are generally stable, except that there is less satisfaction with pay and benefits this year than last.

But nobody is taking this for granted and there is an expectation that the results will get worse. In Hay Group's 2011 study of the impact of the public sector recession, *Mind the talent gap*¹⁵ 73 per cent of respondents highlighted concern about maintaining morale in the face of cuts. This was still a theme at the end of the year. In our autumn survey⁵, 53 per cent of respondents were worried about losing staff by pushing them too hard.

There are various ways of increasing engagement (or managing the risk of it falling). For example, communicating a clear direction and set of priorities for the organisation and providing a sense of optimism by investing in career and development opportunities. And improving the flexibility and impact of reward, by refreshing pay policy and practice, and enhancing recognition.



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“It is vital to prepare staff and managers for the introduction of a contribution based pay regime, and particularly to improve the performance assessment process. We ran the new assessment process for two full reporting years before using the ratings to influence individual pay awards.”

Steven Chase, Head of human resources, Thames Valley Police

“The breadth and depth of communication was a crucial factor. We started with the premise that the managers were critical; it was essential that they fully understood the changes, the reasons behind them and what they meant for individual staff. We ran more than 40 briefing sessions to help them understand the new system and their role in it.”

Paul Royel, Head of employment strategy, Kent County Council

Getting a good review: how to make reform a success

The story so far is clear. Public sector reward is still largely unreformed and there are growing pressures for change. Public services have a distinctive reward tradition and culture, but this does not prevent change, it simply influences what can be done and how to proceed.

However, it is not easy to introduce and embed reward reforms successfully – there have been some expensive mistakes. We have distilled ten critical success factors from interviews with reforming organisations and from our own experience.

Ten critical success factors to embed reward reform successfully

- 1 Ensure the executive team understands and supports the reform programme, is united and consistent in promoting it, and role models the changes. They must be clear about costs, risks and benefits and take the major decisions.
- 2 Create clear project governance, with a senior responsible officer (on the executive team) and a programme board, working to an agreed programme plan.
- 3 Ensure the business case for change is articulated and understood – why is there a need for change, why are these changes the right ones, what has to be invested and what will be the return.
- 4 Build an appropriately skilled and resourced programme team, which draws on external advice and expertise where needed, but is capable of controlling all strands of work and making all relevant decisions in house.
- 5 Link the design of the new reward arrangements to the strategy and culture of the organisation and use those links in communications, so everyone can see how the changes will help to succeed.
- 6 Draw on lessons from elsewhere, but without intending to import complete solutions: there is no ideal practice, only approaches which suit your needs.
- 7 Invest heavily in communications, through the management line and other mechanisms, to help people understand the new arrangements and operate them effectively.
- 8 Develop the performance management system, the capability of managers to plan and review performance to consistent standards, and their willingness to give clear and honest feedback.
- 9 Ensure implementation is manageable and the pace of change is aligned with organisational capability – not just by investing in that capability, but also by phased introduction of new systems where necessary.
- 10 Evaluate the effectiveness and impact of the changes, to see if the business case has been realised.

To implement these steps, and to lead change, top teams and HR directors need many attributes, but five stand out.

- 1 The vision to identify and describe how reward can support the development of the organisation in the future.
- 2 The influencing skills to persuade senior colleagues, external stakeholders and staff of the case for change.
- 3 The collective commitment and teamwork to communicate progress and promote change in the interests of the organisation.
- 4 The perseverance and resilience to see agreed proposals through, in spite of opposition and difficulties.
- 5 The dedication to focus on the benefits of change and insist they are secured.

“We reduced the risk of equal pay claims, which could have cost us as much as £15 million per year for the potential six years in a claim. The initial change gave us greater control of the paybill; we are no longer at the mercy of national negotiations or automatic rises. We have now removed the entitlement culture and started to build one based on performance.”

Paul Royel, Head of employment strategy, Kent County Council

“Reward systems can be extremely powerful tools in affecting and embedding culture change by offering a variety of outcomes that, for example, enable us to relate reward to business need; remove outdated practices; and encourage flexibility, simplification and innovation, whilst also helping to mitigate long-standing risks.”

Sheila Gupta, Director of human resources, University of Edinburgh

“As well as increasing flexibility, linking pay to contribution and demonstrating cost control to the satisfaction of our Police Authority, we were able to change the dynamic of the performance conversation. This is now more meaningful, with a focus on improvement and on directing effort towards organisational priorities.”

Steven Chase, Head of human resources, Thames Valley Police

Suspension of disbelief: what can be gained?

There are many potential benefits of reward reform, ranging from qualitative improvements to measurable and practical gains. Here are some of the possibilities.

Area of change	Measure
Alignment	Reward system linked to strategy
	Related to the current and future workforce requirements
	Capable of better cost control
Culture	Moves away from rewarding time: how many hours people work; how many years they are present
	Promotes flexibility and diminishes hierarchy
	Removes culture of entitlement
	Promotes the idea that performance will be rewarded
Satisfaction and engagement	Staff and managers more satisfied with fairness, suitability, personal recognition and level of reward
	Greater satisfaction with management standards, as part of the reward programme
	Measurable improvement in employee engagement, partly due to reward changes
	Employment offer more attractive to recruits
	Enhanced external reputation for employer brand
Measurable results	Cost reduction
	Better recruitment and retention, leading to direct and indirect savings
	Reduced risk of legal challenge
	Reward system process efficiencies
	Impediments/disincentives removed, e.g. to flexible working, deployment and redeployment
	Cost of reward reform compared to the measurable benefits
Contribution to improvement	Higher performance/achievement, encouraged by reward changes

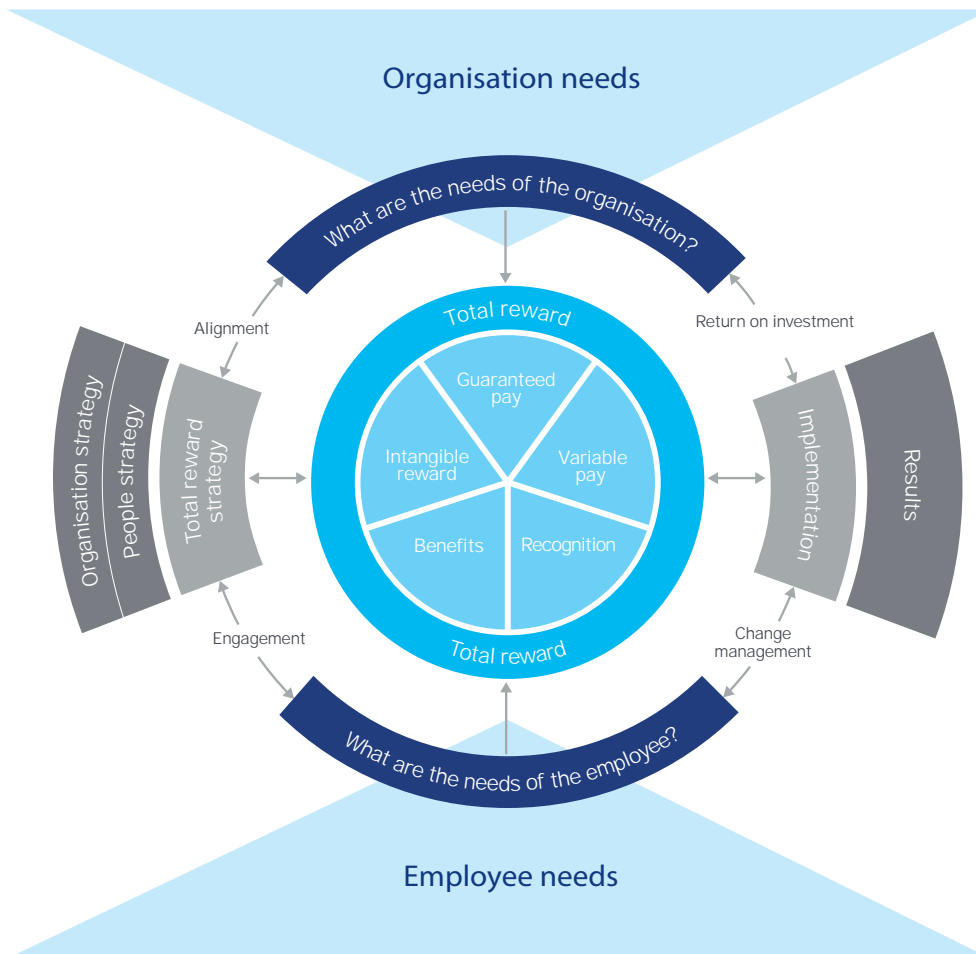
Encore: making progress

There are many ways to define and initiate change.

For those who feel reform may be needed but are not sure of the extent, the value of, or appetite for change, it is best to start in exploratory mode – with a scoping study.

Those who have already done this and have a clear and well-founded picture of the changes required can begin to build a programme plan. In either case, it is important to take a broad view of reward, encompassing the employment offer as a whole.

Hay Group's total reward framework



Step one: Scoping study

The starting point is a review of reward policies and practices to test whether they meet current and foreseeable future need.

The exact form of the study will depend on local circumstances, in particular what the pressures are for change. However, the elements will certainly include:

- an assessment, drawing on organisation and workforce strategy and an analysis of requirements, and of the characteristics of an ideal reward system
- an analysis of the strengths and weaknesses of current reward

policies and practices, drawing on those characteristics

- a high level outline of the options for change, the barriers to change and the potential costs and benefits.

The aims are: to work out whether reward reform is worth undertaking; to identify what might be involved; and to test and build top team support for reform.

Various frameworks and criteria can be helpful at this stage, such as the Hay Group total reward framework shown on page 18. Given the profile of the Hutton Review of Fair Pay², its recommendations would also be a worthwhile check.

“Winning hearts and minds is often the most important part of any change process and there is never a single solution or approach that guarantees success. Often deploying different strategies, such as appointing a senior sponsor from the top management team, implementing a planned communications and consultation programme based on a clear business case, and keeping an open mind that genuinely takes on board good ideas, can all help to build confidence and win support.”

**Sheila Gupta, Director of human resources,
University of Edinburgh**



Step two: Practical programme plan

If the first step produces a consensus in favour of change, the organisation will need plans which:

- cover all aspects of design – e.g. base salary, benefits, intangibles – to provide a picture of total reward
- are developed, led, resourced and supported in such a way as to meet the success criteria on page 15 of this paper
- reflect a clear vision of what the organisation and its leadership team want to achieve.

In many public sector organisations, reward reform is not only needed, but long overdue. **The scene is set for change.**

If all goes well, the main question afterwards will be ‘**why didn’t we do this before?**’

About the producer



Peter Smith is a director in Hay Group's public sector practice in the UK and the author of this paper. He provides expert advice and project leadership on organisation design and review, performance management and reward policy and practice. He has worked with local and national government, the NHS, police forces, all levels of the education system and public corporations.

He has contributed to several national comparability studies for Review Bodies; led international studies of reward policies and practices; and acted as an adviser to major review teams (e.g. Bett, Hutton, Winsor and various Select Committee inquiries). He has been involved in pay and related issues for over 25 years, particularly focused on linking changes in reward to shifts in strategy and culture.

Want to know more?

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Footnotes

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| 1 | Hay Group and FORTUNE World's Most Admired Companies, www.haygroup.com/fortune |
| 2 | Hutton Review of Fair Pay in the public sector, 2011, www.hm-treasury.gov.uk/indreview_willhutton_fairpay.htm |
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| 4 | Reilly, Peter; Phillipson, Jane; and Smith, Peter (2005). Team-Based Pay in the United Kingdom, cbr.sagepub.com/content/37/4/54.abstract |
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| 6 | Civil Service People Survey 2011, www.civilservice.gov.uk/about/improving/employee-engagement-in-the-civil-service/people-survey-2011 |
| 7 | Extract from CIPD report Employee Attitudes to Pay 2011, fig 4, www.cipd.co.uk |
| 8 | BIS publication Trade Union Membership 2010 |
| 9 | NHS Employers Evidence to the NHS Pay Review Body 2012/13 |
| 10 | Independent Public Service Pensions Commission: Final Report – 10 March 2011, Lord Hutton of Furness, www.hm-treasury.gov.uk/indreview_johnhutton_pensions.htm |
| 11 | The Winsor Review of Police Pay and Conditions, review.police.uk |
| 12 | Education Select Committee report: Great teachers: attracting, training and retaining the best, www.parliament.uk/business/committees/committees-a-z/commons-select/education-committee/news/teaching-report |
| 13 | The Localism Act, www.legislation.gov.uk/ukpga/2011/20/contents/enacted |
| 14 | 2011 NHS Staff Survey, www.nhsstaffsurveys.com/cms |
| 15 | 2011 Hay Group report, Mind the talent gap, www.haygroup.com/uk/downloads/details.aspx?id=30462 |

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