

## CHAPTER 4

### DATA ANALYSIS

#### Calculation of Pay and Fringe Benefits Data

- 4.1 The calculation of pay and fringe benefits data for both civil service and the private sector will essentially be the same. Therefore we will confine the description to the civil service alone.

#### Pay

- 4.2 To establish the pay figure to be used for each rank the consultants will obtain the following information

total pay of all staff in the rank  
total number of staff in the rank  
highest and lowest pay of jobholders in the rank where this is different to the designated salary point range

- 4.3 From these figures the consultants will establish the average pay for jobholders in the rank which will be used in the pay vs job size analysis (see paragraph 4.7).

#### Allowances & Hours Worked

- 4.4 We will carry out a similar evaluation for allowances paid to the jobholders and the hours worked by staff in the rank.

#### Fringe Benefits

- 4.5 The calculation process for fringe benefits will be carried out in accordance with procedures laid down in the Standing Commission Report on the subject.

RELATIONSHIP BETWEEN JOB SIZE & PAY

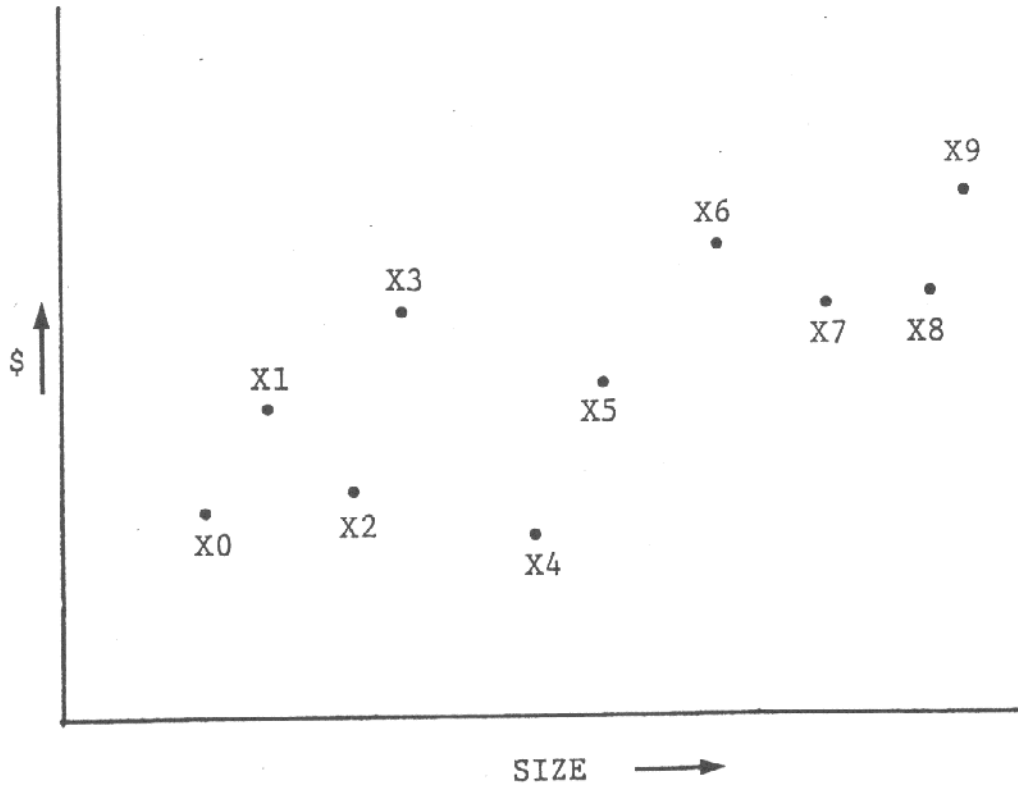


Figure 1

RELATIONSHIP BETWEEN JOB SIZE & PAY

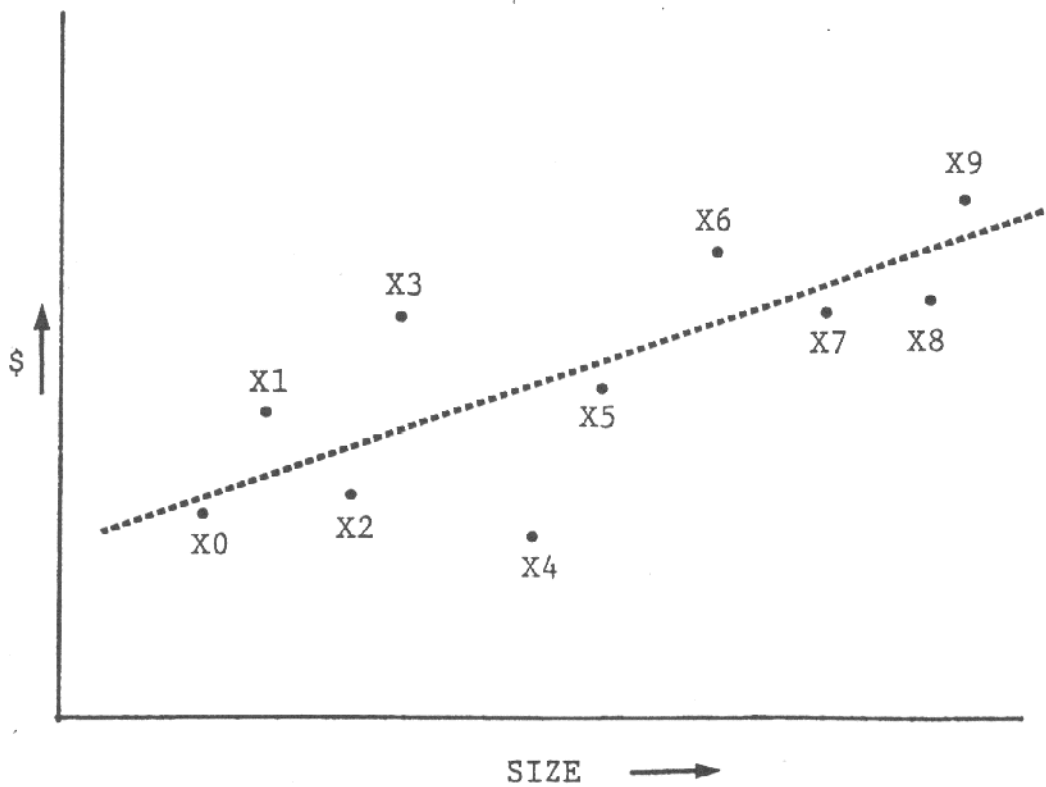


Figure 2

### Internal Analysis

- 4.6 The first step in preparing civil service and private sector company data for use in the Pay Level Survey is to analyse the internal pay practice. This will be done in exactly the same way for each broad pay band of the Master Pay Scale, and for the Disciplined Service Pay Scales (the methodology for dealing with the Disciplined Services Pay Scale is attached at Appendix E). We will carry out the same process for each private sector company.
- 4.7 We will plot the total evaluation points for each job (or group of jobs) against the calculated pay for the job (see previous section) and develop a scattergram (see figure facing)
- 4.8 These scattergrams can be developed for base salary alone, base salary plus other cash allowances, and finally for base salary plus cash allowances plus calculated value of benefits to be included in the survey.
- 4.9 Once the scattergram has been compiled we will then construct the line of central tendency or lines of central tendency where one line will not suffice. If the population is fairly homogeneous the dispersion on the scattergram will be moderate (see figure 2) facing. However if the dispersion is wide some positions may have to be discarded as being not representative of the population.
- 4.10 Wide dispersion of points is normally caused by one of two factors :
- poor salary control;  
poor job grading methodology or none at all.

POPULATION PRACTICE  
PRIVATE SECTOR COMPANIES

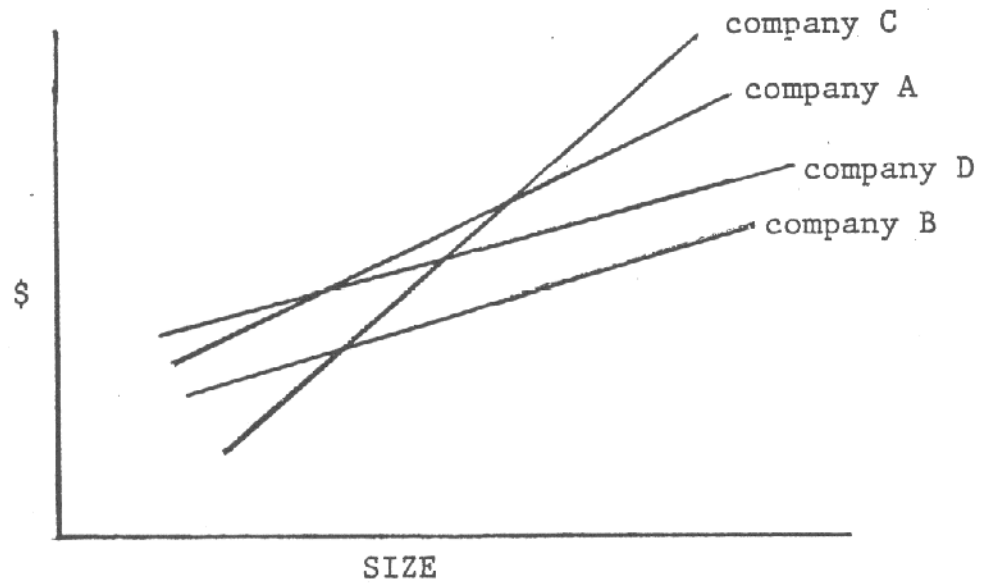


Figure 3

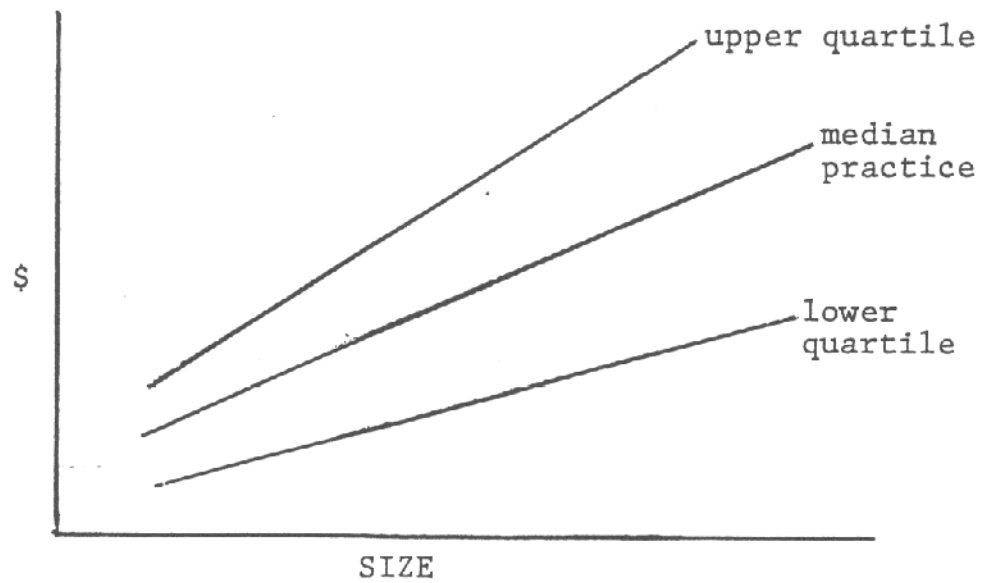


Figure 4

### Civil Service Comparison with Private Sector

- 4.11 To develop the comparison between the Civil Service and the private sector companies it is necessary to generate a comparator chart showing the distribution of pay practices for the private sector group of companies. If we were to simply plot each company line of central tendency on a chart as shown in figure 3 the result would be confusing. Therefore it is necessary to generate a comparator chart showing the median practice, the upper and lower quartiles and if required the upper and lower deciles.
- 4.12 Providing the evaluation process has been consistently applied throughout (as explained in previous section under "correlation") then the comparator chart will accurately represent the practices of the participating companies.
- 4.13 Once the comparator chart for the selected group of private sector companies has been completed we will compare the public sector practice line against the median of the private sector. (see figure 5 overleaf)
- 4.14 This comparison will enable us to comment on the differences between the public sector and private sector pay and fringe benefit practices.
- 4.15 We will complete these analysis for all three pay bands of the Master Pay Scale, the Disciplined Services Pay Scales and Model Scale 1.

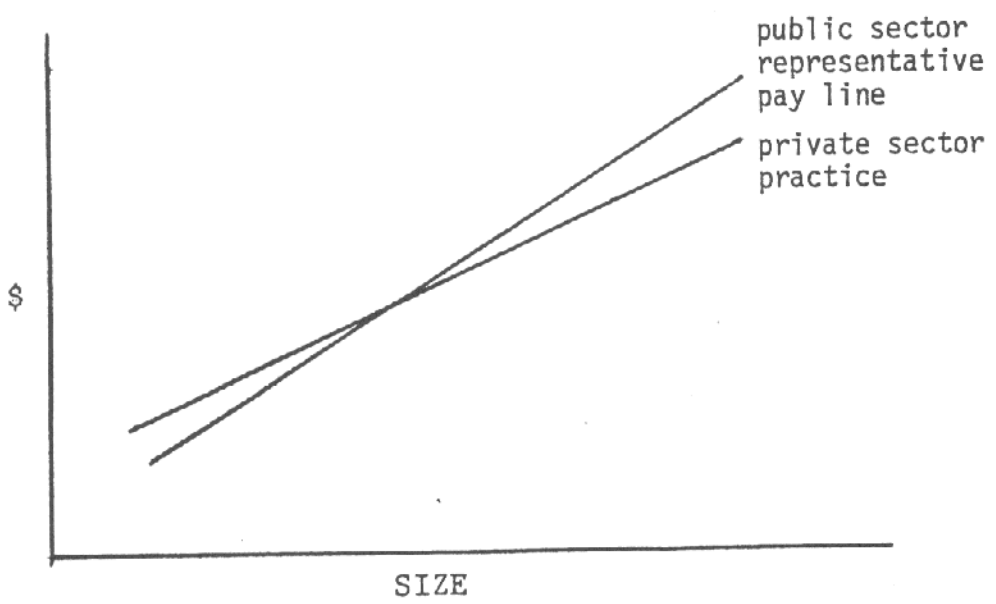


Figure 5

## CHAPTER 5

### REPORT

- 5.1 The draft report will be presented to the PLSAC during the latter part of November for consideration before the final report is presented to the Standing Commission by 31 December 1986.
- 5.2 It will contain the results of the survey with sufficient data included so that all parties may satisfy themselves as to the accuracy of the calculations. It is too early to say exactly what will be included. However the following list of headings is representative of the main elements of the report.

Presentation of Civil Service Practice Lines against those of the Private Sector Companies.

Commentary on other issues of importance such as :

hours worked, overtime policies and practices

policies and practices in respect of allowances for unpleasant or dangerous working conditions;

Entry pay and benefits for those ranks that require educational qualifications; and

Valuation of Benefits in accordance with the provision of The Standing Commission Report on Fringe Benefits.

CIVIL SERVICE BENCHMARK JOBS FOR THE PAY LEVEL SURVEYMASTER PAY SCALE

<u>Family</u>	<u>Grade</u>	<u>Rank</u>	<u>Band</u>	<u>Proposed Number Jobholder</u>
General Admin.	Office Asst Clerical Asst Clerical Officer	Office Asst	L	2
		Clerical Asst	L	3
		COII	L/M	5
	Executive Officer	COI	M	4
		SCO	M	6
		EOII	M	3
		EOI	M	6
		SEO	U	5
		CEO	U/U	4
	Admin Officer	AO	M/U	4
		SAO	U/U	3
Postal	Postman Postal Officer	Postman	L/M	4
		PO	L/M	3
	SPO	M	3	
	Asst. Sup't	M	2	
	Sup't	M	1	
Language	Chinese Language Officer	CLO II	M	2
		CLO I	M	2
		SCLO	U	1
		CCLO	U/U	1
Typing/ Secretarial	Typist PS/Stenog.	Typist	L	1
		Sr. Typist	M	1
		Stenog.	L/M	2
		PS	M	1
		SPS	M	1
		STS	M	1
		TO	L	1
Nursing	Enrolled Nurse Registered Nurse	Enrolled Nurse	L/M	5
		Reg. Nurse	M	5
		NOII	M	4
		SNO	U	2
		RNO	U/U	1
Tehanical	Technical Officer	TO	M	4
		STO	M	3
		PTO	M/U	2
		CTO	U	2
Survey	Survey Officer	SO	M	4
		SSO	M	3
		PSO	M/U	2
Tax	Tax Inspector	TI II	L/M	3
		TI I	M	2



MASTER PAY SCALE (Cont'd)

<u>Family</u>	<u>Grade</u>	<u>Rank</u>	<u>Band</u>	<u>Proposed Number Jobholder</u>
Legal	Crown Council	CC	U	3
		SCC	U/U	2
Work Supervision	Foreman	Foreman	L/M	6
		Senior Foreman	M	4
		Overseer	M	4
		Senior Overseer	M	2
	Clerk of Works	Asst C of W	M	4
		C of W II	M	3
	Work Supervisor	WS II	L/M	4
WS I		M	4	
Land	Land Exec.	LE	M	2
		SLE	U	2
		CLE	U	1
Housing	Housing Manager	Housing Asst	M	4
		Asst HM	M	3
		HM	U	2
		SHM	U/U	1
Medical	Medical & Health Officer	MHO	M/U	4
		SMHO	U/U	2
Caretaker	Estate Caretaker	EC	L	4
		SEC	L/M	3
		HEC	M	3
Social Worker	Social Work Officer	ASWO	M	4
		SWO	U	2
		SSWO	U	1
		CSWO	U/U	1
Health	Health Inspector	HI II	M	4
		HI I	M	3
		CHI	U	1
		Supt. US	U	1
Transport	Transport Officer	TO II	M	2
		TO I	M	2
		STO	U	1



MASTER PAY SCALE (Cont'd)

<u>Grade</u>	<u>Rank</u>	<u>Band</u>	<u>Proposed Number Jobholder</u>
Inf. Officer	CIO	U/U	1
Accounting Officer	Senior AO	U	2
Env. Protection	Env. Protec. Off.	U	2
Treasury Acc.	Treasury Acc.	U	1
Engineer	Engineer	U	3
Rating & Valuation	R & V Surveyor	U	1
Geotechnical Engineer	Geotechnical Engineer	U	2
Dental Officer	Senior Dental Officer	U/U	1
Medical Lab. Tech.	Senior Med. Tech.	U	1
Physiotherapist	Senior Physiotherapist	U	3
Elec/Mech Engineer	Senior EME	U/U	2
Quantity Surveyor	Senior QS	U/U	1
Photoprinter	Photoprinter II	L	1
X-Ray Asst	X-Ray Asst	L	1
Butcher	Butcher	L	1
Amenities Asst	Amenities Asst III	L	3
Management Services Officer	Chief Management Services Officer	U/U	3
Architect	Senior Architect	U/U	2
Assessor	Senior Assessor	U/U	1
Analyst/Programmer	Project Manager (Electronic Data Processing)	U	2
Senior Statistician	Senior Statistician	U/U	1
Marine Officer	Senior Marine Officer	U/U	1
Estate Surveyor	Estate Surveyor	U	2
Land Inspector	Land Inspector 1	M	4

DISCIPLINED SERVICES  
(Rank and File and Officers)

<u>Family</u>	<u>Grade</u>	<u>Rank</u>	<u>Band</u>	<u>Proposed Number Jobholder</u>
Police	Junior Police Officer	Constable	L/M	7
		Sergeant	M	5
	Inspector/Sup't	Station Sergeant	M	4
		Inspector	M/U	5
		Chief Inspector	U	4
		Superintendent	U	3
		Snr Superintendent	U/U	2
Fire	Fireman	Fireman	L/M	4
		Senior Fireman	M	4
		Principal Fireman	M	4
	Station Officer/ Div Officer	SSO	M/U	1
		DO	U	1
		SDO	U/U	1
Correct- ional Services	Asst Officer	AOII	L/M	5
		AOI	M	4
	Officer	Officer	M	4
		PO	M/U	4
		Sup't	U	1
		Senior Sup't	U/U	1
Customs	Customs Officer	CO	L/M	4
		SCO	M	3
	Insp/Sup't	Insp	M	3
		Sen. Insp	M/U	1
		Sup't	U	1
		Senior Sup't	U/U	1
Immi- gration	Immigration Asst.	IA	L/M	4
		SIA	M	4
	Immigration Off.	AIO	M	3
		SIO	M/U	3
		CIO	U	1
		APIO	U	1



MODEL SCALE 1

<u>Rank</u>	<u>Proposed Number Jobholder</u>
Workman II	7
Workman I	7
Artisan	7
Senior Artisan	4
Motor Driver	4
Special Driver	4
Ward Attendant	4
Watchman	4
Cook	4
Chainman	4
Operating Theatre Assistant	4
Ganger	4