



Internal & Change Communications Salary Survey & Market Report 2012

Introduction:

2011 has been an interesting year for the Internal Communications (IC) market. Whilst there has and continues to be great variety in hiring volumes - across sectors and between specific organisations - there has been a clear shift toward an increase in the volume of permanent recruitment vs Interim. More businesses seem to be hiring for the long term as confidence begins to creep back into the market - a great many change and business transformation programmes (driven by capital expenditure and organisation restructuring as a reaction to economic factors) are now starting to bed in and become BAU.

Trends:

One of the continuing trends we have identified is the increasing demand for Internal Communications Business Partners as opposed to 'traditional' IC Managers – a shift toward commercially aware and strategically minded business professionals and away from purely technical/delivery expertise. Whilst an established *modus operandi* in other disciplines (particularly HR) the Business Partnering model in IC is still new to many organisations but is certainly gaining ground rapidly. This signifies an acceptance by businesses of IC as a strategic enabler for engagement and change and shows that many boards and CEOs are now seeing the function's true value.

Another key trend is the drive to get 'more from less'. Organisations that downsized their IC teams through the recession are now expecting greater influence, impact and commercial benefit from the remaining, smaller resource. Whilst this increased expectation is good for the evolving discipline of IC it can lead to heavy workloads and longer hours for the individuals concerned.

Lastly, and again a continuing trend, is the focus on change communications as an enabler for maintaining engagement and productivity during change and transition. The balance between long term engagement strategies (based around improving advocacy) and communicating the impact and benefits of change along a shorter timeline inevitably varies as business's needs evolve, but the role of IC as 'oiling the wheels of change' has never been more apparent or valuable.

The ongoing debates over who controls the engagement agenda (HR, IC or CEO), how to find the right PR / HR balance, and of course where best to sit the IC function (typically Corporate Affairs or HR) will continue to make for interesting conversations, but IC will more and more be judged on the outcomes it can engineer for business as we grow out of recession and build a stronger future for the UK and global economy.

About Us

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	Min	Max	Average	Interim Day Rate
Communications Director				
South West	£60,000	£110,000	£85,000	£600-800
Thames Valley	£85,000	£160,000	£122,500	£700-900
London	£88,000	£200,000	£144,000	£800-1,200
Head of Internal Communications				
South West	£45,000	£100,000	£72,500	£500-750
Thames Valley	£65,000	£120,000	£92,500	£600-800
London	£70,000	£150,000	£110,000	£700-1,000
Senior IC Business Partner				
South West	£42,000	£67,500	£54,750	£350-450
Thames Valley	£65,000	£80,000	£72,500	£400-500
London	£65,000	£85,000	£75,000	£400-600
IC Business Partner				
South West	£38,000	£70,000	£55,000	£300-400
Thames Valley	£42,000	£75,000	£55,900	£350-500
London	£60,000	£80,000	£70,000	£400-600
Communications Manager				
South West	£35,000	£60,000	£47,500	£250-400
Thames Valley	£40,000	£65,000	£52,500	£350-450
London	£50,000	£80,000	£65,000	£400-600
Change Communications Specialist				
South West	£42,000	£67,500	£54,750	£250-500
Thames Valley	£65,000	£80,000	£72,500	£375-600
London	£65,000	£85,000	£75,000	£400-800

Notes:

The above figures are compiled from extensive research of advertised roles undertaken throughout Q3 2011. Average figures are mean averages.

It is noted that Financial Services, Oil & Gas and Telecoms tend to offer salaries within the upper quartile where as manufacturing, retail and outsource providers tend to offer salaries at the lower end of the range. There is a distinct tendency for those businesses where a valued IC function is already in place to offer higher salaries, irrespective of sector.

No noticeable trends in salaries increase/decrease have been observed this year, although it is clear that Business Partnering roles are on the rise and that these roles tend to attract higher salaries than more traditional IC Manager posts. Ditto re Change Communications.

Lastly, it is the case that non-basic and performance based elements to remuneration can vary greatly across region, sector and level, potentially confusing overall reward comparisons.