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MSI  
June 2016



## Morgan Spencer by Numbers

**40,000**  
website followers

Founded in **2001**,  
**15** years and counting

**100,000+**  
candidates

**8000** PAs & Executive  
PAs

**3000**  
new candidate  
registrations  
per day

**3500**  
perm jobs  
filled

**36000**  
temp  
assignments  
filled



# IS THIS THE DEVOLUTION DECADE?

Workforce devolution is on the rise and global markets influence London perhaps unlike any other city.

The pace of change that London deals with can sometimes be in an instant given the nature of the digital age we live in, while others happen over time. One such timely transition is the move towards the devolved workforce.

Workforce devolution encourages companies, and as a result their workforces, to change their practices through choice, and in some cases through necessity, to survive and to retain or hire the best talent.

In current human capital terms, there is now a major shift to 're-organise' the workforce and create a team or local pockets of people with power and authority to act independently. In recent surveys this ranked as the highest priority of HR leaders for firms of 5000+ employees, some this will be for firms of 500+ and then by the end of the decade for firms of 50+.



## The top 5 goals of workforce re-organisation can be listed as follows:

1. Generate a customer-centric workforce
2. To empower employees
3. To grow variety of employment options and so secure retention
4. Deploy local knowledge where it matters
5. To align the workforce with your objectives in a more intimate way

# Workforce bullies

Workplace bullying is never far from the headlines these days and there are worrying signs that it is on the increase. Anti-bullying policies are pretty widespread in Britain but what are employees being asked to report? -here are some examples we have assembled.

- Offensive, intimidating, malicious, or insulting behaviour;
- Abuse of authority which violates the dignity of an individual or a group of people;
- Creating a hostile environment against an individual;
- The undermining, humiliation or injury of an individual;
- Making offensive or intimidating comments;
- Withholding information so the job cannot be done properly;
- Unreasonable or impossible deadlines or workloads;
- Overbearing supervision or unjust criticism;
- Blocking opportunities or making threats about job security;
- No clear job description, or one that is exceedingly long;
- Setting unrealistic goals and deadlines which are unachievable or which are changed without notice or reason or whenever they get near achieving them;
- Frequently or constantly criticised and subjected to unwarranted, destructive criticism;
- Encouraged to feel guilty, and to believe they're always the one at fault;
- When they defend themselves, their explanations and proof of achievements are ridiculed, overruled, dismissed or ignored;
- Frequently subject to nit-picking and trivial fault-finding. The triviality reveals an absence of any serious concern;
- Subject to excessive monitoring, supervision, micro-management, recording, snooping etc;
- Undermined, especially in front of others and behind their back. Concerns are raised, or doubts expressed about a person's performance or standard of work, but the concerns lack substance and cannot be quantified, or are simply false;







- Threatened, shouted at and humiliated, especially in front of others;
- Taunted and teased where the intention is to embarrass and humiliate;
- Singled out and treated differently, e.g. being disciplined for arriving one minute late, when others stroll in late without penalty;
- Belittled, degraded, demeaned, ridiculed, patronised, subject to disparaging remarks;
- Regularly the target of offensive language, personal remarks, or inappropriate bad language;
- Have their work plagiarised, stolen and copied - the bully then presents their target's work (eg. to senior management) as their own;
- The subject of written complaints by other members of staff (who have been coerced into fabricating allegations - the complaints are trivial, often bizarre ["He looked at me in a funny way"] and often bear striking similarity to each other, suggesting a common origin);
- Forced to work long hours, often without remuneration and under threat of dismissal;
- Refused requests for leave, or unacceptable and unnecessary conditions are attached;
- Denied annual leave, sickness leave, or especially compassionate leave;
- When on leave, are harassed by calls at home or on holiday, often at unsocial hours;
- Receive unpleasant or threatening calls or are harassed with intimidating memos, notes or emails with no spoken communication, immediately prior to weekends and holidays (eg. 4pm Friday or Christmas Eve - often these are hand-delivered);

## Is it prevalent in our workforce?

As far as the UK is concerned, research for the BBC carried out by Charlotte Rayner Ph.D. of Staffordshire University Business School and Prof. Cary Cooper of the Manchester School of Management (UMIST) has concluded that a staggering 53% of their sample reported having been bullied at work and 77% of respondents reported having been witnesses to such bullying (Leadership Organization Development Journal 1997 p 211-214). These statistics appear to be consistent with the growing body of research available at this time.

## Conclusion

Workforce bullies are set to cost UK employers a few hundred million in the coming decade in successful cases brought by employees. The interpretation of our actions is now more in focus than ever before.

# Temp and freelance workers dominate London

London's employment diversity continues to support huge demand for the temporary worker and so we thought it time to give some insight as to why the modern temp is so happy in their role, not looking for permanent work and how to retain their skills. The results are as follows:



## The usual suspects

Skills led employment – Temps are focused on key skills and seek to exploit their knowledge in these skills area as a commodity.

Recruiter led – Recruitment firms still have a large part to play in the demand for Temps as they seek returns from a high yield market post any recession. This seam of income will then be exploited for as long as the market supports.

## The modern temps view

Temping is now a career, not a substitute for not finding work.

Gaining temporary work is easier and less stressful than finding permanent work.

Temps enjoy being valued and they get two supporters of their value from the support their get from their agent and the employer being happy with their work.

Flexibility ranks as a huge factor, it is now OK to take a career gap year for just about anyone. Temp roles allow you to drop in and out of the workforce as it suits you.

Protection of the temp worker via new laws has led to increased confidence in the temp market that the temp will enjoy great working conditions.

Tedious work can be made more interesting by a change in environment, new people, new locations and potential of more social interaction all lead temps to be happier in roles that if permanent would lead to regular talent departures.

Pay and terms are often better and are becoming increasingly better by some margin.



# Keeping your Millennials happy - where might your disconnect be?

Millennials are the employees born between 1980 to 1999 (17 to 36-year-olds) and recent research suggests they have a whole new approach to what they want from their employer. The research we have followed gives us some insight which we summarise as follows:

91% of Millennials want rapid career progression. However, the same survey suggests that more than half of employers do not have a clear progression path for their employees.

A global study of Millennials stated that 67% of them expected to leave their employer by 2020. The key issues were the lack of training and progression. Millennials want to contribute to society and if the path they are on at work does not make them fulfilled then they will leave.

47% of Millennials in another UK study responded they had taken a lower salary in the down economic period that had not been raised to reflect the current market conditions.

31% of Millennials have taken jobs are work tasks outside their area of expertise or desire area of working to remain in work or remain employable. Now that the market is opening up to more diverse roles the chance to return to core skill roles in either a perm or temporary capacity is driving a desire to change jobs.

Improving technology in the workplace was key to 82% of Millennials. It is clear that in the age range Millennials represent, technology is at the heart of their lives. They grew up with technology and it must not be an afterthought or below par. They above all others know technology only as a benefit.

75% of Millennials thought that the social aspect of their interaction with colleagues was key to their happiness in the job. How a team plays together was seen as more important than other key aspects of the workplace. Workplace community is key.

45% of Millennials wanted to be put in charge of more projects, tasks and people.

61% of Millennials wanted a clear reward structure for bonuses and pay progression. Feedback is key and just recognition in a formal way for their work and contribution is often enough. It does not all have to be about pay and pensions.

Having said all there is to say about payments and rewards Millennials say work-life balance trumps pay almost every time. 9-5 is not Millennial and nor is being on call 24/7, 365 days a year.

Millennials have no concerns about being a temp and are the key part of the workforce that does see temporary work as a career choice, not any job at any cost.

79% of Millennials said the location and how the workplace was designed/accessible made a key difference to how happy they would be to work for an employer. Open plan is key, social interaction opportunities as mentioned before and facilities outside of the building to make the free time they have enjoyable. Basically, Covent Garden would be a hit while Slough Trading estates aka 'The Office' not so much.

They are the Facebook, selfie, Pinterest, WhatsApp generation but you need to respect their boundaries. These environments are their own and not for employers, expect more HR legislation before 2020 and more cases/tribunals about employers who discriminate based on access to social activity by employees that is used to incorrectly measure work performance or potential/growth in a company.



# Big Data & the Big Question

A recent survey by Cubiks present some pretty interesting views and results for employers some of which we have summarised as follows:

## **Only a third of organisations currently apply people analytics.**

The majority of organisations today do not yet apply people analytics. The survey results suggest that there are several major obstacles to these employers rolling out an analytics-driven approach; most significantly limited data infrastructure and lack of expertise.

## **People analytics use has not yet matured in HR**

Of those respondents who indicated they were already using people analytics, most had been doing so for less than three years. Only 2% of respondents rated their use of people analytics as 'advanced'. The survey results appear to show that within businesses starting to use people analytics, there is a need either for the development of in-house skills or for engagement of specialist support. Only 31% of these organisations currently use external experts to assist with their people analytics processes.

## **The potential of people analytics is clear**

The survey results demonstrated that while many organisations are in an early stage of deploying people analytics, HR professionals definitely see its potential. 91% said they hope to apply people analytics in performance management within 3 years. Significant proportions also indicated that they are looking to apply people analytics to make better hiring choices, improve succession planning and enhance learning and development.

## **Concerns about the image of people analytics in HR**

A clear concern was highlighted by the survey results, with respect to the image of analytics. There appears to be some tentativeness around deploying an algorithm-based or data-driven approach in a traditionally 'human' business function. Over two-thirds of respondents were either in agreement or unsure about whether applying algorithms might be perceived as 'turning people into numbers'.

The full report can be gained from <http://www.cubiks.co.uk/>



# Diversity Update The Generation game

Workforces can easily span five generations, from baby boomers, through Millennials and into Gen Z the workforce age range has never been more diverse. What is more, the future predicts yet more diversity of age range as those born in the next 5 years can be expected to live into and beyond 100 (Office for National Statistics 2016).

Along with the increase in age diversity, the increased push for gender diversity is having an impact and we can now see numbers are growing for women from the boardroom to the shop floor. Plus other factors like women returning to the workforce after having children and considering women tend to still outlive men it is for sure an interesting time to be in HR and/or to be planning for where you might be as an HR department in 10 years.

So what do the experts in the field of diversity suggest we do going forward? Here is some of what we found.

## **Communication methods should match the employee type.**

All generations have their own set of values, behaviours, and preferred communication styles. Gen Y and Gen Z are very happy with technology and social media, in the same way, that Gen X's expectation of having certain life goals achieved like home ownership, multi-car families and so on. So make sure when setting communications programs you take into account the diversity of your audience and speak to what they want. At the same time do not make any assumptions, because the 63-year-old might be a Facebook whiz.

## **Ring, ring your mobile is calling**

Not everyone is hardwired to the web via a computer so make sure you have a full on mobile communications strategy for all aspect of your business communications. From your intranet to your learning and education tools make sure it is mobile and never forget that for your career site.

Have smartphones, consider a salary sacrifice mobile scheme to make even leading edge handsets accessible to your workforce.

## **Job Descriptions**

In the same way you need a communications standard across the company, you need to ensure your job descriptions match the expectations of the target audience. While many of you rely on agencies to do some of this work for you, it is key to have some control and say in what is said about your jobs, in what way and to whom.

Job descriptions, which don't take into account diversity, simply turn off talent unlike anything else you may imagine. Gen Y are collaborators for example so job descriptions that are simply full of "you will do this, you will do that" carry a kind of parental, maybe even colonial feel about them which is out of step with some age groups and even genders.





### **Educate your clients**

Diversity is an ever-increasing concern, so when you have a diverse work group and have a wide open funnel to who you will and have hired, make sure you let people know about it.

Diversity sells to your employees and to your clients. It is a modern day measurement of how progressive and emotionally intelligent your company is.

### **Be inclusive**

Let your entire workforce in on the act of developing your policies and procedures and if in doubt, go ask the people you work with what they want from you.

The benefits of progressive staff retention alone, as a by-product of being this inclusive, will save you recruitment spend and downtime or lost time in the many thousands.





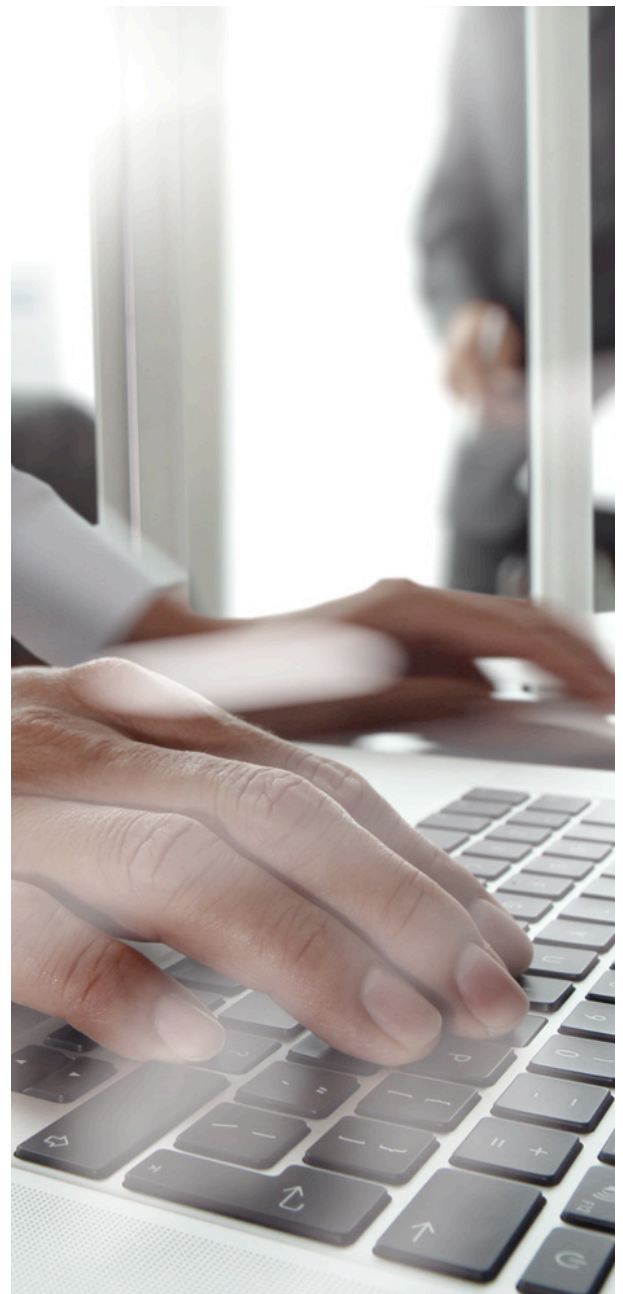


# Confessions of a Personal Assistant

In June Morgan Spencer will conduct what we believe to be the largest ever survey of PAs and Executive PAs working in London.

Our survey will cover that they like about their roles, London, their employers and alike but it will also focus on key questions like what motivated, or de-motivates Pas so they feel the need to move on.

If you would like to receive a copy of this survey then please send an email to [Emilysampson@morganspencer.co.uk](mailto:Emilysampson@morganspencer.co.uk) and we will add you to the list.



# Morgan Spencer Salary Survey – June 2016

## LONDON SALARY TRENDS: PERMANENT

Position	Min.	Max.	Avg.
<b>Secretarial</b>			
Board-Level EA	£40k	£60	£48k
Executive Assistant	£35k	£48k	£38k
Personal Assistant	£30k	£40k	£35k
Team Secretary	£28k	£35k	£33k
Team Administrator	£23k	£27k	£25k
Bi-Lingual Secretary/PA	£30k	£40k	£33k
Legal PA	£33k	£40k	£35k
Legal Secretary	£28k	£36k	£32k
Entry-Level Secretary	£18k	£22k	£20k
<b>Marketing</b>			
Marketing Executive	£28k	£38k	£33k
Marketing Assistant	£22k	£26k	£24k
<b>Human Resources</b>			
HR Business Partner	£65k	£90k	£75k
HR Manager	£55k	£70k	£60k
HR Officer / Advisor	£28k	£35k	£32k
HR Assistant / Administrator	£23k	£28k	£25k

Position	Min.	Max.	Avg.
<b>Facilities</b>			
Facilities Assistant	£22K	£26k	£24k
Facilities Officer	£28k	£32k	£30k
Facilities Manager	£38k	£45k	£40k
<b>Administration</b>			
Team Administrator	£22k	£28k	£26k
Office Manager	£30k	£42k	£38k
Administrator	£20k	£28k	£24k
Data Entry / VDU	£18k	£24k	£20k
Clerical Assistant	£16k	£22k	£17k
<b>Reception</b>			
Reception Manager	£30k	£35k	£33k
Senior Receptionist	£26k	£30k	£28k
Receptionist	£22k	£27k	£25k
<b>Customer Services</b>			
Customer Services	£18k	£25k	£22k
Sales Coordinator	£19k	£25k	£22k
Help Desk Operator	£20k	£24k	£22k

## LONDON SALARY TRENDS: TEMPORARY

Position	Avg.	Max.
<b>Administration</b>		
Administrator Financial Services	£13	£17
Administrator Legal	£12	£16
<b>Bilingual</b>		
Bilingual Executive Assistant	£19	£23
Bilingual PA	£17	£20
<b>Business Support</b>		
Customer Service & Telesales	£10	£13
Data Entry & Post Room	£10	£12
Event Support	£12	£14
HR Support	£12	£16
Marketing Support	£12	£16
Project/Desk/Research Assistant	£11	£14
Sales Support	£11	£14
<b>Executive PA</b>		
Executive Assistant	£18	£22
Personal Assistant	£15	£18

Position	Avg.	Max.
<b>Financial Services Secretary Salaries</b>		
Assistant Secretary Financial Services	£12	£14
Secretary Financial Services	£14	£16
<b>Legal Secretary Salaries</b>		
Legal Secretary	£15	£19
Assistant Legal Secretary	£12	£14
<b>Marketing Salaries</b>		
Marketing Executive	£16	£19
Marketing Manager	£18	£23
<b>Office Salaries</b>		
Office Assistant	£10	£11
Office Manager	£17	£20
<b>Receptionist Salaries</b>		
Receptionist	£10	£15
Receptionist Financial Services	£14	£16
<b>Receptionist &amp; Front of House</b>		
Reception Manager	£12	£14