

**Conduct of the 2006 Pay Level Survey for the Civil Service:**

**- Final Consultancy Report**

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## I. Introduction

### Background

1.1 Watson Wyatt (WW) was commissioned by the Civil Service Bureau (CSB) of the Hong Kong Special Administrative Region Government, in June 2005, to conduct a pay level survey to ascertain whether civil service pay was broadly comparable with private sector pay, using 1 April 2006 as the reference date. The methodology for the survey, i.e. the broadly-defined job family and job level method, was developed in the Government's Phase One Consultancy with refinements which took into account the feedback from the public consultation in 2004/05 and was subsequently adopted by the Government.

1.2 Our work (the Phase Two Consultancy) included the detailed preparations before the actual field survey, the collection of pay-related data from private companies for jobs broadly comparable with the civil service benchmark jobs, and the consolidation and analysis of the data collected. We adhered to the stated methodology for the survey, and adopted some minor technical refinements which we considered appropriate in the course of the survey. The main features of the methodology recommended in the Phase One Consultancy are set out in the *Final Report: Methodology on a Pay Level Survey for the Civil Service* published in November 2004 and the *Methodology of a Pay Level Survey for the Civil Service: Report on Refined Recommendations Following the Extensive Consultation Conducted between November 2004 and January 2005* published in March 2005; and a summary is provided at **Appendix 1**.

1.3 The pay level survey comprised of three major steps, namely: job inspection; job matching and data collection; and data consolidation and analysis. To ascertain the details of the job-related characteristics of the civil service benchmark jobs, WW, with the assistance and close participation of CSB, grade/departmental management, Departmental Consultative Committees (DCCs), staff unions/associations and post-holder representatives, carried out an intensive job inspection process from December 2005 to June 2006. Altogether, we conducted a total of 214 job inspection interviews with 1,399 post-holder representatives. The process produced a total of 360 job descriptions for civil service benchmark jobs, covering 61 grades and 193 ranks. Details of the intensive job inspection process are set out in the *Conduct of a Pay Level Survey for the Civil Service: Report on the Job Inspection Process* published in September 2006. A summary of the key work steps involved in the job inspection process is at **Appendix 2**.

1.4 Based on the job descriptions which were finalised in September 2006, WW proceeded to the second stage of the survey, namely job matching and data collection from the participating private companies. WW invited 208 companies to participate in the survey and around 100 initially confirmed their willingness to participate. Between September and November 2006, we successfully held job matching interviews with 99 companies. In the end, pay-related data were successfully collected from 97 participating companies. Section II of this report gives an account of the job matching exercise, including the job matches identified by us for the civil service benchmark ranks.

1.5 After the collection of pay-related data from the 97 participating companies, WW consolidated the data in accordance with the methodology recommended in the Phase One Consultancy. Based on the consolidated data, we produced a set of private sector pay indicators for each of the five job levels, which were defined in accordance with the pay range on the Master Pay Scale; and for job level 1, the Model Scale 1 Pay Scale of the civil service as well. Section III sets out the set of private sector pay indicators.

1.6 While the focus of the Phase Two Consultancy was to ascertain private sector pay levels, WW was also tasked by CSB to collect policy information on the provision of non-cash fringe benefits and compensation to the private sector job matches. Our findings on this are set out in Section IV.

1.7 The completion of the pay level survey would have been impossible without the immense assistance rendered by CSB, grade/departmental managements, DCCs, staff unions/associations and post-holder representatives over the whole exercise and, in particular, during the intensive job inspection process. The co-operation of the participating companies was indispensable. Our thanks go to the people in these participating companies who made valuable time available to meet and furnish us with pay and benefits policy related data/information in a professional manner.

## II. Job Matching and Data Collection

### Overview

2.1 Job matching was a crucial step in the pay level survey. WW visited each of the 99 companies that agreed to take part in the pay level survey to identify job matches on the basis of the work nature, job content, level of responsibilities and typical qualification requirements for appointment. We conducted face-to-face interviews with their Human Resources Head (HR Head)/Designated Representative(s) in the 3-month job matching period.

2.2 WW provided each of the companies with a full set of the 360 job descriptions (a sample is provided in **Appendix 3**), a data collection package, and instructions and guidelines to facilitate the provision of the required pay data and benefits policy information. We held follow-up meetings or made telephone calls, where appropriate, after the face-to-face interviews with participating companies to answer any further questions that they had, or to provide additional information in response to their request.

2.3 WW successfully collected data from 97 companies. This satisfied the participation requirement of 70 to 100 companies as set out in the Phase One Consultancy.

### Job matching workflow

2.4 WW was responsible for identifying job matches from the participating companies, based on inputs/contributions from their HR Heads/Designated Representatives. The Phase One Consultancy had advised that in view of the inherent differences between the civil service and the private sector, it would not be practical or realistic to seek to make a perfect pay comparison between the two sectors based on jobs that matched closely in every aspect. The emphasis of the job matching process should be to ensure broad comparability of the benchmark jobs, taking account of their job content, work nature, level of responsibility, and typical qualification and experience requirements. Job matching should not be a mechanical process to quantify whether an arbitrary percentage of overlapping between the job-related characteristics was met.

2.5 In determining whether there were private sector matches for a civil service benchmark job, WW exercised its professional judgment after taking into account all relevant job-related characteristics.

2.6 To ensure consistency in the job matching work undertaken by different WW staff, we instituted a documentation and validation mechanism. Under this mechanism, our staff, after discussion with the HR Heads/Designated Representatives of the participating companies, first assessed the broad comparability of the proposed job matches by reference to the various job-related characteristics as set out in the job descriptions of the civil service benchmark jobs concerned. Our staff then completed a job matching form for each proposed job match as a means to document the job matching process. Apart from providing an assessment on the comparability of the jobs in respect of each job-related characteristic, our staff also gave their judgment on the overall comparability of the jobs after taking account of all the relevant job-related characteristics including the unique duties/features of the civil service benchmark jobs and those of the private sector jobs.

2.7 The completed job matching forms from our frontline staff were then reviewed by senior WW staff to ensure that proper matching had been conducted and that consistency

had been maintained across job matching conducted by different WW staff and with different participating companies. Where necessary, we approached the HR Heads/Designated Representatives concerned again to double check the details of the relevant jobs in their companies and decide whether any change to the job matching was necessary. A flowchart illustrating the work steps involved in the job matching process is set out at **Appendix 4**.

### **Data collection and validation**

2.8 WW provided each participating company with a data collection package. The package (a copy of which is at **Appendix 5**) contained a spreadsheet, a questionnaire, and a reference guide to steer the companies through the process of providing the requested pay data and policy information on non-cash fringe benefits. We also provided other assistance, as necessary. In particular, we explained how participating companies should categorise cash compensation elements into suitable entries on the spreadsheet.

2.9 WW reviewed the data received from every participating company to ensure that the information had been provided in accordance with the survey methodology, and that all requested information had been submitted properly.

2.10 As an additional step to validate the data collected, data from those matched private sector jobs falling within the extreme range (i.e. the top 10% and the lowest 10% of a benchmark job) were further checked by our senior staff not involved in the first round of job matching interviews. This entailed a review of the job matching forms again to ensure that the jobs were appropriately matched with the relevant civil service benchmark jobs. Where this test was not met, the relevant pay data would be taken out from the survey field. Where necessary, we discussed further with the HR Heads/Designated Representatives concerned to obtain further information and/or seek necessary clarifications. A flowchart illustrating the work steps involved in data collection is set out at **Appendix 6**.

### **Job matching outcome**

2.11 WW successfully collected pay-related data from 97 participating companies. Details are given at **Appendix 7**.

#### Distribution of participating companies by economic sector and employment size

2.12 The distribution of the 97 participating companies that provided pay-related data by economic sector is set out below –

<b><u>Economic sector</u></b>	<b><u>No. of companies</u></b>
Community, social and personal services	16
Construction	20
Financing, insurance, real estate and business services	19
Hotels and restaurants	5
Manufacturing	9
Transport, storage, communication and utility	13
Wholesale, retail and import/export	15

2.13 The distribution of these companies by employment size is set out below –

<u>Employment size</u>	<u>No. of companies</u>
Between 100 and 300 staff	25
Between 301 and 500 staff	13
Between 501 and 1000 staff	24
Between 1001 and 5000 staff	29
Above 5001 staff	6

#### Civil service benchmark ranks identified with matches

2.14 Of the 61 civil service benchmark grades and 193 civil service benchmark ranks included in the pay level survey, WW found matches for 60 grades and 166 ranks. A full list of the grades and ranks identified with matches and those for which no matches were found is at **Appendix 8**.

#### Number of companies providing data for each job family

2.15 According to the methodology recommended in the Phase One Consultancy, private sector pay data should be collected from at least 10 companies for each job family in the pay level survey to ensure that the collected data are meaningful and representative. This requirement was met as follows –

<u>Job families</u>	<u>No. of companies</u>
Job Family 1 (JF 1): Clerical and Secretarial	44
Job Family 2 (JF 2): Internal Support	68
Job Family 3 (JF 3): Public Services	41
Job Family 4 (JF 4): Works-related	53
Job Family 5 (JF 5): Operational Support	46

#### Statistics by job family and job level

2.16 The 193 civil service benchmark ranks were grouped into 19 different categories of job family/job level combinations, as set out in **Appendix 9**. To meet the test of statistical significance, we adopted a technical refinement in addition to the requirement explained in paragraph 2.15 above, namely that there should be pay data from at least 10 companies for each category. This requirement was met for 17 categories. For two categories, namely: Job Family 4 of Job Level 1 and Job Family 5 of Job Level 2, private sector pay data were collected from less than 10 companies. We thus excluded these two categories from the data consolidation process. We consider that doing so would not affect the statistical significance of the pay indicators derived for each of the five job levels. Indeed, we consider there would be a risk of distorting the pay indicators for Job Levels 1 and 2 if these two categories with inadequate data points were included.

2.17 Private sector jobs identified as broadly comparable to the civil service benchmark jobs were categorised into the five broadly-defined job families and job levels. The five job families are listed in the table in paragraph 2.15, and the five job levels are defined in accordance with the pay range on the Master Pay Scale (MPS); and for Job Level 1, the Model Scale 1 Pay Scale (MOD) of the civil service as well. Details are tabulated as follows –

<b>Job levels</b>	<b>Defined pay ranges (monthly dollar value as at 1 April 2006)</b>
Job Level 1 (JL 1)	MOD 0 – 13 (\$8,144 - \$10,615) and MPS 0 – 10 (\$7,674- \$14,330)
Job Level 2 (JL 2)	MPS 11 – 23 (\$15,215 - \$27,790)
Job Level 3 (JL 3)	MPS 24 – 33 (\$29,100 - \$43,940)
Job Level 4 (JL 4)	MPS 34 – 44 (\$45,240 - \$69,615)
Job Level 5 (JL 5)	MPS 45 - 49 (\$72,135 - \$83,105)

2.18 The table below sets out the number of companies that provided data for each of the 17 categories as well as the number of civil service benchmark ranks identified with comparable matches for each category –

		<b>Job families</b>				
		<b>JF 1</b>	<b>JF 2</b>	<b>JF 3</b>	<b>JF 4</b>	<b>JF 5</b>
<b>Job levels</b>	<b>JL 1</b>	- 32 companies - 3 out of 3 benchmark ranks	- 10 companies - 2 out of 2 benchmark ranks	- 13 companies - 4 out of 5 benchmark ranks		- 46 companies - 10 out of 10 benchmark ranks
	<b>JL 2</b>	- 40 companies - 2 out of 2 benchmark ranks	- 54 companies - 12 out of 14 benchmark ranks	- 30 companies - 11 out of 13 benchmark ranks	- 49 companies - 19 out of 20 benchmark ranks	
	<b>JL 3</b>		- 61 companies - 16 out of 17* benchmark ranks	- 31 companies - 12 out of 12* benchmark ranks	- 40 companies - 18 out of 19* benchmark ranks	
	<b>JL 4</b>		- 55 companies - 14 out of 16* benchmark ranks	- 23 companies - 12 out of 14* benchmark ranks	- 36 companies - 18 out of 28* benchmark ranks	
	<b>JL 5</b>		- 29 companies - 7 out of 10 benchmark ranks	- 10 companies - 7 out of 10 benchmark ranks	- 29 companies - 10 out of 10 benchmark ranks	

\* 16 ranks straddle Job Levels 3 and 4. They appear twice in the above table, but for the purpose of arriving at the total number of ranks in paragraph 2.14 above, they are counted once only.



### **Unique features of civil service benchmark jobs and private sector comparable jobs**

2.19 Through the job inspection process, WW had identified unique features (e.g. tighter restriction in personal investment) and unique duties (e.g. law enforcement) in a number of civil service benchmark jobs, which were not found in the corresponding private sector jobs. These unique features/duties were highlighted in the job descriptions of concerned civil service benchmark jobs given to the participating companies, and reflected in our job matching forms. WW had also identified unique features/duties in some private sector job matches, which were not found in civil service benchmark jobs. We had also made a note of them in the relevant job matching forms. Such information would enable the subsequent pay comparison between the civil service and the private sector to be made in the proper context.

### III. Results of the Pay Level Survey

#### Data consolidation methodology

3.1 There are two approaches for data consolidation: typical organisation practice approach and average job-holders pay approach. For the typical organisation practice approach, equal weight is given to each participating company, irrespective of its employment size. The average job-holders pay approach is akin to a weighted average approach, whereby the weight assigned to each participating company is proportional to the number of its employees whose jobs are identified as broadly comparable with civil service benchmark jobs.

3.2 The Phase One Consultancy recommended adoption of the typical organisation practice approach. We agree with the Phase One Consultant's recommendation, since the civil service needs to compete with individual company in the market for talents and it is the pay practice at the organisation level, rather than the pay of individual employees, that matters more.

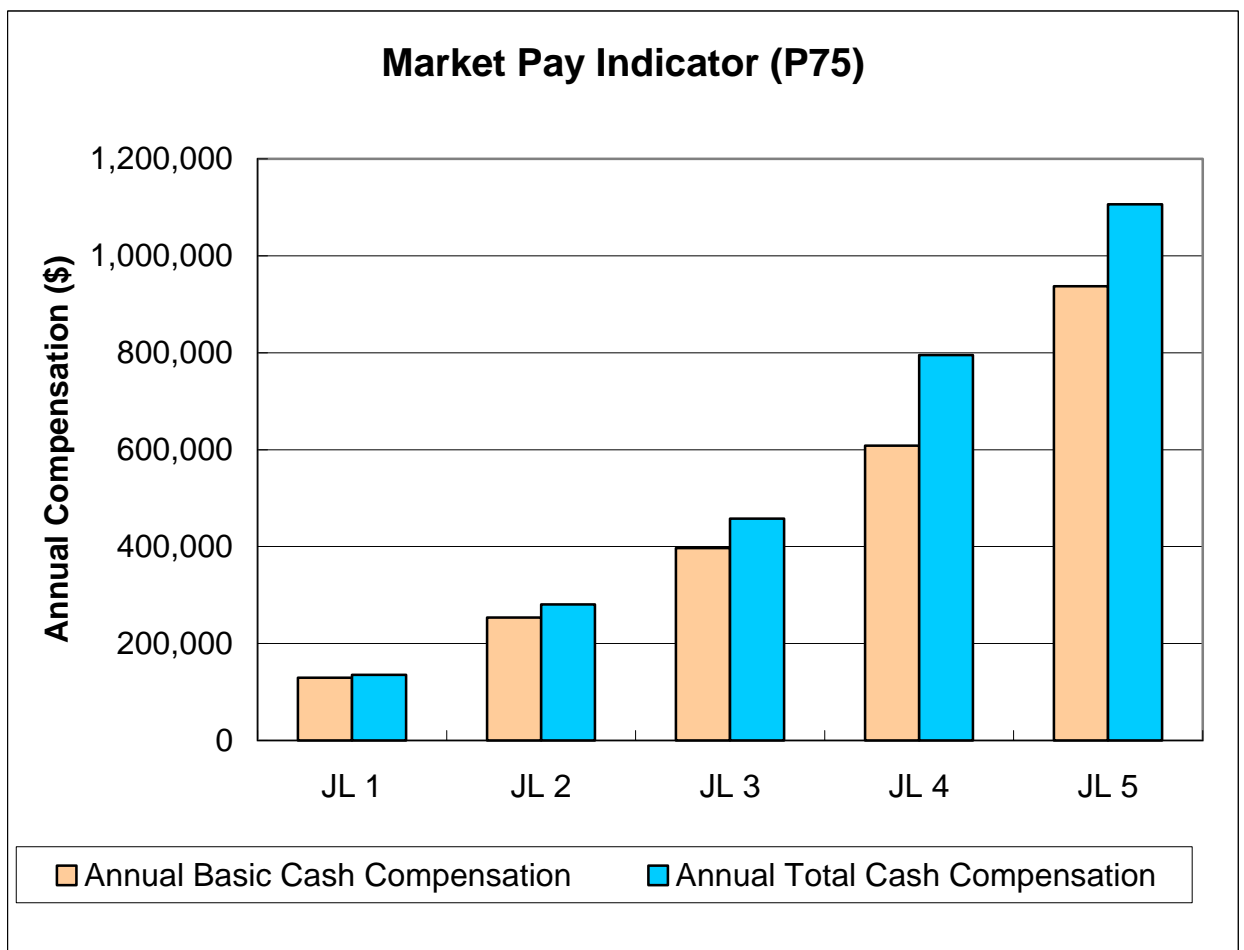
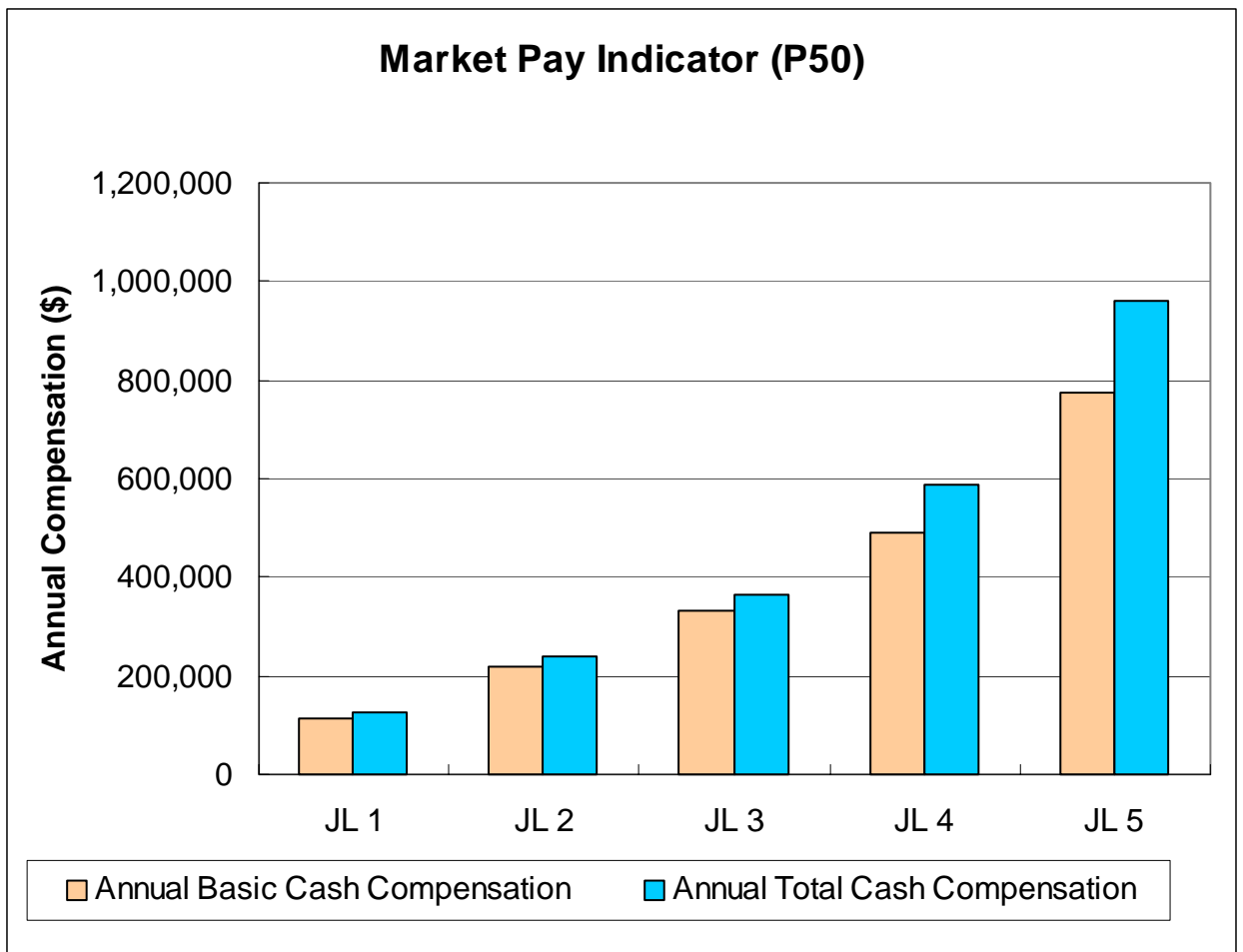
#### The results

3.3 Based on the typical organisation practice approach, WW consolidated the collected private sector pay-related data (based on the reference date of 1 April 2006) into the following market pay indicators for each of the five job levels -

	<i>Market Median (P50)</i>		<i>Market Upper Quartile (P75)</i>	
	<i>Annual Basic Cash Compensation (\$)</i>	<i>Annual Total Cash Compensation (\$)</i>	<i>Annual Basic Cash Compensation (\$)</i>	<i>Annual Total Cash Compensation (\$)</i>
<b><i>JL 1</i></b>	114,904	124,560	129,148	135,113
<b><i>JL 2</i></b>	220,281	237,501	253,330	280,758
<b><i>JL 3</i></b>	331,341	363,574	396,704	457,722
<b><i>JL 4</i></b>	491,245	587,893	608,540	794,965
<b><i>JL 5</i></b>	772,595	962,435	937,425	1,106,342

3.4 The annual basic cash compensation figures above consist of basic salary and contractually guaranteed bonus. Other than basic salary and contractually guaranteed bonus, the total cash compensation figures also include discretionary bonus, variable pay and other allowances and benefits paid in the form of cash. The median (or P50) refers to the level that separates the top 50% paying organisations from the remaining organisations and the 75th percentile (or P75) refers to the level that separates the top 25% paying organisations from the 75% lower paying organisations.

3.5 The results shown in graphic form are as follows -

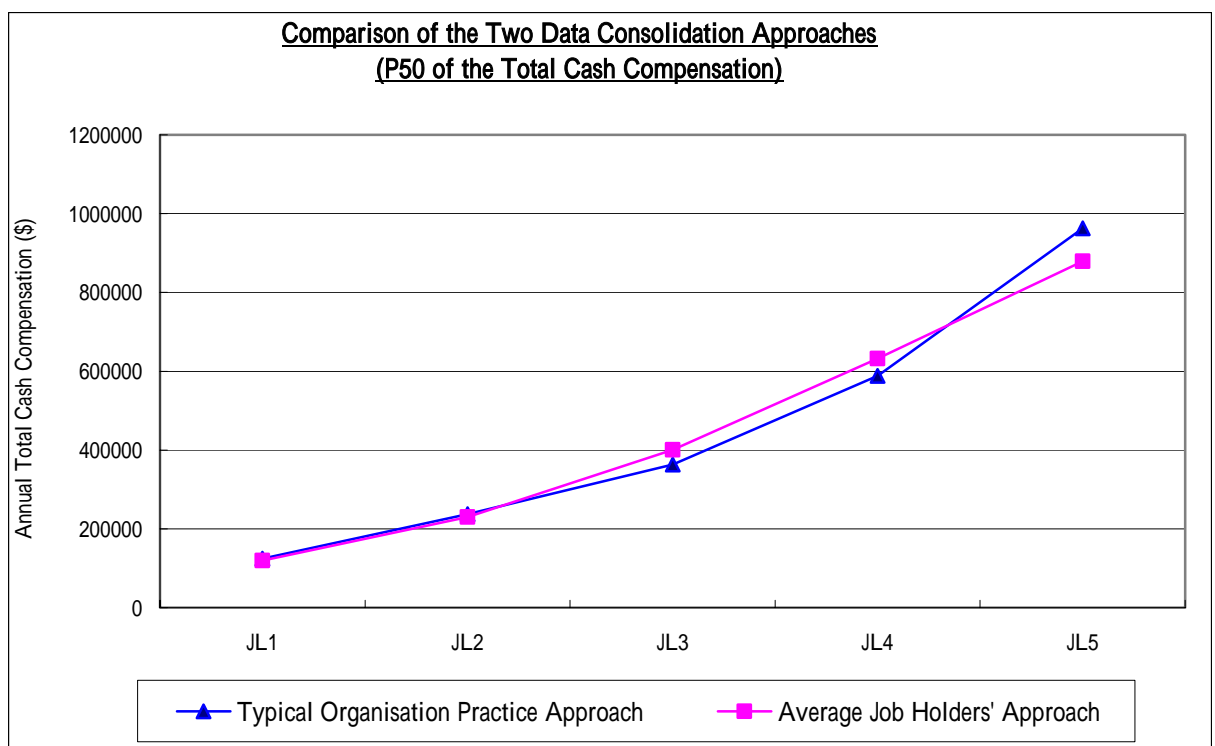


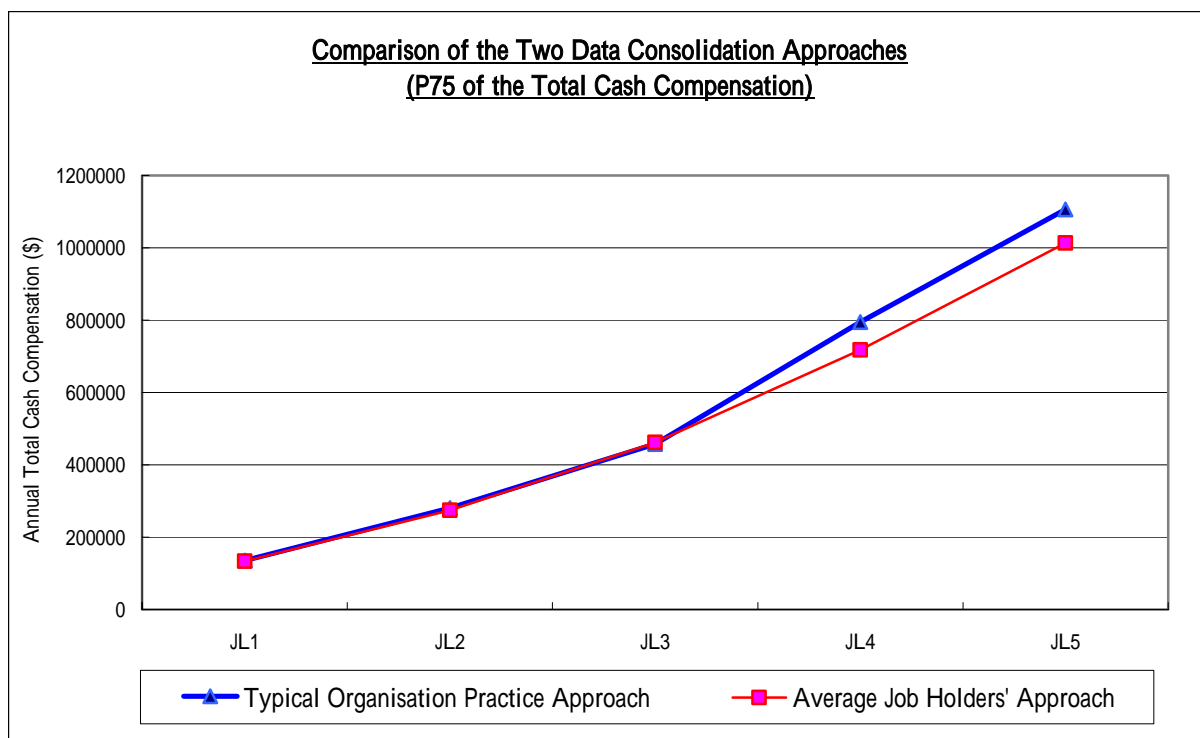
## Results of sensitivity tests

### Test (1) Using the average job-holders pay approach

3.6 The Phase One Consultancy recommended that the pay data collected should also be consolidated under the average job-holders pay approach for sensitivity testing. We did so; and the results show an average difference across the five job levels of around 5% and 4% at the base salary and the total cash compensation levels respectively compared with the results using the recommended typical organisation practice approach. We consider the difference to be insignificant.

3.7 The following graphs illustrate the results of the sensitivity test using the median (P50) and upper quartile (P75) of the total cash compensation -





**Test (2) Excluding private sector pay data matched with two civil service grades unique to the Housing Department**

3.8 WW also conducted, at the Government's request, another sensitivity test, which excluded the private sector pay data for jobs matched with benchmark jobs in two civil service grades unique to the Housing Department (HD) (i.e. Estate Assistant and Housing Manager) from the overall consolidation. The test was conducted as a majority of staff unions/associations and some post-holder representatives of the concerned civil service benchmark jobs in these two grades declined to participate in the job inspection process. The results show an average difference across the five job levels of less than 1% at both the basic cash and the total cash compensation levels. We are satisfied that the inclusion or exclusion of the private sector pay data for jobs matched with the civil service benchmark jobs in these two grades has negligible effect on the survey results.

**Comments on job descriptions received after commencement of field work**

3.9 WW received comments on the job descriptions for civil service benchmark jobs from members of the civil service from time to time throughout the consultancy. Some comments were received after the deadline set for finalization of the job descriptions and some even after commencement of the job matching process. We had, as far as possible, incorporated such comments into the job descriptions. Indeed, we had to issue to the participating companies two sets of corrigendum to the relevant job descriptions to reflect the comments received after commencement of the job matching process and to ensure these were taken into account before the companies submitted their pay data to us. For the handful of comments received after participating companies had already submitted their data to us (i.e. after mid-November 2006), it had not been possible for us to take them into account having regard to the progress of the exercise. We are, however, satisfied that these comments would have negligible effect on the job matching process and hence the results.

## IV. Non-cash Fringe Benefits and Compensation

4.1 As part of the data collection work in the pay level survey, WW also collected from the participating companies policy information on the provision of non-cash fringe benefits and compensation (if any) relating to retirement; education for children; housing; passage and travel-related benefits; annual leave; medical insurance; long term incentives; status car; and club membership. In the event, not all participating companies provided information for all these areas. Some companies that provided input did not have employees at all the five job levels.

4.2 Participating companies offered various types of **retirement benefit** schemes. Some made the required statutory contribution<sup>1</sup> to the employees' Mandatory Provident Fund scheme (MPF Min). Some made additional contribution on top of the statutory requirement (MPF Top up). Some contributed to the funds regulated under the Occupational Retirement Scheme Ordinance (Cap. 426) (ORSO defined contribution) or other defined benefits. The table below shows the different types of retirement benefits offered by participating companies -

Job levels	No. of companies			
	MPF min only	MPF top up only	MPF min + ORSO defined contribution / defined benefit	MPF top up + ORSO defined contribution / defined benefit
5	16	15	37	25
4	16	15	39	26
3	16	15	43	23
2	16	15	43	23
1	19	14	42	22

4.3 Some companies increased the contribution rate in MPF Top up schemes for their long-service employees. The following table shows the contribution rate by companies to MPF Top up scheme for their employees with over 10 years of service -

Job levels	Contribution rate (%)					
	Minimum	Lower quartile	Median	Upper quartile	Maximum	Average
5	5.00	7.00	10.00	10.00	17.00	8.95
4	5.00	5.00	10.00	10.00	17.00	8.50
3	5.00	5.00	8.75	10.00	12.50	8.10
2	5.00	5.00	8.75	10.00	12.50	8.10
1	5.00	5.00	7.50	10.00	12.00	7.89

4.4 Only one participating company offered non-cash **education benefits** to children of its employees at Job Level 5.

1 According to the Mandatory Provident Schemes Ordinance (Cap. 485), employers are required to contribute an amount equivalent to 5% of employees' relevant income to the Mandatory Provident scheme, subject to a maximum level of income to be reviewed from time to time (currently \$20,000 per month)

4.5 The following table summarises the number of companies that offered non-cash **housing benefits** –

Job levels	No. of companies			
	Mortgage assistance programme	Actual accommodation	Others	Total
5	13	3	1	17
4	12	2	1	15
3	11	1	1	13
2	11	1	1	13
1	10	1	1	12

4.6 The following table shows the number of companies that offered non-cash **passage and travel-related benefits** –

Job levels	No. of companies
5	3
4	2
3	2
2	2
1	2

4.7 Some companies offered **leave**, over and above the statutory minimum, to their employees with longer length of service as shown below –

Job levels	No. of companies <i>with</i> additional leave entitlement	No. of companies <i>without</i> additional leave entitlement
5	42	50
4	54	41
3	64	32
2	79	17
1	86	10

4.8 The following table shows the basic leave position of employees in those companies that provided information on this aspect –

Job levels	No. of days					
	Minimum	Lower quartile	Median	Upper quartile	Maximum	Average
5	10.00	16.50	20.00	22.00	30.00	19.15
4	10.00	14.00	16.50	20.00	30.00	16.77
3	10.00	11.00	14.00	16.13	24.00	14.03
2	7.00	10.00	12.00	12.50	22.00	12.21
1	7.00	10.00	11.50	12.00	18.00	11.16

4.9 Some companies offered enhanced leave entitlement to employees with longer service, normally ranging from five to ten years, as shown in the table below –

Job Levels	No. of days					
	Minimum	Lower quartile	Median	Upper quartile	Maximum	Average
5	14.00	18.75	20.00	24.00	32.00	21.26
4	14.00	16.75	20.00	21.00	30.00	19.53
3	14.00	15.00	16.50	20.00	30.00	17.36
2	14.00	14.00	15.50	18.00	30.00	16.47
1	14.00	14.00	15.00	17.00	30.00	15.82

4.10 Some companies offered **medical insurance**. The coverage varied as set out in the table below –

Job levels	No. of companies				
	Clinical	Hospitalisation	Maternity	Medical checkup	Dental
5	93	89	92	38	21
4	96	92	95	35	19
3	97	93	96	31	13
2	97	93	94	31	11
1	96	91	92	31	10

4.11 Some companies that offered medical insurance coverage required their employees to make some contributions as set out below –

Job levels	No. of companies			
	No employee contribution required	Employee contribution required		
		At a certain percentage of the premium	At a fixed premium	Others
5	90	2	0	2
4	93	2	0	2
3	92	2	0	4
2	91	2	0	5
1	90	2	0	5

4.12 Some participating companies offered non-cash **long term incentive benefits**, the value of which was based on more than one year's performance and paid out over more than one year, as set out below –

Job levels	No. of companies		
	Share options	Restricted shares	Other forms of non-cash incentive benefits
5	20	4	2
4	16	1	1
3	9	1	1
2	5	1	1
1	4	1	1



4.13 Some participating companies provided **status cars for private use** to their employees, as shown below –

<b>Job levels</b>	<b>No. of companies</b>
<b>5</b>	23
<b>4</b>	4
<b>3</b>	0
<b>2</b>	0
<b>1</b>	0

4.14 Some companies also defrayed the recurrent costs involved, whether the cars were provided by employers or owned by employees themselves, as set out below –

<b>Job levels</b>	<b>No. of companies</b>			
	<b>Chauffeur</b>	<b>Running cost</b>	<b>Company parking</b>	<b>Residential parking</b>
<b>5</b>	7	18	17	8
<b>4</b>	0	3	3	1
<b>3</b>	0	0	0	0
<b>2</b>	0	0	0	0
<b>1</b>	0	0	0	0

4.15 Some participating companies provided **club membership** to their employees, as set out below –

<b>Job levels</b>	<b>Club membership offered (No. of companies)</b>					
	<b>1 club</b>	<b>2 clubs</b>	<b>3 clubs</b>	<b>4 clubs</b>	<b>&gt; 4 clubs</b>	<b>No limit</b>
<b>5</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>11</b>
<b>4</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

4.16 The form of benefits offered is summarised below –

<b>Job levels</b>	<b>No. of companies</b>		
	<b>Debenture paid</b>	<b>Entrance fee paid</b>	<b>Monthly subscription fee paid</b>
<b>5</b>	16	27	27
<b>4</b>	3	8	5
<b>3</b>	2	4	3
<b>2</b>	0	2	2
<b>1</b>	0	0	0

## Summary of the Recommended Methodology

### I. Methodology for comparing jobs in the civil service and the private sector and selection of benchmark jobs

#### Criteria for selection of civil service benchmark jobs

To ensure that the civil service benchmark jobs selected are representative of the civil service and have reasonable private sector matches, the Phase One Consultant **recommended** the following criteria for selecting civil service benchmark jobs -

- (a) the civil service benchmark jobs should have reasonable counterparts, in terms of broadly comparable job nature, skills, qualifications and experience, etc., in a large number of private sector organisations;
- (b) the civil service benchmark jobs should be representative of the civil service: each civil service benchmark grade should have an establishment size of not less than 100 posts;
- (c) taken together, the civil service benchmark jobs should be reasonably representative of various civil service pay scales, the breadth of disciplines, the depth of job levels and the range of government bureaux/departments;
- (d) there should be a sufficient number of benchmark jobs at different job levels to ensure that the survey results are reliable; and
- (e) the total number of benchmark jobs to be matched and for which private sector pay data are to be collected should be reasonable and manageable for the participating private sector organisations so as not to deter these organisations from participating in the survey.

#### Scope of survey field

2. The Phase One Consultant **recommended** that certain civil service grades/ranks be excluded from the survey field in the absence of comparable jobs in the private sector. These civil service grades/ranks are disciplined services grades and some non-directorate civilian grades without private sector counterparts. The Phase One Consultant also **recommended** that civil service ranks on the directorate pay scales be excluded because of the lack of reasonable private sector matches and the need for adopting a different job comparison method (viz. the job factor comparison method) for job comparisons at the directorate level. In addition, the Phase One Consultant **recommended** that the civil service grades in the medical and health care field, the education field and the social welfare field be excluded from the

survey field as benchmark jobs because the private sector organisations where we can find reasonable counterparts for these grades will be excluded from the survey field on the ground that they use civil service pay scales or pay adjustments as major factors in determining pay levels or pay adjustments or have done so in the last five years.

## **II. Alignment of civil service benchmark jobs into job families and job levels**

3. Under the Phase One Consultant's recommended broadly-defined job family and job level method, civil service benchmark jobs will be aligned with private sector jobs which are broadly comparable in various job-related aspects (e.g. job content, work nature, level of responsibility and typical requirements on qualification and experience). The Phase One Consultant **recommended** that the civil service benchmark jobs and the broadly comparable private sector benchmark jobs identified be categorised into suitable groups within a matrix of five job families by five job levels. This will facilitate pay comparison between civil service benchmark jobs and private sector job matches that are broadly comparable in terms of job content and work nature (categorised in the same job family) as well as level of responsibility and typical requirements on qualification and experience (categorised in the same job level). The five job families are the Clerical and Secretarial, Internal Support, Public Services, Works-Related, and Operational Support families. The five job levels are defined according to the relevant range of pay points on the civil service pay scales, i.e. job level 1 (MPS<sup>1</sup> Points 0-10 and MOD 1<sup>2</sup> Points 0-13), job level 2 (MPS Points 11-23), job level 3 (MPS Points 24-33), job level 4 (MPS Points 34-44), and job level 5 (MPS Points 45-49).

4. To ensure proper alignment of civil service jobs and private sector jobs, the Phase One Consultant **recommended** that an intensive job inspection process with the departmental/grade management and representatives of job-holders in the civil service be conducted for all the civil service benchmark jobs to ascertain the details of their job characteristics. The information gathered through the job inspection process would help the consultant gain a thorough understanding of the benchmark jobs in the civil service and accordingly prepare detailed job descriptions for identifying corresponding private sector benchmark jobs in the organisations to be surveyed to ensure proper job matching and collection of data.

## **III. Selection of private sector organisations to be surveyed**

5. The Phase One Consultant **recommended** that the following criteria for selecting the organisations to be surveyed-

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<sup>1</sup> Master Pay Scale

<sup>2</sup> Model Scale I

- (a) The selected organisations should be generally known as steady and good employers conducting wage and salary administration on a rational and systematic basis;
- (b) The selected organisations should have a sufficient number of jobs that are reasonable counterparts to benchmark jobs in the civil service;
- (c) The selected organisations should be typical employers in their respective fields normally employing 100 or more employees but flexibility should be allowed over the employment size of the private sector organisations where the inclusion of such organisations will enhance the coverage of benchmark jobs and provided that these organisations meet all the other selection criteria;
- (d) The selected organisations should determine pay levels on the basis of factors and considerations applying to Hong Kong rather than outside Hong Kong;
- (e) The selected organisations should not use civil service pay scales or pay adjustments as the major factors in determining pay levels or pay adjustments for their staff, or should not have done so in the past five years;
- (f) If they form part of a group in Hong Kong, the selected organisations should be treated as separate organisations where pay practices are determined primarily with regard to conditions in the relevant economic sector;
- (g) Taken together, the selected organisations should represent a breadth of economic sectors;
- (h) The total number of surveyed organisations should be sufficient to ensure that each single job family will have data coming from at least ten organisations; and
- (i) 70-100 organisations should be included in the survey field.

#### **IV. Data elements**

6. In view of the differences in the structuring of the remuneration package between the civil service and the private sector, for a comprehensive comparison of the pay levels between the two sectors, the Phase One Consultant **recommended** collecting data on all cash compensation elements from the private sector, including basic salary, guaranteed bonus (e.g., end-of-year guaranteed bonus), cash allowances and variable pay.

7. The Phase One Consultant **recommended** taking the opportunity of the pay level survey to collect information on the provision of non-cash compensation and fringe benefits in the private sector.

#### **V. Data collection procedures**

8. The Phase One Consultant **recommended** that the major steps of the data collection procedures should include invitation of potential private sector organisations, confirmation that they meet the selection criteria, job matching, data collection, data verification and validation.

9. Job matching is a critical process for which the Phase One Consultant **recommended** that the survey consultant meet with representatives of each participating organisation to identify and confirm job matches. The survey consultant should consider, where available, relevant information to ensure that each relevant private sector benchmark job is a reasonable match having regard to the job descriptions of the relevant civil service benchmark jobs.

## **VI. Data analysis**

10. For the purpose of calculating the private sector pay indicators, the Phase One Consultant **recommended** the typical organisation practice approach, under which each organisation participating in the pay level survey receives an equal weight regardless of the number of job-holders in that organisation.

11. Recognising the differences in the structuring of the compensation package between the civil service and the private sector, the Phase One Consultant **recommended** analysing the following two aggregates of cash compensation -

- (a) **Annual base salary**, defined as basic salary plus contractually guaranteed bonus; and
- (b) **Annual total cash compensation**, defined as annual base salary plus any other cash payment (including cash allowances and variable pay) except those that are conditional on particular working conditions (such as overtime or work location) or on individual circumstances (e.g. payments in reimbursement of business expenses).

**Key work steps taken in the job inspection process**

<b>Time</b>	<b>Work step</b>
December 2005	Following the submission of an interim report detailing the job inspection approach, Watson Wyatt (WW) commenced the job inspection process immediately.
December 2005 - April 2006	Grade/departmental management, in consultation with Departmental Consultative Committees and staff unions/associations, prepared returns to the job analysis questionnaire and nominated post-holder representatives for each civil service benchmark job.
February – May 2006	WW prepared about 360 draft job briefs for civil service benchmark jobs on the basis of the information contained in the job analysis questionnaires.
March – June 2006	WW conducted about 220 job inspection interviews with about 1,400 post-holder representatives from different departments/grades.
May – July 2006	WW revised the draft job briefs and circulated them to the grade/departmental management, Consultative Group, Departmental Consultative Committees and staff unions/associations for consultation before they were finalised.
July 2006	WW briefed the Consultative Group on the outcome of the job inspection process.

## Sample of a Job Description for Civil Service Benchmark Job

### Job Description for Civil Service Benchmark Job

Benchmark Grade	: Accounting Officer
Benchmark Rank	: Accounting Officer II (AOII)
Nature of the Grade	: General
Job Family	: Internal Support
Job Level	: Technicians and assistant executives / professionals
Role Purpose:	
<p>AOII is an intermediate job in the accounting field, the incumbents of which are mainly deployed to perform various accounting and financial management duties. The key job functions performed by AOII include Accounting &amp; Financial Management/Monitoring; Cost/Management Accounting &amp; System Development/Management; and Internal Audit &amp; Subvention Inspection/Monitoring. AOII normally assists and reports to Treasury Accountants or Senior Accounting Officer or report to the departmental management if there is no Accounting Officer I &amp; above staff in the department.</p>	
Typical Responsibilities:	
<p><u>Accounting &amp; Financial Management/Monitoring</u></p> <ol style="list-style-type: none"> <li>1. Prepare budget allocations to divisions/sections; coordinate with budget holders in respect of virement of funds and budget monitoring</li> <li>2. Assist in preparing five-year Operating Expenditure Forecast and draft estimate of expenditure</li> <li>3. Assist in monitoring vote position of Capital Account Expenditure and compile Capital Account Estimates</li> <li>4. Assist in maintaining vote position of Recurrent Account Expenditure and Advance Account Expenditure</li> <li>5. Oversee the operation of various accounting/payroll-related systems such as Ledger Accounting and Financial Information System (LAFIS), LAFIS Departmental Reporting System and the Payroll On-line System etc, and to verify vouchers and payroll/LAFIS input forms and authorize payment</li> <li>6. Prepare financial management information reports for the annual estimate exercise, expenditure monitoring and budgetary control purposes</li> <li>7. Prepare schedules on spending position of employment of NCSC staff</li> <li>8. Verify invoices and authorize payments</li> <li>9. Check imprest accounts and journal vouchers</li> <li>10. Compile Controlling Officer Report based on returns received from sections/divisions</li> <li>11. Compile Quarterly Progress Review reports based on returns received from sections/divisions</li> <li>12. Compile departmental returns for capital non-works RAE</li> <li>13. Manage daily operation of the Revenue Section (e.g. issuing demand notes, give advice on revenue collection matters) and supervise the day to day operation of Shroff Office and recoupment of sub-imprest accounts</li> <li>14. Perform monthly reconciliation of advance and deposit accounts</li> </ol>	

15. Carry out ad hoc assignments delegated from seniors, such as opening PPS Buy & Shop Account for e-payment, preparing annual revenue estimates, compiling revenue figures, etc
16. Perform financial management functions on subvented sector such as exercising budgetary control over resources and expenditure monitoring, prepare annual expenditure estimate, provide financial analysis on matters relating to examination of annual estimates by Special Finance Committee, etc
17. Supervise clerical staff

Cost/Management Accounting & System Development/Management

18. Provide support in various fees and charges costing exercises
19. Conduct costing exercise for recovery of cost for various facilities and activities and for financial management purposes including collecting cost information and costing compilation
20. Carry out costing exercise for the appraisal of recurrent consequences of capital projects
21. Collect and analyse building accommodation, land allocation and the cost of Inter-departmental Services information for the preparation of the accrual-based accounts including Departmental Service Cost Statement and Stewardship Statement
22. Assist in conducting vetting of the financial capability of tenderers
23. Administer the Fixed Assets Register System
24. Assist supervisor(s) in gathering and communicating user requirements to the implementation contractor; conduct system testing; provide support to departments in system rollouts, managing the changes to processes and procedures required and in the overall post-implementation review
25. Supervise clerical staff

Internal Audit & Subvention Inspection/Monitoring

26. To undertake accounting inspection of the NGOs' accounting systems and books and records to assess the adequacy and soundness of their internal controls, and to ensure their fulfillment of financial reporting requirements and the use of SWD subventions with reference to the Lump Sum Grant Manual or the Guide to Social Welfare Subventions, and the Lotteries Fund Manual
27. To assist in preparing management letters to the NGOs based on the inspections or investigations conducted and in following up NGOs' reply and implementation of our recommendations
28. To conduct financial assessment on the NGOs' applications for the Special One-off Grant, and the Rent and Rates Subsidy for their non-subvented units
29. To update the status of new projects, including the descriptions, capacity, approval, implementation date, payment start date, agency and unit code; and assist to prepare relevant financial analysis
30. To assist to consolidate information on project implementation details provided by service branches of the Department and to prepare service plan for the five-year forecast
31. To check and authorize monthly payments and urgent payments to NGOs through



WPOCS

32. To carry out annual surplus assessment based on the certified Accompanying Financial Statements and/or the Annual Financial Report submitted by NGOs and supplementary surplus assessment for NGOs
33. Evaluate accounting procedures and internal controls and to produce detailed audit procedures for individual audit assignments
34. Conduct audit work including surprise inspections, report on observations and findings and suggest recommendations for improvement
35. Advise division/section/agency heads on improvements to irregularities and internal control weaknesses noted; provide field advice to personnel engaged in finance and accounting matters as necessary
36. Follow up recommendation raised in the report and the replies from division/section/agency heads
37. Assist in the value for money audit and training courses/seminars on finance and accounting matters
38. Provide comments on accounting form design and content
39. Provide input to system development
40. Supervise clerical staff

Typical Requirements on Qualification and Experience for Appointment:

For appointment

41. Should have a degree in Accountancy, or equivalent

(Note: the officers appointed as AOII often have higher qualifications and normally have more experience than the minimum requirement)

After appointment

42. Require breadth of skills and knowledge of different financial and accounting functions in support of Government's internal operation
43. Although AOIIs are not required to possess professional qualification, they receive structured training to equip them with the necessary skills and knowledge to discharge their duties. In fact, the majority of our AOIIs possess professional accounting qualification that prepare them for advancement to the TA Grade.
44. Accounting competence and organizational knowledge
  - Applies accounting concept and information technology knowledge at procedural level
  - Understands and complies with government accounting regulations and practices at work
  - Understands department's operation and relevant statutory requirements
45. Require knowledge other than accounting, such as statutory legislation, Statistics, Information Technology etc, this enables AOIIs to carry out their duties in various bureaux/department
46. On average, serving AOIIs have 9.3 years of experience in the grade.

Other Less Common Responsibilities:

#### Fund Management

47. Provident funds – prepare cashflow forecast reports for the various funds under management; quoting deposit rates and fixing time deposit deals with bankers; prepare settlement instructions for investment transactions for various funds and liaise with counterparts and custodians for settlement; check accuracy of accounting reports and review performance reports from custodians and managers; maintain computerized accounting and investment records for various funds
48. Supervise clerical staff

#### Central Accounting, Payment, Payroll & Accounting Support

49. Central payroll – assist SAO in preparing and handling the court cases and follow-up action in respect of bankrupt cases including liaison with DoJ, CAB, Official Receiver and the officers concerned; ensure recovery of the overdue housing loan and overpaid allowance including liaison with DoJ on the appropriate legal action and with the officers concerned on recovery by instalments or considering other recovery action
50. Staff cost ready reckoner (SCRR) – coordinate with relevant parties to request updated information with respect to oncost elements (e.g. housing benefits, medical & dental benefits, etc) for updating the oncost parameters in the Payroll Oncost System; coordinate with relevant party to run the SCRR Report from the Payroll Oncost System; assist in compilation of Annual SCRR Cost Table; assist in preparation of analyses and breakdown details on the Annual SCRR Cost Table
51. Payment of expenditure – sign cheques with amounts below \$1 million; arrange TT remittance in foreign currencies to overseas offices and renewal of foreign currency fixed deposits; arrange foreign currency payment; prepare monthly bank reconciliation statements
52. Government overall cashflow monitoring and forecasting – prepare daily cashflow statements
53. Government-wide instructions/guidelines/policies – assist in reviewing instructions and guidelines by collating and collecting background information; assist in reviewing Standing Accounting Instructions (SAIs) and Accounting Circulars (ACs) and providing accounting advice regarding interpretation of SAIs and ACs by consolidating returns from bureaux/departments; arrange updating of SAIs and ACs to Treasury Intranet
54. Enhancement of Government financial reporting – assist in preparation of supporting schedules; review and consolidate returns submitted by bureaux/departments
55. Supervise clerical staff

#### Provide financial advice or monitoring of private sector related activities in the Government

56. Law enforcement-related work – assist TA in the investigation of commercial crime cases and the calculation of effective interest rates of money lending cases; conduct investigation of the financial accounting aspects of fraud and crime cases
57. Business loss claims – assist TA in conducting financial assessment of the

- business loss claims under different legislation e.g. MTR (Land Resumption and Related Provisions) Ordinance, Lands Resumption Ordinance, etc
58. Insolvency work – plan, organise and conduct audit of liquidators’ / trustees’ statements of accounts under the Companies Ordinance / Bankruptcy Ordinance; prepare audit reports and audit letters for TA’s review and follow up responses from liquidators / trustees in respect of matters related to the audit
  59. Provide information to other organizations such as IMF, credit rating agencies
  60. Supervise clerical staff

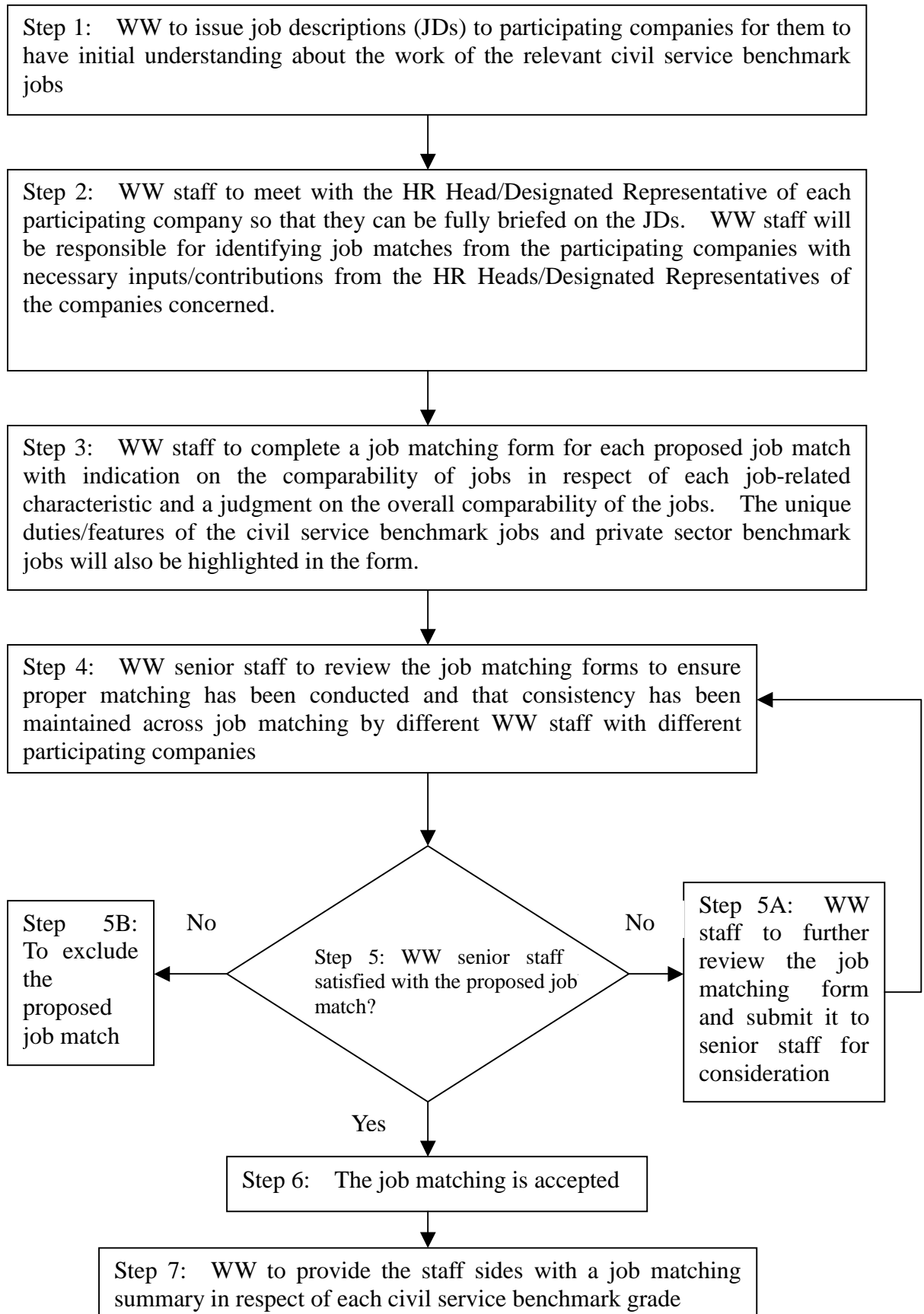
Provide financial advice to support policy making functions at bureaux

61. Central coordination of the preparation of allocation of Operating Expenditure Envelopes, annual Estimates and the related LegCo submissions - to participate in the Operating Expenditure Envelope exercise, to modify and maintain the computer based Medium Range Forecast (MRF) model for the budget exercise purpose; to carry out sensitivity tests on the MRF for Government expenditure and revenue; to participate in the Resource Allocation Exercise, including to consolidate and collate returns from Resources Divisions; to provide financial information / analysis to senior management and other government departments as and when required. To assist in preparing minutes, line-to-take and analysis for the release of the monthly government financial results according to the International Monetary Fund’s Special Data Dissemination Standards; to assist in the compilation of Annual Estimates including preparation of summaries, charts, diagrams and reconciliations; to assist in providing financial information to various government bureaux/departments (e.g. Census and Statistics Department and Civil Service Bureau) and outside bodies (e.g. International Monetary Fund, Economists, Hong Kong Monetary Authority and LegCo.). Answer public enquiry on published government financial information; to prepare annual consolidated government accounts booklet, ten years consolidated government accounts booklet, charts and financial statements for various purposes for the senior management; to provide support for the Capital Non-works Resource Allocation Exercise such as design proforma, consolidate and analysis data from Resource Divisions. Prepare and analysis the underspending by bureaux/departments for the Save and Invest credits purpose; to supervise the upkeep of the financial information data.
62. Central policy formulation and financial monitoring of the setting and revision of fees and charges for government services – to assist in advising on, evaluating and examining fee proposals submitted by bureaux/departments by studying the coherence and accuracy of the supporting financial data and ensuring their consistency with the proposed fees and by researching the applicable government policy and ensuring their compliance; to assist in advising on the application of government policy in fees and charges on the specific context of the bureaux/departments; to assist in examining legislative documents for submission to ExCo and LegCo and coordinating the related procedural matters; to assist in conducting financial analysis and preparing brief notes for the operating accounts and five-year projections for Government utilities; to calculate yields and update positions of fiscal reserves investment; to maintain a list of financial consultants

<p>and assist seniors in updating and giving advice on the interest rate/cashflow discount rates and consultancy briefs</p> <p>63. Supervise clerical staff</p>
<p>Service Targets:</p> <p>64. Most AOIIs provide professional services to other officers of different disciplines in various bureaux/departments by assisting TA grade officers or AO grade officers of higher ranks in support of the Government's financial and accounting operations.</p> <p>65. In performing their duties, they ensure compliance with all the Government's financial and accounting guidelines and instructions, and assist senior management at bureaux/departments in policy formulation and operational decisions, and the stewardship of public funds by ensuring as far as possible the financial viability of all proposals, the value for money of all Government expenditure, the cost effectiveness of operations, and the efficiency and effectiveness of revenue collection.</p>
<p>Other Relevant Features:</p> <p>66. AOIIs are subject to posting across departments and functional areas every three to five years</p>

Note: Similar to other civil service benchmark jobs, this benchmark job has certain general features that are unique to the civil service (e.g. tighter restrictions on personal conduct, more stable and structured career progression, etc).

**Flowchart on work steps involved in job matching**



## Pay Level Survey for the Civil Service

### Reference Guide for completing the data entry spreadsheet on cash compensation elements

#### General note

1. You are invited to provide in –
  - (a) **Part I (General Pay Level Survey)**: relevant data on **ALL** cash compensation elements paid to each job-holder of each job in your organisation which has been identified as broadly comparable with the relevant civil service benchmark job in the job matching process (“private sector benchmark job”); and
  - (b) **Part II (Starting Salaries Survey)**: starting salary (including **ALL** cash compensation elements) paid to each job-holder of each entry-level job in your organisation requiring similar entry qualifications as the civil service entry job.
2. The information provided should be updated as at 1 April 2006 (i.e. the survey reference date).
3. The remuneration data provided should be determined on the basis of factors and considerations applying to Hong Kong rather than outside Hong Kong.
4. For ensuring confidentiality, you are **NOT** required to provide the name of your organisation or your employees concerned.
5. The pay data of those jobs which are filled by expatriates who stay in Hong Kong for a limited time period or on specific projects should be excluded.

#### **Part I: General Pay Level Survey**

##### General information

##### *Column 1 – Company code (“CoCode”)*

6. Each participating organisation is requested to complete one data entry spreadsheet. To ensure confidentiality of the name of your organisation,

a company code as assigned by Watson Wyatt (WW) has been inserted into this column.

***Column 2 - Job code (“WW\_job\_code”)***

7. A number of private sector benchmark jobs have already been identified with your organisation in the job matching process. WW has assigned a job code for each of the private sector benchmark jobs and inserted the codes into this column.

***Column 3 – Employee number (“EENO”)***

8. There may be more than one job-holder in your organisation for each private sector benchmark job. You are invited to provide information on **ALL** job-holders of each private sector benchmark job. Please assign code number for each job-holder and insert the code number into this column.<sup>1</sup>
9. For the avoidance of doubt, there is **NO** need to provide the name of any job-holders concerned.

***Column 4 – Date of birth of the job-holder (“DOB”)***

10. Please provide the date of birth of all job-holders concerned in this column.

***Column 5 – Date of hire of the job-holder (“DOH”)***

11. Please provide the date on which the job-holder was recruited to your organisation in this column.

***Column 6 – Date of holding current job (“DOJ”)***

12. Please provide the date on which the job-holder started to hold the current job.

***Column 7 – Years of minimum experience for being appointed to the job (“MinExp”)***

13. Please provide the minimum number of years of relevant experience that the job-holder must possess before he/she is eligible for being appointed to the job.

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<sup>1</sup> If there are difficulties with providing data for all job-holders, it would be useful if you would provide the average figure for each of the private sector benchmark jobs and the number of job-holders involved in calculating the average.

*Column 8 – Years of relevant experience in the job (“RelExp”)*

14. Please provide the total number of years of relevant experience held by each job-holder in the field in which he/she is working.

*Column 8A – Minimum qualifications for being appointed to the job (“MinQ”)*

- 15. Please provide the minimum qualifications that the job-holder must possess before he/she is eligible for being appointed to the job.**

Cash compensation elements

16. You are invited to provide the total amount of all cash compensation elements, whether on an accountable or non-accountable basis, paid to the job-holder, including basic salary (Column 9), guaranteed bonus (Column 10), housing allowance (Column 11), education allowance (Column 12), passage allowance (Column 13), other cash allowances (Column 14), actual variable compensation (Column 15).
17. The following cash allowances which are conditional on specific work conditions or individual circumstances are excluded -
- (i) Cash payments which are conditional on individual circumstances (e.g. cash payment as reimbursement or substitute for reimbursement of an accountable expense borne by the employee). Examples are:
    - (a) transport and meal allowances paid subject to working overtime or unsocial hours or in remote locations or paid in lieu of actual reimbursement of legitimate business expenses; and
    - (b) non-accountable entertainment allowances paid in lieu of reimbursement of actual expenses.
  - (ii) Cash payments which are conditional on specific working conditions that may be unique to an organisation or particular jobs in the organisation. Examples are:
    - (c) payments for overtime, shift work, remote locations, typhoon duty, noxious or dangerous duties, etc. that are related to the working conditions of a particular job; and
    - (d) flat rate overtime or shift allowances paid without regard to the actual hours of overtime or shifts worked instead of compensation for actual overtime hours or shifts worked.



(iii) Some exceptional cases of payment of certain benefits in cash in the private sector. Examples include:

(e) cash reimbursement of out-patient medical expenses paid directly by the employer rather than through a medical insurance scheme. In most cases, these benefits are paid in kind or through an insurance scheme but not in the form of cash payment to employee direct.

18. Policy information on the provision of cash compensation elements and employee benefits/compensation not paid in cash is collected separately through the questionnaire attached.

***Column 9 – Basic salary (“Salary”)***

19. Please provide the annual basic salary offered to the job-holder using the survey reference date of 1 April 2006 (i.e. monthly salary as at 1 April 2006 times 12).

***Column 10 – Guaranteed bonus (“G\_Bonus”)***

20. Please provide the annual bonus (in terms of the number of months of salary as at 1 April 2006) paid on top of the basic salary provided in Column 9 and on a guaranteed basis (either contractually or by established practice) (e.g. 1 month in the case of the 13<sup>th</sup> month salary).

***Column 11 – Housing allowance per annum (“HS\_Allow”)***

21. Please provide the total amount of housing allowances paid in cash to the job-holder over the 12 months prior to 1 April 2006.

***Column 12 – Education allowance per annum (“Edu\_Allow”)***

22. Please provide the total amount of education allowances for children (including allowances for school passage, where applicable) paid in cash to the job-holder over the 12 months prior to 1 April 2006.

***Column 13 – Passage allowance per annum (“Pass\_Allow”)***

23. Please provide the total amount of passage allowances for the job-holder and his/her spouse/children paid in cash to the job-holder over the 12 months prior to 1 April 2006.

**Column 14 – Other cash allowances (“Other\_Allow”)**

24. Please provide the total amount of any other allowances paid in cash (e.g. car park allowance) to the job-holder over the 12 months prior to 1 April 2006.

**Column 15 – Actual variable compensation (“Var\_Com”)**

25. Please provide the total amount of actual variable compensation (e.g. commission, incentive bonus, etc), based on individual or organisation performance, paid in cash to the job-holder over the 12 months prior to 1 April 2006.

**Part II: Starting Salaries Survey**

26. Please provide information on the starting salaries in respect of private sector entry-level jobs under different qualification groups as set out in paragraph 26 below. In this context, starting salary is defined as the cash compensation elements paid to an employee after the confirmation adjustment at the end of his or her probation period (if any) and within the first year of employment. Private sector entry-level jobs are defined as the first-tier of jobs in private sector organisations requiring similar qualification requirement as the civil service entry ranks and are considered as broadly comparable with the relevant civil service benchmark job.

27. Starting salaries in respect of the following qualification groups are requested -

Qualification Group 1 : Education of Form 5 or below plus 0 – 1 year of experience  
(Grades not requiring five passes in the Hong Kong Certificate of Education Examination (HKCEE))

Qualification Group 2 : Five passes in the HKCEE plus 0 – 1 year of experience  
(School certificate grades)

Qualification Group 3 : Higher diploma or diploma plus 0 –1 year of experience  
(Higher diploma and diploma grades)

Qualification Group 4 : Higher certificate plus 3 years of

(Technical Inspectorate and Related Grades)	experience
Qualification Group 5 : (Technician, Supervisory and Related Grades Group I)	Relevant certificate or apprenticeship plus 2 years of experience
Qualification Group 6 : (Technician, Supervisory and Related Grades Group II)	Craft and skill plus experience or apprenticeship plus 2-3 years of experience
Qualification Group 8 : (Professional and Related Grades)	Membership of a professional institution or equivalent which may or may not implicitly imply an experience requirement depending on the industry concerned
Qualification Group 9 : (Degree and Related Grades)	A degree plus 0 – 1 year of experience
Qualification Group 10 : (Model Scale 1 Grades)	Strong physique and ability to read Chinese

(A) Individual entry-level job

28. Except for Columns 4 to 8 under Part I which are not required for the Starting Salaries Survey, information to be provided for starting salaries for Columns 1-3 and 5-11 are the same as that for Columns 1-3 and 9-15 under Part I respectively.

***Column 4 - Qualification code (“QG\_code”)***

29. Please insert the qualification code (e.g. QG1) for the qualification group to which the job-holder concerned belongs in this column.

(B) Individual qualification group

***Column 3 – Average total cash compensation (“Ave\_total\_cash”)***

30. Please provide an average of the total amount of cash compensation elements (i.e. items equal to Columns 5-11 under Part (A) above) paid to all entry-level jobs in your organisation (including both benchmark jobs and non-benchmark jobs) for each of the qualification groups, where

applicable, in this column.

***Column 4 – Total number of jobs involved (“No\_of\_jobs”)***

31. Please provide the total number of entry-level jobs involved in calculating the average figures in paragraph 29 above.

Prepared by Watson Wyatt Hong Kong Limited

## Pay Level Survey for the Civil Service

### Provision of Data on Cash Compensation Elements - Data entry spreadsheet

(Note: The spreadsheet below is a sample and all figures contained herein are made up for illustration only)

#### Part I : General Pay Level Survey

1. CoCode	2. WW_job_code	3. EENO	4. DOB	5. DOH	6. DOJ	7. MinExp	8. RelExp	8A. MinQ*	9. Salary	10. G_Bonus	11. HS_Allow	12. Edu_Allow	13. Pass_Allow	14. Other_Allow	15. Var_Com
A001	JF1/JL2/01	1234	1.1.1960	7.1.1989	12.1.1999	2	6	1	150000	1	0	30000	0	3000	10000
A001	JF3/JL4/02	2345	2.1.1962	7.1.1990	7.1.2000	10	16	3	500000	1	30000	30000	10000	10000	60000

\* 1 – HKCEE five passes; 2 – Higher diploma; 3 – Degree; etc

#### Part II : Starting Salaries Survey

##### *(A) Individual entry-level job*

1. CoCode	2. WW_job_code	3. EENO	4. QG_code	5. Salary	6. G_Bonus	7. HS_Allow	8. Edu_Allow	9. Pass_Allow	10. Other_Allow	11. Var_Com
A001	JF1/JL1/01	3456	QG2	90000	1	0	3000	0	5000	10000
A001	JF4/JL2/01	4567	QG4	160000	1	10000	5000	0	5000	10000
A001	JF3/JL3/01	5678	QG8	300000	1	20000	10000	10000	140000	30000

##### *(B) Individual qualification group*

1. CoCode	2. QG_code	3. Ave_total_cash	4. No_of_jobs
A001	QG1	110000	50
A001	QG3	180000	25

# Pay Level Survey for Civil Service

## QUESTIONNAIRE

- Policy information on –
- (a) cash compensation elements; and
  - (b) employee compensation/benefits not paid in cash

Company Code : \_\_\_\_\_

Employee Type : Local

Job type : Jobs at job level 1 (i.e. job codes xxx, xxx, etc.)  
[N.B. The same questionnaire will be used for other job levels]

Survey reference date : 1 April 2006



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	<b>III-9 CLUB MEMBERSHIP .....</b>	<b>III 9</b>



## SECTION I - COMPANY PROFILE

---

Date : \_\_\_\_\_

### I-1. COMPANY INFORMATION

- a. Company Code \_\_\_\_\_
- b. Contact persons: Name: \_\_\_\_\_ Name: \_\_\_\_\_  
Position: \_\_\_\_\_ Position: \_\_\_\_\_  
Phone: \_\_\_\_\_ Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_ Fax: \_\_\_\_\_
- c. No. of employees (monthly paid): Local: \_\_\_\_\_

## SECTION I - COMPANY PROFILE

---

### I-2. STAFF TURNOVER

#### Overall Company Staff Turnover (For local staff only)

- a. No. of permanent employees who voluntarily resigned in the past 12 months
- b. No. of permanent employees 12 months ago
- c. No. of permanent employees at present
- d. Staff turnover rate

_____
_____
_____
_____ %

N.B.: Formula for calculation staff turnover rate (item d)

$$= \frac{\text{No. of permanent employees who voluntarily resigned in the past 12 months}}{(\text{No. of permanent employees 12 months ago} + \text{No. of permanent employees at present}) \times 0.5}$$

$$= \frac{a}{(b + c) \times 0.5}$$

**SECTION II – CASH COMPENSATION ELEMENTS**

---

**II-1. BASIC SALARY**

	<b>Local Mgmt</b>	<b>Local Non-Mgmt</b>
a. Frequency of salary review per annum	<input type="radio"/> Once <input type="radio"/> Twice <input type="radio"/> Other	<input type="radio"/> Once <input type="radio"/> Twice <input type="radio"/> Other
b. Salary review month(s) (e.g. 01 for January, 02 for February, etc. and 99 for anniversary of employment date)	_____ _____	_____ _____

**II-2. CASH ALLOWANCES**

**II-2.1 EDUCATION BENEFITS FOR CHILDREN**

**II-2.1A Local Schooling** (skip to Question II-2.1B if No)

<input type="radio"/> Yes <input type="radio"/> No
--

a. Minimum service required

<input type="radio"/> On joining <input type="radio"/> After probation <input type="radio"/> After _____ months
---

b. Maximum number of children covered

<input type="radio"/> _____ child(ren) <input type="radio"/> No limit <input type="radio"/> Other _____
---

c. Maximum amount available

<input type="radio"/> Cash allowance of max HK\$ _____ p.a. <input type="radio"/> Actual reimbursement of _____% with max HK\$ _____ p.a. <input type="radio"/> No limit, align with market rate <input type="radio"/> Other _____
---

## SECTION II – CASH COMPENSATION ELEMENTS

---

d. Age limit/Education level covered

- No limit
- Up to completion of secondary school studies
- Up to completion of university studies
- Up to age \_\_\_\_\_
- Other \_\_\_\_\_

### II-2.1B Overseas Schooling

- Yes
- No

a. Minimum service required

- On joining
- After probation
- After \_\_\_\_\_ months

b. Maximum number of children covered

- \_\_\_\_\_ child(ren)
- No limit
- Other \_\_\_\_\_

c. Maximum amount available

- Cash allowance of max HK\$ \_\_\_\_\_ p.a.
- Actual reimbursement of \_\_\_\_\_% with max HK\$ \_\_\_\_\_ p.a.
- No limit, align with market rate
- Other \_\_\_\_\_

d. Age limit/Education level covered

- No limit
- Up to completion of secondary school studies
- Up to completion of university studies
- Up to age \_\_\_\_\_
- Other \_\_\_\_\_

## SECTION II – CASH COMPENSATION ELEMENTS

---

e. Air Travel

i. Frequency of air travel

- Once every 2 years
- Once a year
- Twice a year
- Other \_\_\_\_\_

### II.2.2 HOUSING BENEFITS

- Yes
- No

a. Minimum service required

- On joining
- After probation
- After \_\_\_\_\_ months

b. Type of Benefit

- Cash Allowance (Pls answer II-2.2A)
- Rental Reimbursement (Pls answer II-2.2B)
- Additional Accommodation Costs Paid (Pls answer II-2.2C)

#### II-2.2A Cash Allowance

Maximum limit for cash allowance

- HK\$ \_\_\_\_\_ per month
- \_\_\_\_\_ % of basic monthly salary
- Other \_\_\_\_\_

#### II-2.2B Rental Reimbursement

Maximum limit for rental reimbursement

- HK\$ \_\_\_\_\_ per month
- \_\_\_\_\_ % of basic monthly salary
- Other \_\_\_\_\_

## SECTION II – CASH COMPENSATION ELEMENTS

---

### II-2.2C Accommodation Related Costs

Please choose which of the following are paid:

<input type="checkbox"/> Rates
<input type="checkbox"/> Management fee
<input type="checkbox"/> Water/Gas/Electricity
<input type="checkbox"/> Domestic housekeeper
<input type="checkbox"/> Telephone
<input type="checkbox"/> International calls
<input type="checkbox"/> Furnishing
<input type="checkbox"/> Maintenance
<input type="checkbox"/> Other _____

### II-2.3 PASSAGE AND TRAVEL-RELATED BENEFITS FOR EMPLOYEE AND SPOUSE/CHILDREN

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Minimum service required

<input type="radio"/> On joining
<input type="radio"/> After probation
<input type="radio"/> After _____ months

b. Type of benefit

<input type="radio"/> Cash allowance of max HK\$ _____ p.a.
<input type="radio"/> Actual reimbursement with max. HK\$ _____ p.a.
<input type="radio"/> Other _____

### II-2.4 OTHER CASH ALLOWANCES

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Minimum service required

<input type="radio"/> On joining
<input type="radio"/> After probation
<input type="radio"/> After _____ months

b. Type of allowance

_____
_____

## SECTION II – CASH COMPENSATION ELEMENTS

---

c. Amount

- |  |
|--|
| <input type="radio"/> HK\$ _____/month               |
| <input type="radio"/> _____ % of basic annual salary |
| <input type="radio"/> Other _____                    |

### II-3 GUARANTEED BONUS

- |                           |                          |
|---------------------------|--------------------------|
| <input type="radio"/> Yes | <input type="radio"/> No |
|---------------------------|--------------------------|

a. Minimum service required

- |  |
|--|
| <input type="radio"/> On joining         |
| <input type="radio"/> After probation    |
| <input type="radio"/> After _____ months |

b. Any plan to remove the guaranteed bonus and replace it by performance-based variable pay?

- |                           |                          |
|---------------------------|--------------------------|
| <input type="radio"/> Yes | <input type="radio"/> No |
|---------------------------|--------------------------|

### II-4 VARIABLE COMPENSATION (e.g. commission, incentive bonus, etc.)

- |                           |                          |
|---------------------------|--------------------------|
| <input type="radio"/> Yes | <input type="radio"/> No |
|---------------------------|--------------------------|

a. Minimum service required

- |  |
|--|
| <input type="radio"/> On joining         |
| <input type="radio"/> After probation    |
| <input type="radio"/> After _____ months |

b. Actual amount of variable compensation paid as % of annual basic salary for the past 12 months

_____ %
---------

c. Variable compensation payment is based on?

- |   |
|---|
| <input type="checkbox"/> Company performance                  |
| <input type="checkbox"/> Department/Business Unit performance |
| <input type="checkbox"/> Individual Performance               |
| <input type="checkbox"/> Others _____                         |

## SECTION II – CASH COMPENSATION ELEMENTS

---

### II-5 STARTING SALARIES

- a. Will you provide a higher remuneration level for the entry-level job when the actual qualifications of the job-holder is higher than the job qualification requirements?

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

<input type="checkbox"/> _____ % of basic annual salary
<input type="checkbox"/> Other _____



## SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH

---

### III-1 RETIREMENT SCHEME OFFERED

#### III-1.1 Type of plan offered

- MPF Min only
- MPF Top up only
- MPF Min + ORSO Defined Contribution (DC) / Defined Benefit (DB)
- MPF Top up + ORSO Defined Contribution (DC) / Defined Benefit (DB)

#### a. Employer's Contribution (% of salary)

Initial Contribution: \_\_\_\_\_ %  
Contribution at Year of Service (YOS) 5: \_\_\_\_\_ %  
Contribution at YOS 10: \_\_\_\_\_ %  
Maximum: \_\_\_\_\_ % at YOS \_\_\_\_\_

#### b. Employee's Contribution

Yes                       No

Initial Contribution: \_\_\_\_\_ %  
Contribution at YOS 5: \_\_\_\_\_ %  
Contribution at YOS 10: \_\_\_\_\_ %  
Maximum: \_\_\_\_\_ % at YOS \_\_\_\_\_

#### c. Normal Retirement

- DC** : Total of 100% employers' and employees' contributions plus accrued interest
- DB** : Final salary x YOS \_\_\_\_\_
- Hybrid** : Greater of 100% employers' and employees' contribution plus accrued interest OR Final salary x YOS x \_\_\_\_\_
- Same as leaving service benefit
- Other \_\_\_\_\_

## SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH

---

d. Leaving Service Benefit

For companies with **Defined Contribution (DC) plan**, please complete the **vesting percentage** only.

For companies with **Defined Benefit (DB) plan**, please complete the **factor** only.

For companies with **Hybrid plan**, please complete **both the factor and vesting percentage**.

Leaving at	Factor:	Vesting:
0<=YOS<1:	_____	_____ %
1<=YOS<2:	_____	_____ %
2<=YOS<3:	_____	_____ %
3<=YOS<4:	_____	_____ %
4<=YOS<5:	_____	_____ %
YOS=10:	_____	_____ %
YOS=15:	_____	_____ %
YOS=20:	_____	_____ %
Maximum: _____ % at YOS _____		

### III-1.2 MPF Scheme

a. Definition of salary

<input type="radio"/> Basic monthly salary <input type="radio"/> Basic monthly salary + guaranteed bonus <input type="radio"/> Same as MPF relevant income <input type="radio"/> Other _____
---

b. Salary cap

<input type="radio"/> No salary cap <input type="radio"/> Salary cap at \$_____
--

c. Employer's Contribution (% of salary) (including mandatory contributions of 5% of relevant income)

Initial Contribution: _____ % Contribution at YOS 5: _____ % Contribution at YOS 10: _____ % Maximum: _____ % at YOS _____
---

d. Employee's Contribution

<input type="radio"/> Yes <input type="radio"/> No
--

### SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH

---

Employee's Contribution (% of salary) (including mandatory contributions of 5% of relevant income)

Initial Contribution: _____ %
Contribution at YOS 5: _____ %
Contribution at YOS 10: _____ %
Maximum: _____ % at YOS _____

e. Normal Retirement

<input type="radio"/> 100% of employers' and employees' contributions plus accrued interest
<input type="radio"/> Same as leaving service benefit
<input type="radio"/> Other _____

f. Vesting scale on employer top-up contribution

Vesting start at YOS _____ at _____%
Full vesting at YOS _____

#### III-2 EDUCATION BENEFITS FOR CHILDREN (not paid in cash)

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Minimum service required

<input type="radio"/> On joining
<input type="radio"/> After probation
<input type="radio"/> After _____ months

b. Details of benefits provided

_____
_____

#### III-3 HOUSING BENEFITS (not paid in cash)

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Minimum service required

<input type="radio"/> On joining
<input type="radio"/> After probation
<input type="radio"/> After _____ months

## SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH

---

b. Type of Benefit

- Mortgage Assistance Programmes (Pls answer III-3.1)
- Actual Accommodation (Pls answer III-3.2)
- Other \_\_\_\_\_

### III-3.1 Mortgage Assistance Programmes

a. Type of benefits provided

- Housing Loan (pls answer items b and c)
- Interest Subsidy (pls answer item d)

b. Maximum amount of the loan

- HK\$ \_\_\_\_\_
- \_\_\_\_\_ months' salary
- \_\_\_\_\_ % of purchase price or appraised value
- Other \_\_\_\_\_

c. Interest paid by employee

- \_\_\_\_\_ %
- Prime + \_\_\_\_\_ %
- Prime - \_\_\_\_\_ %
- Prime x \_\_\_\_\_
- Mortgage rate x \_\_\_\_\_
- Mortgage rate - \_\_\_\_\_ %
- Other \_\_\_\_\_

d. Interest paid by employer

- \_\_\_\_\_ %

### III-3.2 Actual Accommodation

a. Accommodation arrangement

- Company rented
- Company owned

b. Employee contribution required

- Yes
- No

**SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH**

---

<input type="radio"/> HK\$ _____ per month
<input type="radio"/> _____ % of basic monthly salary
<input type="radio"/> Other _____

**III-4 PASSAGE AND TRAVEL-RELATED BENEFITS FOR EMPLOYEE AND SPOUSE/CHILDREN**  
**(not paid in cash)**

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Minimum service required

<input type="radio"/> On joining
<input type="radio"/> After probation
<input type="radio"/> After _____ months

b. Details of benefits provided

_____
_____

**III-5 ANNUAL LEAVE ENTITLEMENT**

a. i. Is additional leave granted according to the length of service? (skip to Question b if No)

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

ii. Minimum number of years required for additional leave

_____ years
-------------

b. Please specify the leave entitlement (working days p.a.) according to the length of service

YOS = 1	_____ days
YOS = 5	_____ days
YOS = 10	_____ days
Maximum:	
YOS = _____:	_____ days

## SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH

---

### III-6. MEDICAL INSURANCE

a. Minimum service for eligibility

- On joining
- After probation
- After \_\_\_\_\_ months

b. Employee coverage

i. Which medical benefits are employees eligible?

- Clinical
- Hospitalisation
- Maternity
- Medical Checkup
- Dental
- Supplementary Major Medical

ii. Employee's contribution of premium for employee coverage

- Free coverage – no contribution required
- Contribution required
  - \_\_\_\_\_% of premium
  - HK\$ \_\_\_\_\_ p.a.
  - Other \_\_\_\_\_

c. i. Dependant coverage

- Yes
- No

- Whole family
- Spouse only
- Children only
- Other \_\_\_\_\_

ii. Which medical benefits are the dependants eligible?

- Clinical
- Hospitalisation
- Maternity
- Medical Checkup
- Dental
- Supplementary Major Medical

### SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH

---

iii. Is dependant's coverage free of charge?

- Free coverage – no contribution required
- Contribution required
  - \_\_\_\_\_% of premium
  - HK\$ \_\_\_\_\_ p.a.
  - Other \_\_\_\_\_

#### III-7. **LONG TERM INCENTIVES (Awards that are paid out based on over 1 year of service)**

(skip to Question III-7.1 if No)

- Yes
- No

a. Minimum service for eligibility

- On joining
- After probation
- After \_\_\_\_\_ months

b. Type of incentive plan

- Performance units (cash) plan\*, with a maximum of HK\$ \_\_\_\_\_ p.a.
- Share options plan \*\* (Please go to Question c)
- Restricted share plan \*\*\*, with a maximum of \_\_\_\_\_ shares
- Other \_\_\_\_\_

\* Cash is granted to recipient at a specified date. Awards are earned-out based on achievement of pre-determined performance targets.

\*\* Right to purchase stock at stipulated price over specified period of time.

\*\*\* Shares become transferable by recipients as restrictions lapse, generally after a specified period of continuous employment.

c. Share Option

i. Option grant frequency

- Semi-annually
- Annually
- Once for 2 years
- No Pattern
- Other

**SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH**

---

ii. Criteria used to select individual option recipients

<input type="checkbox"/> Individual performance
<input type="checkbox"/> Discretionary judgement
<input type="checkbox"/> All those eligible receive awards
<input type="checkbox"/> Other _____

iii. Individual grant determination

<input type="radio"/> Award size is based on salary
<input type="radio"/> Award size is based on staff grade/level
<input type="radio"/> Award size is completely discretionary

**III-7.1 Share Purchase Plan**

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Maximum amount available

<input type="checkbox"/> _____ % of basic annual salary
<input type="checkbox"/> _____ shares
<input type="checkbox"/> Other _____

b. Share price

<input type="checkbox"/> Fixed at HK\$ _____/share
<input type="checkbox"/> _____ % discount of share price
<input type="checkbox"/> Other _____

**III-8. STATUS CAR (for private use)**

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Please specify eligible staff

_____
_____
_____



**SECTION III – EMPLOYEE COMPENSATION/BENEFITS NOT PAID IN CASH**

---

b. Are employees eligible for the following benefits?

<input type="checkbox"/> Chauffeur
<input type="checkbox"/> Running Cost
<input type="checkbox"/> Company Parking
<input type="checkbox"/> Residential Parking

**III-9. CLUB MEMBERSHIP (e.g. Aberdeen Marina Club, Hilltop Country Club, The Hong Kong Jockey Club)**

<input type="radio"/> Yes	<input type="radio"/> No
---------------------------	--------------------------

a. Please specify eligible staff

_____
_____
_____

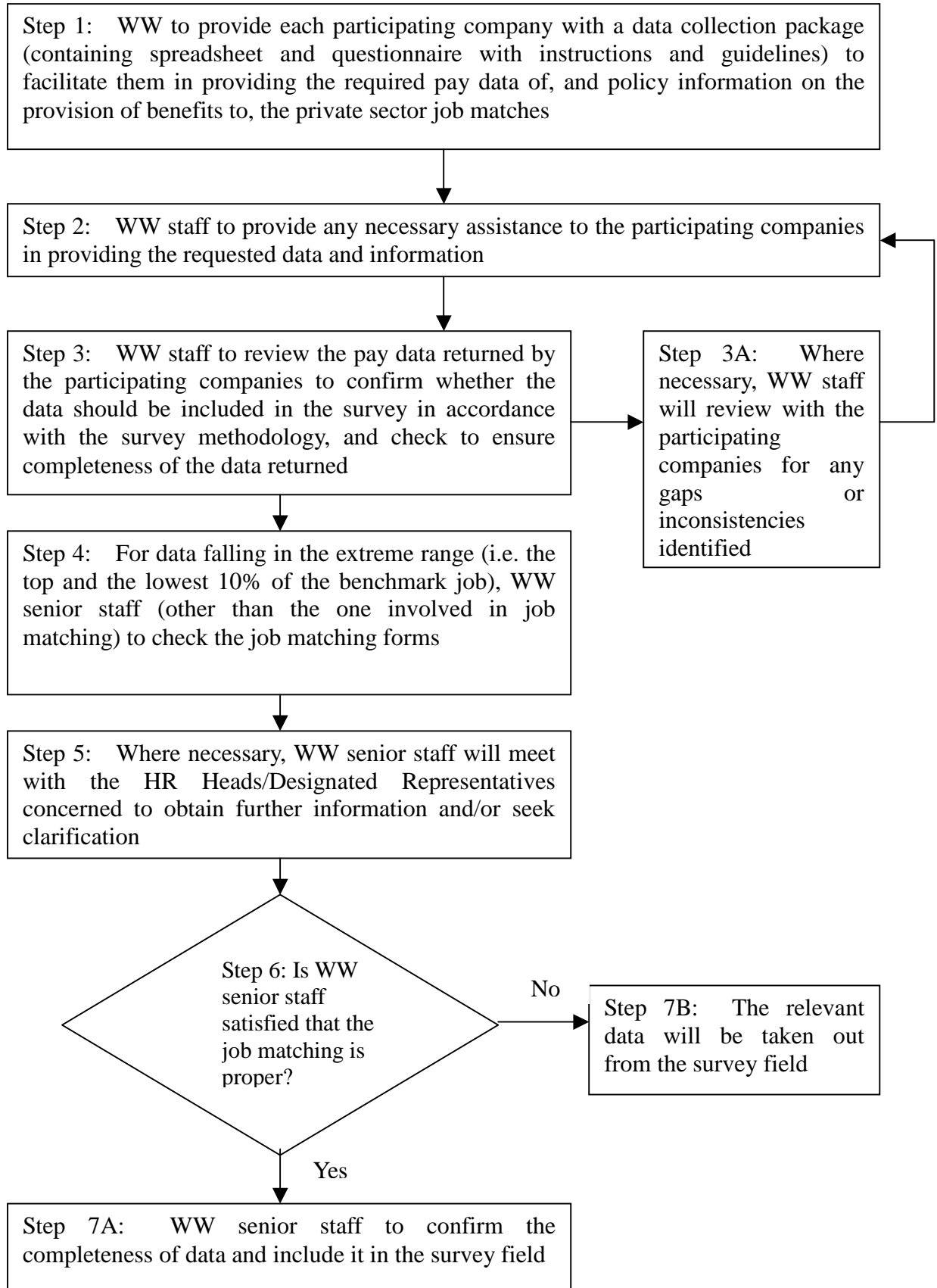
b. What kinds of fees are paid by company?

<input type="checkbox"/> Debenture
<input type="checkbox"/> Entrance Fee
<input type="checkbox"/> Monthly Subscription Fee

c. Maximum number of clubs allowed

<input type="radio"/> _____ club(s)
<input type="radio"/> No limit

**Flowchart on work steps involved in data collection**



**List of participating private sector Companies**

<b><u>Name of company</u></b>
AC Nielsen (China) Ltd
Airport Authority Hong Kong
AXA General Insurance Hong Kong Ltd
Bank of East Asia, Ltd
C M Wong & Associates Ltd
Cathay Pacific Airways Ltd
Chen Hsong Holdings Ltd
Chevalier International Holding Ltd.
CLP Holdings Ltd
Dah Chong Hong Limited
Davis Langdon & Seah Hong Kong Ltd
DKSH Hong Kong Ltd
DTZ Debenham Tie Leung Limited
Du Pont China Limited
Elec & Eltek International (HK) Ltd
Enviropace Limited
Epson Hong Kong Ltd
Fugro (Hong Kong) Ltd
Gammon Construction Ltd.
Green Island Cement (Holdings) Ltd
Hang Lung Properties
Hang Seng Bank Ltd
Hasbro Far East Limited
Hewlett-Packard HK SAR Ltd
Hip Hing Construction Co., Ltd.
Hong Kong Aero Engine Services Ltd
Hong Kong Aircraft Engineering Co. Ltd.
Hong Kong Convention & Exhibition Centre
Hong Kong Country Club, The
Hong Kong Dragon Airlines Ltd
Hong Kong Ferry (Holdings) Co. Ltd.
Hong Kong Housing Society
Hong Kong Jockey Club, The
Hong Kong Tourism Board
Hong Kong Trade Development Council
Hotel Inter-Continental Hong Kong

<b><u>Name of company</u></b>
HSBC
Hsin Chong Construction Group Ltd
Hysan Development Co. Ltd
ISS Eastpoint Facility Services Ltd
Jacobs Asia Ltd
Jardine Engineering Corporation, Ltd.
Jardine Pacific Ltd
John Swire & Sons (HK) Ltd
Johnson Electric Industrial Manufacturing Ltd
K Wah Construction Materials (HK) Ltd
Kowloon-Canton Railway Corporation
KPMG
Lane Crawford (Hong Kong) Ltd
Lee Kum Kee International Holdings Ltd
Li & Fung (Trading) Ltd
Mandatory Provident Fund Schemes Authority
Marco Polo Hotels
Maunsell Consultants Asia Ltd
Meinhardt (Hong Kong) Ltd
Meyer Aluminium Ltd
Modern Terminals Ltd
Motorola Asia Pacific Ltd
Mott Connell Ltd
MTR Corporation Ltd.
New World First Bus Services Ltd
Ocean Park Corporation
Orient Overseas Container Line Ltd
Otis Elevator Company (H.K.) Ltd
PCCW Limited
Pearson Education Asia Limited
Philips Electronics Hong Kong Ltd
PricewaterhouseCoopers
Sanfield (Management) Limited
Shanghai Commercial Bank Ltd
Sheraton Hong Kong Hotel & Towers
Shui On Construction and Materials Ltd
Shun Hing Electric Service Centre Ltd
Shun Hing Electronic Trading Co. Ltd
Sime Darby Hong Kong Ltd

<b><u>Name of company</u></b>	
South China Morning Post Publishers Ltd	
Standard Chartered Bank (Hong Kong) Ltd	
Television Broadcasts Ltd	
The Kowloon Motor Bus Holdings Ltd	
Urban Property Management Ltd	
Urban Renewal Authority	
Vitasoy International Holdings Ltd	
Wing On Department Stores (HK) Ltd, The	
<i>Sub-total</i>	<b>83</b>
<i>Anonymous *</i>	<b>14</b>
<b>Grand Total</b>	<b>97</b>

*\*These companies do not want to have their names published.*

**List of Civil Service Benchmark Ranks with Private Sector Job Matches Identified**

Job Family (JF) and Job Level (JL)	Civil Service Benchmark Rank
JF1JL1	Assistant Clerical Officer Clerical Assistant Personal Secretary II
JF1JL2	Clerical Officer Personal Secretary I
JF2JL1	Computer Operator II Supplies Supervisor II
JF2JL2	Accounting Officer II Analyst/Programmer II Assistant Estate Surveyor Assistant Information Officer Assistant Supplies Officer Assistant Valuation Surveyor Computer Operator I Executive Officer II Official Languages Officer II Senior Computer Operator Statistical Officer II Supplies Supervisor I
JF2JL3	Accounting Officer I Analyst/Programmer I Assistant Computer Operation Manager Estate Surveyor* Executive Officer I Government Counsel* Information Officer Official Languages Officer I Senior Law Clerk II Senior Statistical Officer Senior Supplies Supervisor Senior Valuation Officer Statistical Officer I Statistician* Supplies Officer Treasury Accountant*
JF2JL4	Chief Supplies Officer Computer Operation Manager Estate Surveyor* Government Counsel* Principal Information Officer Senior Accounting Officer Senior Executive Officer Senior Information Officer Senior Law Clerk I Senior Official Languages Officer Senior Supplies Officer Systems Manager Treasury Accountant* Valuation Surveyor*
JF2JL5	Chief Executive Officer Chief Information Officer Senior Estate Surveyor Senior Government Counsel Senior Systems Manager Senior Treasury Accountant

Job Family (JF) and Job Level (JL)	Civil Service Benchmark Rank
	Senior Valuation Surveyor
JF3JL1	Cultural Services Assistant II Postal Officer Postman Programme Assistant
JF3JL2	Assistant Assessor Assistant Controller of Posts II Assistant Labour Officer II Assistant Leisure Services Manager II Assistant Manager, Cultural Services Assistant Programme Officer Housing Officer Liaison Officer II Occupational Safety Officer II Senior Postal Officer Transport Officer II
JF3JL3	Assessor* Assistant Controller of Posts I Assistant Housing Manager Assistant Labour Officer I Assistant Leisure Services Manager I Liaison Officer I Manager, Cultural Services Occupational Safety Officer I Programme Officer Senior Assistant Assessor Superintendent of Posts Transport Officer I
JF3JL4	Assessor* Chief Liaison Officer Controller of Posts Divisional Occupational Safety Officer Housing Manager Leisure Services Manager Principal Programme Officer Senior Divisional Occupational Safety Officer Senior Liaison Officer Senior Manager, Cultural Services Senior Programme Officer Senior Transport Officer
JF3JL5	Chief Manager, Cultural Services Chief Programme Officer Chief Transport Officer Deputy Chief Occupational Safety Officer Senior Assessor Senior Controller of Posts Senior Housing Manager
JL4JL1	Works Supervisor II
JL4JL2	Assistant Architect Assistant Building Services Engineer Assistant Building Services Inspector Assistant Building Surveyor Assistant Clerk of Works Assistant Electrical and Mechanical Engineer Assistant Electrical Inspector Assistant Electronics Engineer Assistant Electronics Inspector Assistant Engineer Assistant Geotechnical Engineer

Job Family (JF) and Job Level (JL)	Civil Service Benchmark Rank
	Assistant Inspector of Works Assistant Maintenance Surveyor Assistant Mechanical Inspector Assistant Quantity Surveyor Assistant Structural Engineer Survey Officer Technical Officer Works Supervisor I
JF4JL3	Architect* Building Services Engineer* Building Services Inspector Building Surveyor* Clerk of Works Electrical and Mechanical Engineer* Electrical Inspector Electronics Engineer* Electronics Inspector Engineer* Geotechnical Engineer* Inspector of Works Maintenance Surveyor* Mechanical Inspector Quantity Surveyor* Senior Survey Officer Senior Technical Officer Structural Engineer*
JF4JL4	Architect* Building Services Engineer* Building Surveyor* Chief Technical Officer Electrical and Mechanical Engineer* Electronics Engineer* Engineer* Geotechnical Engineer* Maintenance Surveyor* Principal Survey Officer Principal Technical Officer Quantity Surveyor* Senior Clerk of Works Senior Electrical Inspector Senior Electronics Inspector Senior Inspector of Works Senior Mechanical Inspector Structural Engineer*
JL4JF5	Senior Architect Senior Building Services Engineer Senior Building Surveyor Senior Electrical and Mechanical Engineer Senior Electronics Engineer Senior Engineer Senior Geotechnical Engineer Senior Maintenance Surveyor Senior Quantity Surveyor Senior Structural Engineer
JF5JL1	Artisan Estate Assistant Foreman Ganger Motor Driver



Job Family (JF) and Job Level (JL)	Civil Service Benchmark Rank
	Property Attendant
	Senior Artisan
	Senior Estate Assistant
	Workman I
	Workman II
JF5JL2	Overseer
	Senior Foreman

\* These are ranks straddling two job levels. For the purpose of compiling statistics on the number of civil service benchmark ranks identified with broadly comparable private sector counterparts, they are counted once even if there are matches at both job levels.

**List of Civil Service Benchmark Ranks with No Private Sector Job Matches Identified**

Job Family (JF) and Job Level (JL)	Civil Service Benchmark Rank
JF2JL2	Law Clerk
	Valuation Officer
JF2JL3	Valuation Surveyor#
JF2JL4	Principal Valuation Officer
	Statistician#
JF2JL5	Chief Official Languages Officer
	Principal Supplies Officer
	Senior Statistician
JF3JL1	Cultural Services Assistant I
JF3JL2	Senior Cultural Services Assistant
	Senior Postman
JF3JL4	Labour Officer
	Senior Leisure Services Manager
JF3JL5	Chief Leisure Services Manager
	Principal Liaison Officer
	Senior Labour Officer
JF4JL2	Assistant Waterworks Inspector
JF4JL3	Waterworks Inspector
JF4JL4	Chief Electronics Inspector
	Chief Survey Officer
	Chief Technical Officer (Building Services Inspector)
	Chief Technical Officer (Clerk of Works)
	Chief Technical Officer (Electrical Inspector)
	Chief Technical Officer (Inspector of Works)
	Chief Technical Officer (Mechanical Inspector)
	Chief Technical Officer (Waterworks Inspector)
	Senior Building Services Inspector
	Senior Waterworks Inspector
JF5JL2	Senior Overseer

# These are ranks straddling two job levels. A total of 29 ranks (including the two straddling ranks, i.e. Statistician and Valuation Surveyor, which have private sector matches at other job levels) have no private sector job matches. If the straddling ranks which have private sector job matches at other job levels are excluded, the number of ranks with no private sector matches is 27.

**Civil Service Benchmark Jobs in the 19 Categories of Job Family/Job Level Combination**

	<b>Job Family 1</b> <b>Clerical and Secretarial</b>	<b>Job Family 2</b> <b>Internal Support</b>	<b>Job Family 3</b> <b>Public Services Family</b>	<b>Job Family 4</b> <b>Works-related</b>	<b>Job Family 5</b> <b>Operational Support</b>
<b>Job Level 1</b>  MPS 0 - 10, MOD I 0 - 13 [\$7,674 - \$14,330]	ASSISTANT CLERICAL OFFICER CLERICAL ASSISTANT PERSONAL SECRETARY II	COMPUTER OPERATOR II SUPPLIES SUPERVISOR II	CULTURAL SERVICES ASSISTANT I CULTURAL SERVICES ASSISTANT II POSTAL OFFICER POSTMAN PROGRAMME ASSISTANT	WORKS SUPERVISOR II	ARTISAN ESTATE ASSISTANT FOREMAN GANGER MOTOR DRIVER PROPERTY ATTENDANT SENIOR ARTISAN SENIOR ESTATE ASSISTANT WORKMAN I WORKMAN II
<b>Job Level 2</b>  MPS 11-23 [\$15,215-\$26,790]	CLERICAL OFFICER PERSONAL SECRETARY I	ACCOUNTING OFFICER II ANALYST/PROGRAMMER II ASSISTANT ESTATE SURVEYOR ASSISTANT INFORMATION OFFICER ASSISTANT SUPPLIES OFFICER ASSISTANT VALUATION SURVEYOR COMPUTER OPERATOR I EXECUTIVE OFFICER II LAW CLERK OFFICIAL LANGUAGES OFFICER II SENIOR COMPUTER OPERATOR STATISTICAL OFFICER II SUPPLIES SUPERVISOR I VALUATION OFFICER	ASSISTANT ASSESSOR ASSISTANT CONTROLLER OF POSTS II ASSISTANT LABOUR OFFICER II ASSISTANT LEISURE SERVICES MANAGER II ASSISTANT MANAGER, CULTURAL SERVICES ASSISTANT PROGRAMME OFFICER HOUSING OFFICER LIAISON OFFICER II OCCUPATIONAL SAFETY OFFICER II SENIOR CULTURAL SERVICES ASSISTANT SENIOR POSTAL OFFICER SENIOR POSTMAN TRANSPORT OFFICER II	ASSISTANT ARCHITECT# ASSISTANT BUILDING SERVICES ENGINEER# ASSISTANT BUILDING SERVICES INSPECTOR ASSISTANT BUILDING SURVEYOR# ASSISTANT CLERK OF WORKS ASSISTANT ELECTRICAL AND MECHANICAL ENGINEER# ASSISTANT ELECTRICAL INSPECTOR ASSISTANT ELECTRONICS ENGINEER# ASSISTANT ELECTRONICS INSPECTOR ASSISTANT ENGINEER# ASSISTANT GEOTECHNICAL ENGINEER# ASSISTANT INSPECTOR OF WORKS ASSISTANT MAINTENANCE SURVEYOR ASSISTANT MECHANICAL INSPECTOR ASSISTANT QUANTITY SURVEYOR# ASSISTANT STRUCTURAL ENGINEER# ASSISTANT WATERWORKS INSPECTOR SURVEY OFFICER TECHNICAL OFFICER WORKS SUPERVISOR I	SENIOR FOREMAN OVERSEER SENIOR OVERSEER
<b>Job Level 3</b>  MPS 24-33 [\$29,100-\$43,940]		ACCOUNTING OFFICER I ANALYST/PROGRAMMER I ASSISTANT COMPUTER OPERATION MANAGER EXECUTIVE OFFICER I INFORMATION OFFICER SENIOR LAW CLERK II OFFICIAL LANGUAGES OFFICER I STATISTICAL OFFICER I SENIOR STATISTICAL OFFICER SUPPLIES OFFICER SENIOR SUPPLIES SUPERVISOR SENIOR VALUATION OFFICER ESTATE SURVEYOR * GOVERNMENT COUNSEL * STATISTICIAN * TREASURY ACCOUNTANT * VALUATION SURVEYOR *	ASSESSOR * ASSISTANT CONTROLLER OF POSTS I ASSISTANT HOUSING MANAGER ASSISTANT LABOUR OFFICER I ASSISTANT LEISURE SERVICES MANAGER I LIAISON OFFICER I MANAGER, CULTURAL SERVICES OCCUPATIONAL SAFETY OFFICER I PROGRAMME OFFICER SENIOR ASSISTANT ASSESSOR SUPERINTENDENT OF POSTS TRANSPORT OFFICER I	ARCHITECT * BUILDING SERVICES ENGINEER * BUILDING SERVICES INSPECTOR BUILDING SURVEYOR * CLERK OF WORKS ELECTRICAL AND MECHANICAL ENGINEER * ELECTRICAL INSPECTOR ELECTRONICS ENGINEER * ELECTRONICS INSPECTOR ENGINEER* GEOTECHNICAL ENGINEER * INSPECTOR OF WORKS MAINTENANCE SURVEYOR* MECHANICAL INSPECTOR QUANTITY SURVEYOR* SENIOR SURVEY OFFICER SENIOR TECHNICAL OFFICER STRUCTURAL ENGINEER * WATERWORKS INSPECTOR	
<b>Job Level 4</b>  MPS 34-44 [\$45,240-\$69,615]		CHIEF SUPPLIES OFFICER COMPUTER OPERATION MANAGER ESTATE SURVEYOR * GOVERNMENT COUNSEL * PRINCIPAL INFORMATION OFFICER PRINCIPAL VALUATION OFFICER SENIOR ACCOUNTING OFFICER SENIOR EXECUTIVE OFFICER SENIOR INFORMATION OFFICER SENIOR LAW CLERK I SENIOR OFFICIAL LANGUAGES OFFICER SENIOR SUPPLIES OFFICER STATISTICIAN * SYSTEMS MANAGER TREASURY ACCOUNTANT * VALUATION SURVEYOR *	ASSESSOR * CHIEF LIAISON OFFICER CONTROLLER OF POSTS DIVISIONAL OCCUPATIONAL SAFETY OFFICER HOUSING MANAGER LABOUR OFFICER LEISURE SERVICES MANAGER PRINCIPAL PROGRAMME OFFICER SENIOR DIVISIONAL OCCUPATIONAL SAFETY OFFICER SENIOR LEISURE SERVICES MANAGER SENIOR LIAISON OFFICER SENIOR MANAGER, CULTURAL SERVICES SENIOR PROGRAMME OFFICER SENIOR TRANSPORT OFFICER	ARCHITECT * BUILDING SERVICES ENGINEER * BUILDING SURVEYOR * CHIEF ELECTRONICS INSPECTOR CHIEF SURVEY OFFICER CHIEF TECHNICAL OFFICER CHIEF TECHNICAL OFFICER (BUILDING SERVICES INSPECTOR) CHIEF TECHNICAL OFFICER (CLERK OF WORKS) CHIEF TECHNICAL OFFICER (ELECTRICAL INSPECTOR) CHIEF TECHNICAL OFFICER (INSPECTOR OF WORKS) CHIEF TECHNICAL OFFICER (MECHANICAL INSPECTOR) CHIEF TECHNICAL OFFICER (WATERWORKS INSPECTOR) ELECTRICAL AND MECHANICAL ENGINEER * ELECTRONICS ENGINEER * ENGINEER* GEOTECHNICAL ENGINEER * MAINTENANCE SURVEYOR* PRINCIPAL SURVEY OFFICER PRINCIPAL TECHNICAL OFFICER QUANTITY SURVEYOR* SENIOR BUILDING SERVICES INSPECTOR SENIOR CLERK OF WORKS SENIOR ELECTRICAL INSPECTOR SENIOR ELECTRONICS INSPECTOR SENIOR INSPECTOR OF WORKS SENIOR MECHANICAL INSPECTOR SENIOR WATERWORKS INSPECTOR STRUCTURAL ENGINEER *	
<b>Job Level 5</b>  MPS 45-49 [\$72,135-\$83,105]		CHIEF EXECUTIVE OFFICER CHIEF INFORMATION OFFICER CHIEF OFFICIAL LANGUAGES OFFICER PRINCIPAL SUPPLIES OFFICER SENIOR ESTATE SURVEYOR SENIOR GOVERNMENT COUNSEL SENIOR STATISTICIAN SENIOR SYSTEMS MANAGER SENIOR TREASURY ACCOUNTANT SENIOR VALUATION SURVEYOR	CHIEF LEISURE SERVICES MANAGER CHIEF MANAGER, CULTURAL SERVICES CHIEF PROGRAMME OFFICER CHIEF TRANSPORT OFFICER DEPUTY CHIEF OCCUPATIONAL SAFETY OFFICER PRINCIPAL LIAISON OFFICER SENIOR ASSESSOR SENIOR CONTROLLER OF POSTS SENIOR HOUSING MANAGER SENIOR LABOUR OFFICER	SENIOR ARCHITECT SENIOR BUILDING SERVICES ENGINEER SENIOR BUILDING SURVEYOR SENIOR ELECTRICAL AND MECHANICAL ENGINEER SENIOR ELECTRONICS ENGINEER SENIOR ENGINEER SENIOR GEOTECHNICAL ENGINEER SENIOR MAINTENANCE SURVEYOR SENIOR QUANTITY SURVEYOR SENIOR STRUCTURAL ENGINEER	

\* ranks having pay scale straddling between job level 3 and 4.