



**2013 Pay Level Survey**  
**Consultancy Report –**  
**Fieldwork and Results of the Pay Comparison Survey**

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(Aon Hewitt)

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## 1. Introduction

### 1.1. Background

1.1.1 The Standing Commission on Civil Service Salaries and Conditions of Service (Standing Commission) commissioned Hewitt Associates LLC (Aon Hewitt) to conduct a pay comparison survey (PCS) for the Pay Level Survey (PLS) to ascertain whether the pay levels for non-directorate civilian grades in the civil service are broadly comparable with private sector pay.

1.1.2 The PLS is part of the Government's *Improved Civil Service Pay Adjustment Mechanism*<sup>1</sup> (the *Improved Mechanism*). It is designed to be conducted at six-yearly intervals to complement the three-yearly Starting Salaries Survey (SSS) and the annual Pay Trend Survey (PTS), to help achieve the civil service pay policy of maintaining the "broad comparability" between civil service pay and the private sector pay.

1.1.3 The purpose of the PLS is to collect relevant pay data in the private sector as at the reference date, and produce a comparison of cash compensations between comparable jobs in the civil service and the private sector. The findings of the PCS are intended to provide reference for the Standing Commission to consider whether the civil service pay levels should be revised.

1.1.4 Aon Hewitt provided the consultancy services in two stages. Stage 1 involved the formulation of a PCS methodology for the PLS. Stage 2 was the conduct of the PCS using the methodology formulated under Stage 1 as accepted by the Standing Commission.

1.1.5 During Stage 1 of the consultancy services, we were tasked to draw up and recommend a detailed PCS methodology for the PLS, using the 2006 PLS<sup>2</sup> as a reference, as well as to formulate the implementation details of the PLS. On this basis, we reviewed different possible options for comparing jobs between the civil service and the private sector, the scope of survey, the criteria for selecting civil service benchmark jobs<sup>3</sup> and the private

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<sup>1</sup> Under the *Improved Mechanism*, civil service pay is compared with private sector pay on a regular basis through three different types of surveys, namely a six-yearly PLS to ascertain whether civil service pay remains broadly comparable with private sector pay; a three-yearly SSS to ascertain whether civil service starting pay remains in line with that of the private sector; and an annual PTS to ascertain the year-on-year pay movements in the private sector.

<sup>2</sup> Summary of the 2006 PLS methodology is set out at Appendix I of the "Conduct of the 2006 PLS for the Civil Service: Final Consultancy Report (April 2007)". The document is available at [http://www.csb.gov.hk/english/admin/pay/files/Final\\_Report.pdf](http://www.csb.gov.hk/english/admin/pay/files/Final_Report.pdf).

<sup>3</sup> The selection criteria of civil service benchmark jobs are set out in item (B) of Annex A. In this context, a "job" refers to a rank within a grade which generally comprises a group of ranks in the civil service, the higher of which are normally

sector organizations, the pay components for comparison, the data consolidation method and the implementation details, etc., and formulated our proposals and presented our analysis and recommendations to the Standing Commission. In early 2013, the Standing Commission endorsed our proposed survey methodology and implementation details as a basis for consultation with stakeholders. We subsequently exchanged views at meetings and briefing sessions with stakeholders in February and March 2013, including representatives of the Staff Sides of the four Central Consultative Councils<sup>4</sup> and the four major service-wide staff unions<sup>5</sup> (the Staff Sides) at two consultation meetings; the Grade / Departmental Management of Government bureaux / departments (GM / DM) and their staff (including the Departmental Consultative Committees (DCCs) and the staff unions / associations) at three briefing sessions; and professional human resources organizations in an exchange session. We also received 82 written submissions from the GM / DM and their staff during the consultation process.

1.1.6 As emphasized by the Standing Commission, staff consultation is crucial to the smooth conduct of the PLS. The valuable comments received during the consultation enable us to better understand the views and concerns of the relevant stakeholders in different aspects of the survey methodology, as well as the implementation details of the survey. They are very useful and constructive for us in refining various aspects of the methodology and its implementation. The refined survey methodology was subsequently endorsed by the Standing Commission in April 2013 for proceeding with the job inspection process (see paragraphs 1.1.8 – 1.1.11 below). In short, we have considered a number of different options for comparing jobs between the civil service and the private sector. After weighing the pros and cons of various options, we recommend, among others, the continued adoption of the broadly-defined Job Family-Job Level (JF-JL) method as used in the 2006 PLS, as it has sought to provide a practicable methodology that can help compare civil service pay and private sector pay. Key features of the adopted survey methodology is at **Annex A**.

1.1.7 Under the adopted survey methodology, comparison of pay information is carried out by the following steps –

- (a) To identify civil service benchmark jobs in the civilian grades on the Master Pay Scale and the Model Scale 1 Pay Scale that are representative of the civil service

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filled by promotion from the lower ranks.

<sup>4</sup> The four Central Consultative Councils are the Senior Civil Service Council, the Model Scale 1 Staff Consultative Council, the Police Force Council and the Disciplined Services Consultative Council.

<sup>5</sup> The four major service-wide staff unions include the Government Employees Association, the Hong Kong Civil Servants General Union, the Hong Kong Federation of Civil Service Unions and the Government Disciplined Services General Union.

and having reasonable private sector matches, and categorize them into 5 JFs and 5 JLs primarily based on their broad nature and general level of responsibility respectively, for matching with broadly comparable counterparts in the private sector;

- (b) To carry out an intensive job inspection process which serves to ascertain details of the job characteristics of civil service benchmark jobs to facilitate identification of private sector matches;
- (c) Based on the findings of the job inspection process, civil service jobs are then matched with broadly comparable counterparts in the private sector in terms of job content, work nature, level of responsibility, qualification and experience requirements;
- (d) The pay information of matched private sector jobs is collected; and
- (e) The matched private sector jobs are aggregated by JFs and JLs, and then consolidated into private sector pay indicators for different JLs, for comparison with civil service pay indicators at the corresponding JLs.

### Job Inspection Process

1.1.8 Under the broadly-defined JF-JL methodology, an intensive job inspection process was carried out to ascertain details of the job characteristics of civil service benchmark jobs, including the job content, work nature, level of responsibility and typical requirements on qualification and experience, to facilitate proper identification of private sector matches in the next stage of data collection from the private sector.

1.1.9 As regards the scope of civil service benchmark jobs covered in the job inspection process, we excluded those civil service grades in the education and social welfare fields as in the 2006 PLS<sup>6</sup>. As for the medical and health care field, our initial assessment was that it was worthwhile to consider including it to enhance the survey's representativeness and coverage having regard that the market has been increasingly influential to the pay level of employees in the medical and health care field. We therefore considered it appropriate to obtain more information during the job inspection process to ascertain the suitability of the case. Moreover, during the consultation of the proposed survey methodology in early 2013, we also identified certain ranks with prima facie case for consideration as benchmark jobs. The above were included in the job inspection process with a view to collecting more

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<sup>6</sup> In the 2006 PLS, the education, medical and health care, and social welfare fields were excluded from the survey field as most of the private sector organizations in the concerned fields used civil service pay scales or pay adjustments as major factors in determining pay levels or pay adjustments or had done so in the last five years, hence were ineligible for inclusion in the survey. Please refer to the selection criteria for private sector organizations in item (D) of Annex A.

information for further examination.

1.1.10 The job inspection process was carried out from late April to August 2013. A table showing the key steps involved in the process is at **Annex B**. The process involved a total of 214 civil service ranks from 68 grades, including all the benchmark ranks in the 2006 PLS, the proposed additional benchmark ranks in the medical and health care field, and those ranks with a prima facie case for consideration.

1.1.11 As a first step, we organized three Technical Workshops in April and May 2013 to brief the GM / DM, DCCs and staff unions / associations on the operational details concerning the process. GM / DM were then invited to update the existing 360 job descriptions (JDs) prepared in the 2006 PLS and / or develop additional JDs for the newly proposed benchmark jobs in consultation with their staff. They were also invited to select staff representatives, in consultation with staff bodies for participation in the job inspection interviews. Between 10 June and 24 July 2013, 221 interviews were conducted for 68 grades, involving 1 504 staff representatives. A total of 380 JDs were finalized in consultation with the relevant stakeholders including the GM / DM and their staff.

1.1.12 The job inspection process is a large-scale and time-consuming exercise which took more than half a year to complete. It entails considerable work and resources from the GM / DM and their staff in updating / developing JDs of the benchmark jobs and / or participating in the job inspection interviews. However, we observe that these changes made to the JDs are minor updates and / or solely clarification in nature, rather than a significant change of job content, work nature, level of responsibility, or the typical qualification and experience requirements of the jobs concerned. Whilst the intensive process can certainly enhance our understanding of the civil service benchmark jobs, there is room for considering whether the complicated process involved can be streamlined in future PLSs.

*Review of the list of civil service benchmark jobs*

1.1.13 On the basis of the information gathered during the job inspection process and information from the management of the related grades, we submitted our recommendation on the list of civil service benchmark jobs for the Standing Commission's endorsement. In gist, we recommend that all the civil service benchmark jobs that were included in the 2006 PLS should be retained in the 2013 PLS, except certain ranks that are unlikely to have private sector matches or their representativeness in the civil service and in the grade concerned has changed. Moreover, after closer examination of those ranks with a prima facie case for consideration as benchmark jobs, we recommend the inclusion of certain additional

benchmark ranks in the 2013 PLS<sup>7</sup>.

1.1.14 Regarding the medical and health care field, we note that for those proposed civil service benchmark jobs in the field, a substantial portion of their functions are on public health services, such as law enforcement and health education, which are uncommon in the private sector. The concerned higher ranks also have a heavier responsibility on supervisory and administrative roles in comparison with their private sector counterparts. On this basis, we consider that the coverage and representativeness of potential matches might be in doubt. We therefore propose the following two options for the Standing Commission's consideration –

- (a) Option I – including only the ranks with potential private sector comparators; or
- (b) Option II – excluding the whole medical and health care field

1.1.15 The Standing Commission carefully considered our analysis and the views of the Staff Sides, and concluded that the entire medical and health care field should be excluded (i.e. Option II). The finalized list of civil service benchmark jobs, covering 190 civil service benchmark ranks in 61 grades, forms the basis for the PCS of the 2013 PLS. A total of 361 JDs were adopted for the PCS. We note that the established system of internal pay relativities served as a basis for determining pay for jobs that are unique to the civil service. Hence, it would be practicable for the PLS to focus on private sector jobs that are broadly comparable to civil service jobs. The full list of civil service benchmark jobs categorized in JF-JL combinations is at **Annex C**.

#### Survey Reference Date

1.1.16 Noting the Standing Commission's preliminary view of setting the reference date at a date that would enable them to submit its report to the Administration within around one year from the reference date, we had examined different options for the reference date. After weighing the pros and cons of various options, and with the impact of the revised rate of the Statutory Minimum Wage fully considered, we recommend 1 October 2013 as the survey reference date as it has the merits of, among others, being closest to the potential start date of the survey fieldwork and thus would offer the most current / latest data. The reference date on 1 October 2013 was endorsed by the Standing Commission with the Staff Sides' views duly considered.

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<sup>7</sup> We recommend the inclusion of all four ranks in the Police Translator grade in the 2013 PLS as there is reasonable likelihood that private sector comparators could be identified in the survey.

## 2. Conducting the Pay Comparison Survey

### 2.1 Overview

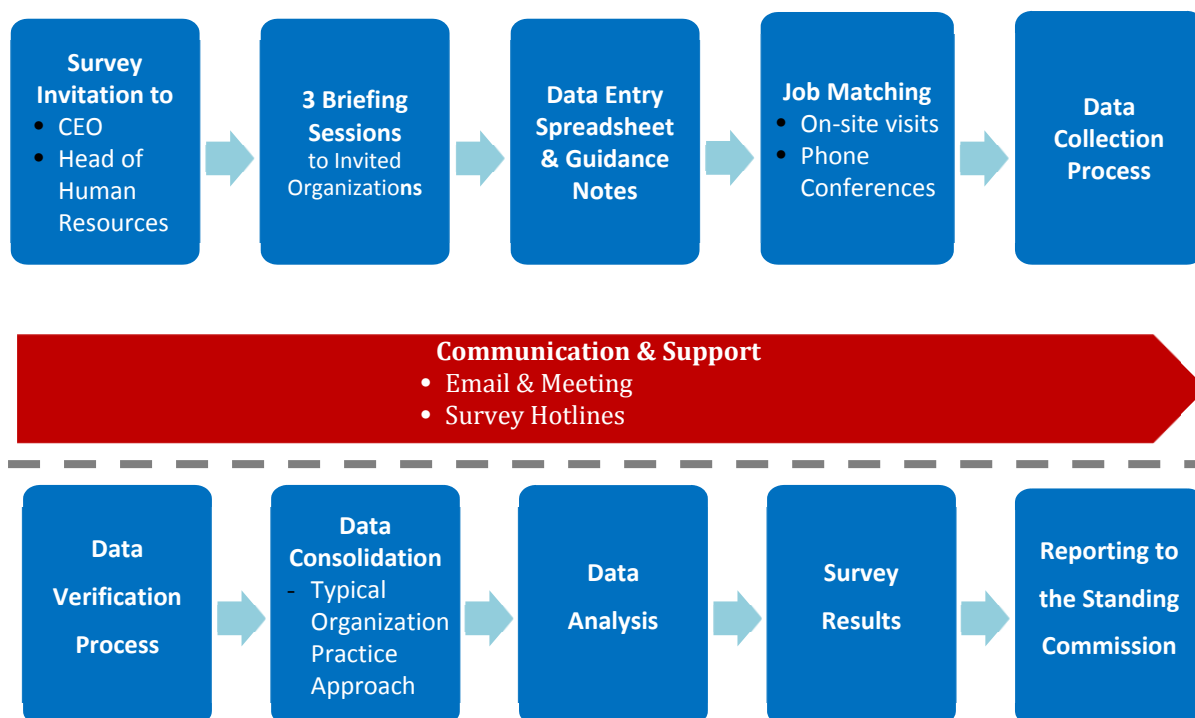
2.1.1 The survey reference period of the PCS is from 2 October 2012 to 1 October 2013. To kick-start the PCS, we issued invitation letters to the Chief Executive Officers and the Human Resources Directors of the potential organizations in the survey field on 1 November 2013, and conducted three briefing sessions for the invited organizations on 18 November 2013 to explain the details of the PCS and the key steps involved in the fieldwork. While encouraging their participation, we had also reassured them that the data submitted would be kept strictly confidential.

2.1.2 We followed up closely with the invited organizations with phone calls and emails to solicit their support for the survey. Hotlines were set up for answering enquiries on the PCS. For those that have confirmed their participation, we distributed to them a data entry spreadsheet together with the guidance notes for collecting pay information<sup>8</sup>. During the data collection period from December 2013 to March 2014, our consultants liaised closely with the participating organizations in identifying job matches and provided them with assistance in their submission of data. The pay data collected were subject to the data verification process before being consolidated to produce the pay indicators for each specified JL. The survey results with statistical analysis were reported to the Standing Commission. The different key steps of the PCS are summarized below –

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<sup>8</sup> The annual base salary (i.e. basic salary plus guaranteed bonus) and annual total cash compensation (i.e. annual base salary plus any other cash payments) during the survey reference period were collected. Details of the pay components are set out at item (E) of Annex A.





## 2.2 Survey Field

2.2.1 The survey field covers 447 potential private sector organizations<sup>9</sup>. Initially, 140 organizations indicated their willingness to participate. In the end, pay-related data were successfully collected from 128 participating organizations. This satisfied the participation requirement of at least 70 to 100 organizations. A total of 37 493 data points were used for data consolidation. Details of the 128 organizations are analyzed in the following paragraphs.

### Distribution of Organizations by Economic Sectors

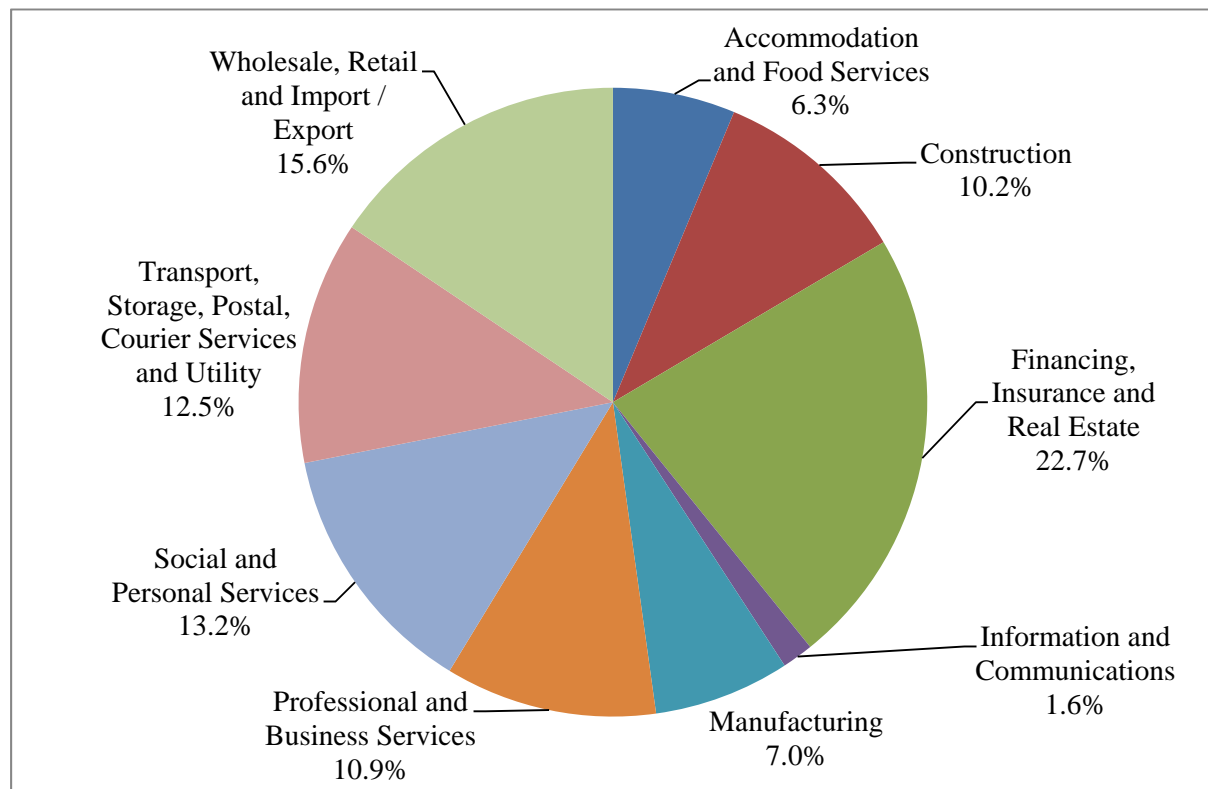
2.2.2 The 128 private sector organizations cover a wide range of economic sectors in Hong Kong. The distribution of organizations by economic sectors is set out below –

<sup>9</sup> The survey field was drawn up with reference to the one adopted in the 2012 SSS, and the views of staff representatives expressed during the job inspection process of the civil service. The finalized survey field covering 447 potential private sector organizations was endorsed by the Standing Commission in November 2013 with Staff Sides' views duly considered.

**Table 2.1: Distribution of Participating Organizations by Economic Sectors**

<b>Economic sector</b>	<b>No. of organizations</b>	<b>% of Total</b>
Accommodation and Food Services	8	6.3%
Construction	13	10.2%
Financing, Insurance and Real Estate	29	22.7%
Information and Communications	2	1.6%
Manufacturing	9	7.0%
Professional and Business Services	14	10.9%
Social and Personal Services	17	13.2%
Transport, Storage, Postal, Courier Services and Utility	16	12.5%
Wholesale, Retail and Import / Export	20	15.6%
<b>Total</b>	<b>128</b>	<b>100%</b>

**Chart 2.1 Distribution of Participating Organizations by Economic Sectors**



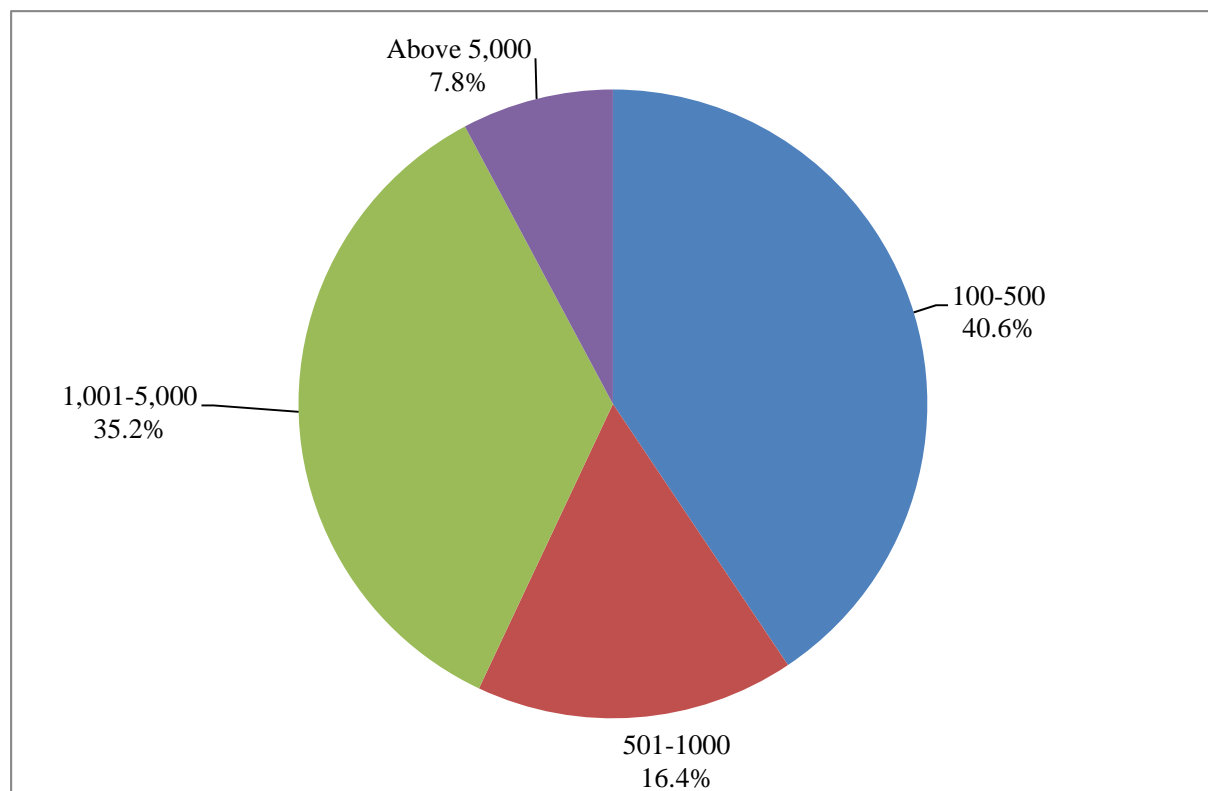
Distribution of Organizations by Employment Size

2.2.3 In terms of employment size, all the 128 private sector organizations employed 100 or more employees (which is one of the selection criteria for private sector organizations). There is a reasonable mix of organizations of different sizes. The distribution of these organizations by employment size is shown below –

**Table 2.2: Distribution of Participating Organizations by Employment Size**

<b>Employment size</b>	<b>No. of organizations</b>	<b>% of Total</b>
Above 5,000	10	7.8%
1,001-5,000	45	35.2%
501-1,000	21	16.4%
100-500	52	40.6%
<b>Total</b>	<b>128</b>	<b>100%</b>

**Chart 2.2 Distribution of Participating Organizations by Employment Size**



Organizations which have Agreed to Disclose their Names

2.2.4 The private sector organizations that have agreed to disclose their names are listed at **Annex D**.

## 2.3 Job Matching

2.3.1 Job matching is one of the most important steps in the 2013 PLS. To start this process, we issued a full set of JDs of the civil service benchmark jobs to the participating organizations in November 2013. We followed up closely with the organizations through on-site visits and phone calls to explain the job matching process, the principles and the key steps involved, and details of the JDs to facilitate their completion of a questionnaire on the preliminary job matches. Based on their return, we exercised our professional judgment on the overall comparability of the jobs, after taking account of all the relevant job-related characteristics including the job content, work nature, level of responsibility, typical qualification and experience requirements for appointment. We also paid special attention to the unique features of the civil service and those in the private sector.

2.3.2 We would like to stress that in view of the inherent differences between the civil service and the private sector, it is neither practical nor realistic to seek to make a precise matching between them. The emphasis of the job matching process should be to ensure broad comparability of the characteristics of the benchmark jobs. It is inappropriate to assess in a quantitative manner the degree of likeness, such as a percentage of overlapping of characteristics between civil service benchmark jobs and the matched jobs in the private sector.

2.3.3 To ensure the proper conduct of this process, a quality assurance mechanism was put in place. Under this mechanism, jobs matched by our frontline staff were reviewed by our senior consultants to ensure that the matching had been properly conducted, and that consistency had been maintained throughout the job matching process though it was conducted by different staff. Whenever there were doubts on the information collected, our frontline staff approached the HR heads / designated representatives concerned to double check whether a particular job matching was appropriate and whether refinement was necessary, and re-submitted the case for our senior consultants' consideration.

2.3.4 A flowchart illustrating the key work steps of the job matching process is at **Annex E**.

### Job Matching Outcome

2.3.5 A total of 190 civil service benchmark ranks in 61 grades were included in the 2013 PLS, which represented about 67% of the establishment or strength of the non-directorate civilian staff. Of these, 162 ranks in 59 grades were identified with private sector matches, and 28 ranks in 17 grades were without matches. The matched and unmatched benchmark ranks represented about 65% and 2% of the establishment or strength

of the non-directorate civilian staff respectively. A full list of grades and ranks with or without matches is at **Annex F**.

2.3.6 There were different reasons for the lack of private sector matches for certain civil service benchmark ranks. In general, the work content and level of responsibilities of the unmatched civil service benchmark ranks were not comparable with their counterparts in similar field in the private sector. In some cases, civil service benchmark ranks had a wider scope of work with more complicated duties, and / or heavier responsibility on supervisory or administrative roles than their private sector counterparts. Moreover, for some civil service benchmark ranks, potential matches were usually only available in a particular type of private sector organizations and whether such types of organization were included in the survey could not be pre-determined as participation was entirely voluntary. Among the 128 private sector organizations participated in the survey, no organization had comparable jobs for matching with these ranks.

## **2.4 Unique Features of Civil Service Benchmark Jobs and Private Sector Comparable Jobs**

### *Nature of Operation*

2.4.1 We appreciate and fully recognize that there are unique features and inherent differences between the civil service and the private sector. Fundamentally, the roles and responsibilities of the Government are different from those of the private sector. The Government performs the role of policy formulation and law enforcement. It provides the infrastructure (such as setting and assuring the industrial standards and control of licensing) and related support to facilitate the operation of the private sector. The Government places emphasis on public well-being and the overall interest of the community, the processes and procedures in the provision of public services, as well as the compliance of rules / statutory requirements and their enforcement.

2.4.2 On the other hand, the private sector is mostly commercial in nature which is driven by profit-making motives. Private sector is free to deploy their capital and knowhow under an established business environment, and is able to strive in all shapes and forms towards their targets and fulfill their missions and visions. They can flexibly employ and mobilize the workforce towards these goals and operate as they see fit.

2.4.3 On the above basis, civil servants are in general subject to stricter control and elaborated work procedures under various rules and statutory requirements when carrying out their duties. They are also subject to stronger community oversight in their performance of

duties and higher accountability to the public, have to meet higher standards of integrity and maintain political neutrality, abide by more stringent rules in their conduct, and are subject to avoidance of real or potential conflict of interest. There are also increasing pressure for the civil servants and rising public expectation on transparency and accountability of the Government especially in recent years.

2.4.4 Besides, we have also identified from the job inspection process of the civil service that certain functions and conditions of work are unique to the civil service, such as –

- (a) Formulation of Policies and Related Regulations: Some civil servants have to carry out research, make recommendations and initiate actions in drafting or amending law / regulations. Besides, they are also involved in formulating policies including preparation of draft Bills for introduction into the Legislative Council. They also have to explain Government policies to the District Councils, Legislative Council and other relevant stakeholders, and lobby their support for the concerned policies. Some civil servants are also required to develop technical standards, codes of practices or guidelines for the reference of the relevant sectors.
- (b) Law Enforcement and Regulatory Work: Some civil servants have to carry out statutory duties stipulated in the legislation, including carry out investigation, collect evidences and take prosecution actions on cases of breaching the ordinances. They also have to give evidence in court, recommend and implement improvement measures, and educate the relevant sectors to comply with the ordinances, etc.
- (c) Performance of Emergency or Exceptional Duties: Some civil servants have to undertake emergency duties under short notice or work under extreme conditions. Some are required to perform 24 hours on-call duties, work under inclement weather (such as typhoon / black rainstorm warning) or at remote locations. Besides, some are required to carry out duties during exceptional circumstances, respond to crisis (such as SARS outbreak, tragic events or unanticipated social issues) or other unexpected situation (such as staging of petition / demonstration).
- (d) Liaison with Stakeholders in Implementing Policies: Some civil servants are required to respond directly to enquiries from the Legislative Council, District Council and the media. They need to be aware of the wide political and social issues, and make assessment and determine actions to balance the interest of the Government and the public while performing their duties.

- (e) Serve as Government's Representative: Some civil servants may represent the Government to attend global / regional meetings or conferences which may have territory-wide implication.

2.4.5 On the other hand, we have ascertained during the fieldwork that there are also characteristics unique to the private sector. The private sector focuses more on deliverables, and their job nature and duties are usually more quantifiable / measurable. The timeframe, budget impact, and quality of deliverables are clearly set out in their job duties. Individual performance is typically measured in terms of Key Performance Index / targets and competence. Hence, job holders are under constant pressure to meet targets. Their career prospect and job security are more directly impacted by the individual and organizational performance, as well as the macroeconomic environment.

2.4.6 We note that some civil servants are subject to posting on a regular basis throughout their career. They are required to adapt quickly to the new culture and operational environment, and pick up new skills and knowledge of a totally different job function within a very short period of time. This is a feature pertaining to the civil service structure to enable a wider exposure and more extensive experience, to facilitate them to undertake higher responsibilities as they progress up the career ladder. However, there are also private sector jobs that have some form of rotation arrangements, such as management trainees in conglomerates, for similar purpose. The trainees may be posted to different business units or subsidiaries of different sectors, and perform roles of different nature such as finance, human resources, operations or general management, etc. to facilitate them to acquire more knowledge to prepare for career progression within the group.

2.4.7 Apart from the unique features mentioned in paragraphs 2.4.1 to 2.4.5 above, we observe that there are also inherent differences between the two sectors, which are summarized in the following paragraphs.

#### Operating Environment

2.4.8 As a stable, permanent civil service is important to ensure the smooth running of the Administration and the efficient delivery of public services without disruption, a stable workforce is indispensable for an effective civil service and stability is essential. It is common that employment in the civil service, subject to good conduct and performance, is normally 'permanent' until the statutory retirement age. Job security is a salient feature underlying a stable civil service.

2.4.9 On the other hand, the market is more dynamic. The external business environment at a given point in time can impact significantly on the security of private sector

jobs. The competition in the private sector is keen. As the private sector adopts more flexible hire-and-fire practice, recruitment and severance take place from time to time as and when needed. It is common for the private sector to make frequent changes to the workforce structure, such as use of outsourcing, to maximize profit. Minimizing staff turnover is usually not a primary consideration of the private sector.

### Career Progression

2.4.10 The civil service tends to be hierarchical with well-established grades / ranks and progression arrangements. The need to maintain knowhow and experience is paramount as these are not readily available nor are replaceable from the market. The civil service provides structured training for development of various grades / ranks, and places strong emphasis on seniority and experience acquired through years of service. Career progression is structured and gradual.

2.4.11 On the other hand, the organization structure in the private sector is typically flatter, with fewer levels between the entry ranks and the top management. Progression is generally varied and more influenced by individual performance (not length of service), performance of the organization, and market conditions including the prevailing manpower supply and demand in the required areas of expertise. Employees may be fast tracked and promoted quickly to higher ranks if they demonstrate exceptional potential and outstanding performance. Experience is valued in the aspect of providing necessary skills and delivering performance, but not a prime factor in determining career progression.

### Pay Considerations

2.4.12 The civil service must follow an open, fair and established mechanism in making pay adjustments to maintain a stable workforce. The pay structure is meant to serve the whole civil service. It is impossible to make pay adjustments or discretionary cash rewards to recognize individual civil servant's effort or contribution. Pay progression tends to be stable and progressive. Variable pay is not applicable to the civil service as it is uncommon for civil servants to deliver service that are entirely dependent of their own individual performance.

2.4.13 On the other hand, the volatile nature in the private sector is inherently more risky from the employee's perspective. Pay levels would somehow reflect the risk-reward relationship. The fluctuating market conditions, the organizational and individual performance have significant impact on pay. Private sector is most concerned about costs, and they would adopt various pay practices to keep costs within budget. Though there are wide differences in the pay practices, the general arrangement is that the more the staff



contributes, the more rewards he will receive. Variable pay such as bonuses is common in the private sector to attract, retain and motivate staff. There may be individuals having high variable pay but low base salary to ensure linkage to the organization achievement and the individuals' personal performance. Organizations tend to consider a whole range of factors in making pay level adjustments such as individual performance, criticality of the position, scarcity of talent, business / financial situation and outlook, market competition, internal relativity / external relativity, etc. but rarely make adjustments solely based on compensation and benefits surveys.

2.4.14 Taking into account the uniqueness and the inherent differences between the two sectors, it is impractical and inappropriate to seek a precise comparison between the pay of an individual civil service job with the pay of its private sector counterpart in the PLS. The different environment also makes it inappropriate for the civil service pay to closely mirror the fluctuations and discretionary nature of the private sector pay.

## **2.5 Data Collection and Verification**

2.5.1 The data collection process commenced in December 2013 and ended in March 2014. To facilitate an effective collection of pay data from the private sector organizations, we distributed to them a user-friendly data entry spreadsheet and a set of guidance notes, and provided support and assistance in their completion of return whenever necessary. The guidance notes and the data entry spreadsheet are at **Annex G**.

2.5.2 To ensure the integrity of the data collected, all outlying data from those private sector matches falling within the extreme range (i.e. the top and the lowest 10% of a particular benchmark job in the same private sector organization, as well as across private sector organizations) were further checked by our senior consultants. Whenever necessary, our senior consultants approached the HR heads / designated representatives concerned to obtain further information and / or seek clarification before confirming the completeness of data and included them in the data consolidation process. A flowchart illustrating the key work steps in the data collection and verification process is at **Annex H**.

2.5.3 The vetting criterion of having pay data from at least 10 private sector organizations for each JF-JL combination serves as an additional step to ensure data integrity. Out of the 19 JF-JL combinations, 2 combinations (i.e. JF4-JL1 and JF5-JL2) could not meet the vetting criterion and were excluded from the data consolidation process.

2.5.4 The table below shows the number of organizations that provided data for each JF-JL combination as well as the number of civil service benchmark ranks identified with

private sector matches for each combination –

**Table 2.3: Number of Organizations Provided Data and Number of Civil Service Benchmark Ranks with Private Sector Matches**

		Job Families (JFs)					Overall
		JF 1	JF 2	JF 3	JF 4	JF 5	
Job Levels (JLs)	JL 1	(62) ▪ 3 out of 3 benchmark ranks	(32) ▪ 2 out of 2 benchmark ranks	(15) ▪ 5 out of 5 benchmark ranks	(#) 1 out of 1 benchmark rank	(59) ▪ 9 out of 9 benchmark ranks	(108) ▪ 20 out of 20 benchmark ranks
	JL 2	(51) ▪ 2 out of 2 benchmark ranks	(84) ▪ 12 out of 14 benchmark ranks	(49) ▪ 12 out of 13 benchmark ranks	(52) ▪ 17 out of 18 benchmark ranks	(#) 1 out of 3 benchmark ranks	(123) ▪ 44 out of 50 benchmark ranks
	JL 3		(75) ▪ 17 out of 19* benchmark ranks	(44) ▪ 11 out of 11* benchmark ranks	(45) ▪ 17 out of 18* benchmark ranks		(116) ▪ 45 out of 48* benchmark ranks
	JL 4		(62) ▪ 15 out of 17* benchmark ranks	(32) ▪ 12 out of 14* benchmark ranks	(37) ▪ 18 out of 27* benchmark ranks		(107) ▪ 45 out of 58* benchmark ranks
	JL 5		(42) ▪ 7 out of 10 benchmark ranks	(27) ▪ 8 out of 10 benchmark ranks	(30) ▪ 8 out of 9 benchmark ranks		(80) ▪ 23 out of 29 benchmark ranks

(figures in brackets denote the number of organizations which provided data for each JF-JL combination / JL. As the pay of all jobs in each surveyed organization in a particular JF-JL combination are combined to produce a single value for each organization, every organization could generate one value in each JF-JL combination.)

(#) Two JF-JL combinations could not meet the vetting criterion of having pay data from at least 10 private sector organizations (i.e. JF4-JL1 and JF5-JL2) and were excluded from the data consolidation process.

\*15 ranks straddle JLs 3 and 4. They appear and are counted twice in the above table (i.e 177 ranks), but for the purpose of arriving at the total number of ranks identified with private sector matches in paragraph 2.3.5 above, they are counted once only (i.e. 162 ranks).

### 3. Results of the Pay Comparison Survey

#### 3.1 Survey Results and Analysis

3.1.1 Based on the typical organization practice approach, private sector pay-related data was consolidated into the following market pay indicators for each of the five JLs. The upper quartile (P75) of the annual total cash compensation is the market pay indicator for the 2013 PLS. The table below also shows the median (P50) of the market pay data for reference –

**Table 3.1: Survey Result of each Job Level**

Job Level	Market Median (P50)		Market Upper Quartile (P75)	
	Annual Base Salary (\$)	Annual Total Cash Compensation (\$)	Annual Base Salary (\$)	Annual Total Cash Compensation (\$)
1	153,445	168,394	169,377	182,536
2	273,612	297,566	310,622	337,789
3	477,786	523,859	542,397	614,298
4	729,638	835,418	817,520	923,634
5	1,056,137	1,230,884	1,141,771	1,333,969

3.1.2 Other cash compensation, including variable pay and cash allowances, is prevalent in the private sector and is a common element in the total cash compensation. From our understanding of the private sector remuneration practice, the following percentages which show the ratio of other cash compensation to annual total cash compensation are broadly in line with the market –

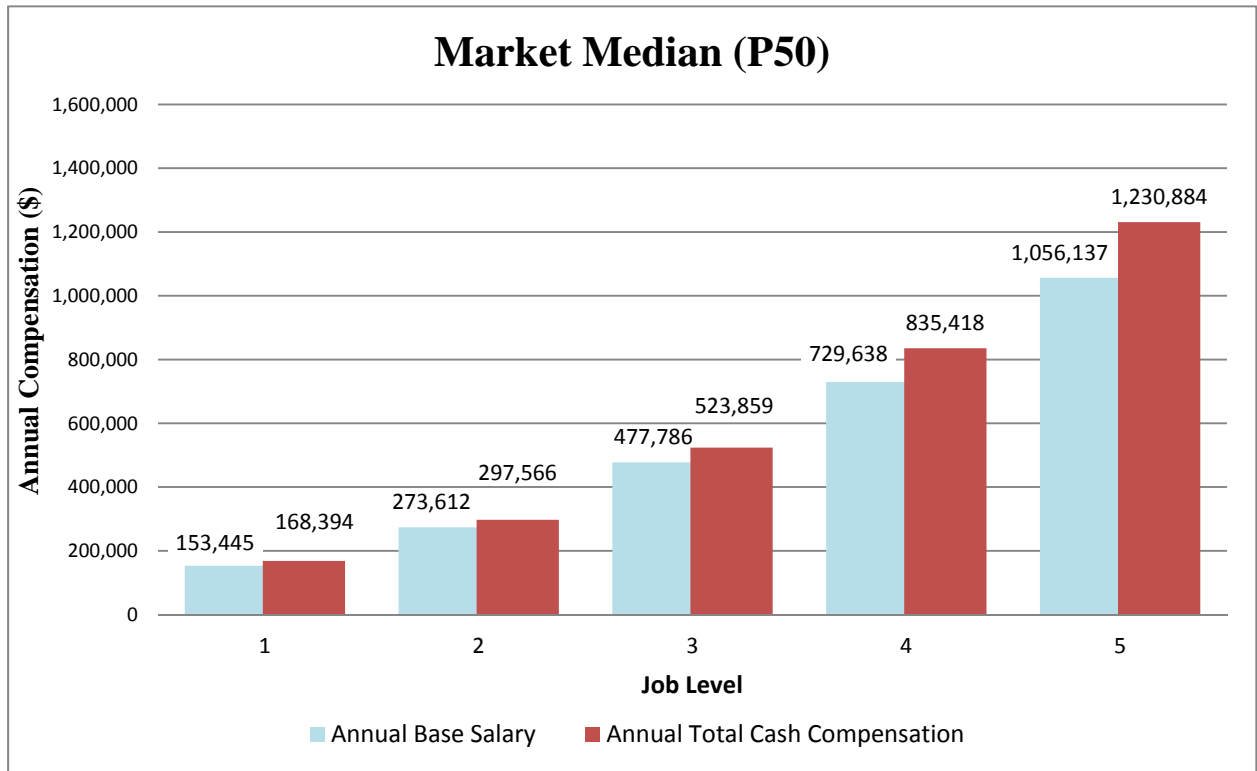
**Table 3.2: Other Cash Compensation as Percentage to Total Cash Compensation (Annual basis)**

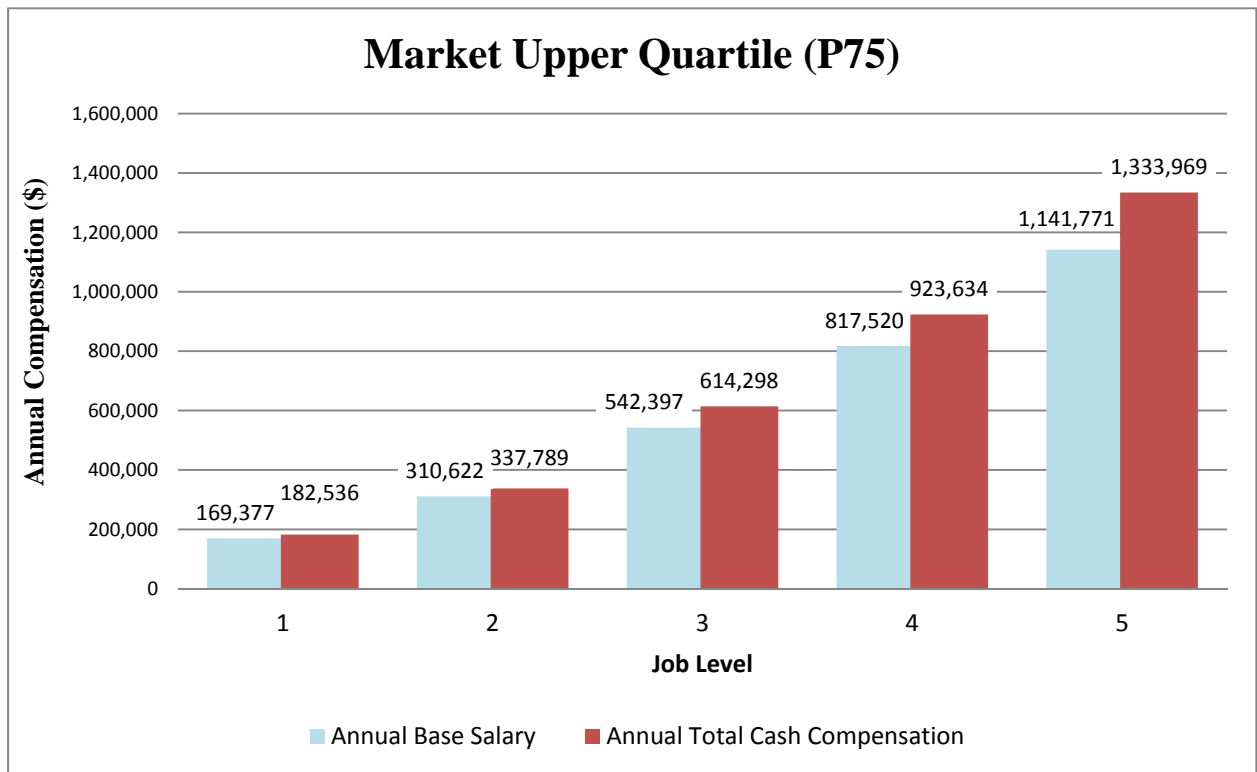
Job Level	Other Cash Compensation (\$)	
	Market Median (P50)	Market Upper Quartile (P75)
1	14,949 (8.9%)	13,159 (7.2%)
2	23,954 (8.0%)	27,167 (8.0%)
3	46,073 (8.8%)	71,901 (11.7%)
4	105,780 (12.7%)	106,114 (11.5%)
5	174,747 (14.2%)	192,198 (14.4%)

(The percentage shows the ratio of other cash compensation to total cash compensation (annual basis))

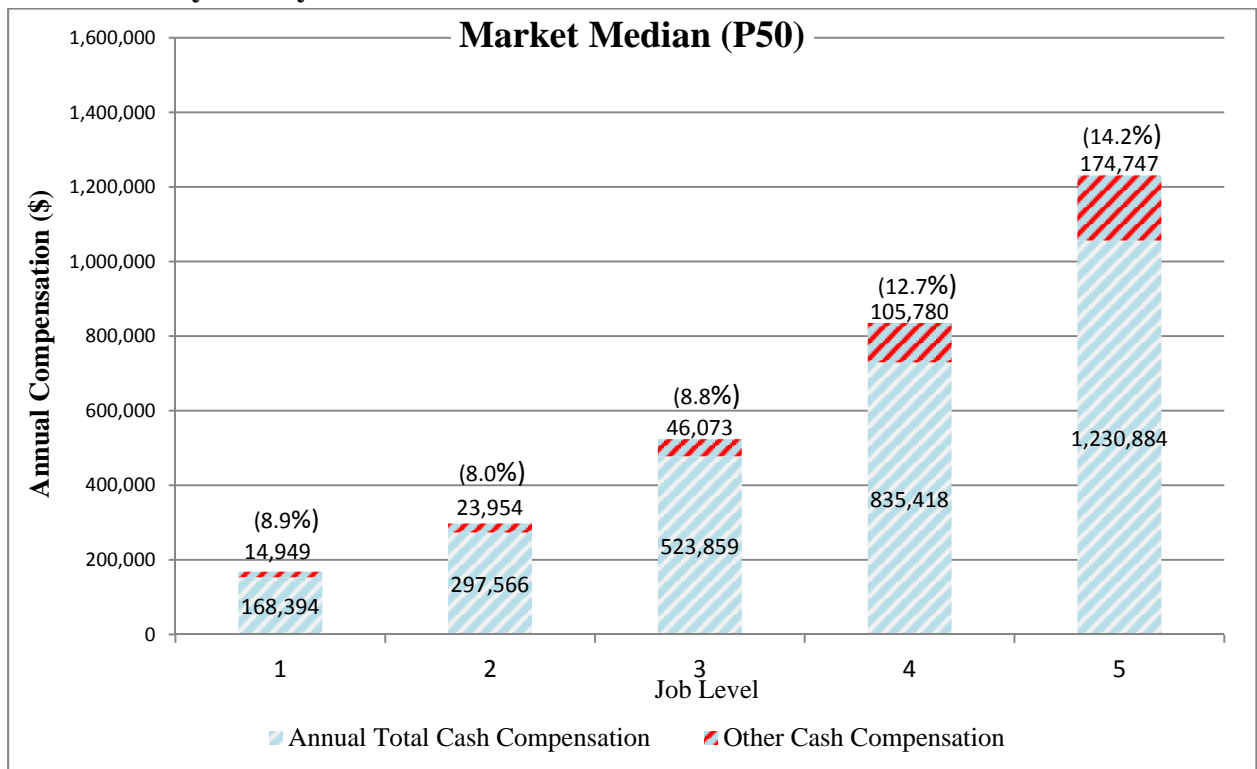
3.1.3 The above results in graphic form are shown in Charts 3.1 and 3.2 below –

**Chart 3.1: Survey Results by Job Levels**

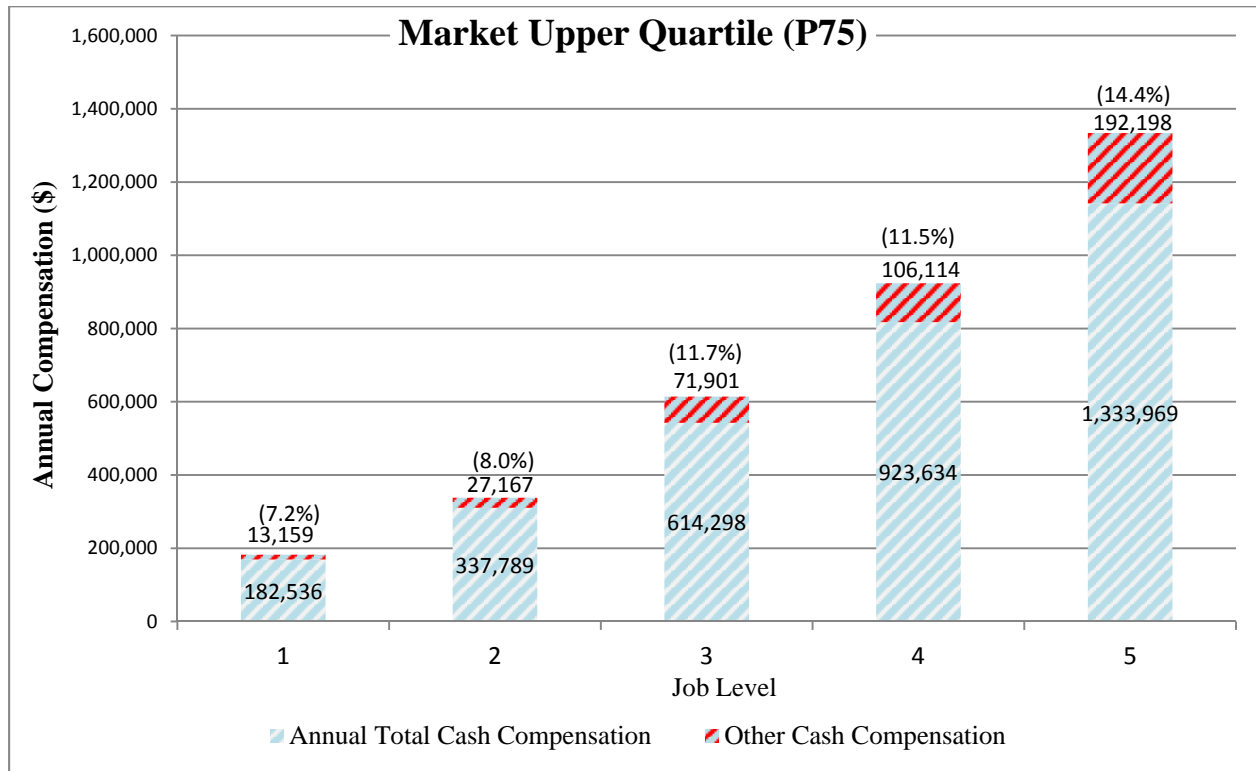




**Chart 3.2: Pay Mix by Job Levels**



(The percentage shows the ratio of other cash compensation to total cash compensation (annual basis))



(The percentage shows the ratio of other cash compensation to total cash compensation (annual basis))

### 3.2 Observations

3.2.1 We obtained good support from the invited organizations. The distribution of participating organizations by economic sectors is quite evenly represented with ranges between 6% - 16% for most of the sectors (Table 2.1 refers). We also managed to collect a large number of incumbents' data points. A total of 37 493 data points were used in deriving the survey results. The number of organizations providing data for each job level ranged from 80 to 123.

3.2.2 From our other studies and understanding of the market, Hong Kong's economy has been improving, and the real gross domestic product (GDP) grew by 2.9% in 2013 compared with 1.5% in 2012. The expansion was mainly due to the domestic demand, increased export to the Mainland and the growth of service sectors, especially those related to tourism and financial activities.

3.2.3 We note that the labour market is tight and in a state of full employment as a boost by the growth of the economy. Hong Kong is in general facing the problem of labour shortage. The unemployment and underemployment rates were recorded at the low 3.4% and 1.5%<sup>10</sup> respectively in 2013. Apace job creation is observed in many sectors,

<sup>10</sup> Information from the Census and Statistics Department of HKSAR, Table 006 : Labour Force, Unemployment and

especially those requiring a large proportion of manual workforce such as construction, transport, and accommodation and food services. Some positions are even under more severe pressure and challenges to attract and retain staff to maintain their operation, such as those providing operational support, craft works, direct client services. From our studies, sectors such as construction, professional and business services, wholesale, retail and import / export have a relatively higher rate in salary increase in 2013.

3.2.4 Most organizations would tend to monitor the talent pool and market situation and flexibly adjust pay and benefits from time to time so as not to fall behind the market in competing for staff. In the process, organizations' budget and affordability are important considerations. We observe that the market is making fine-tuning in the amount of rewards offered to balance these factors.

3.2.5 One of the instruments commonly deployed is variable pay (a component in the other cash compensation). As discussed in paragraph 2.4.13 above, organizations would provide variable pay that reflects the staff's level of performance and the organization achievement in the desired targets and results. Such linkage between pay and performance would motivate staff in achieving higher level of reward, yet tie to the affordability of the organization. The variable pay component therefore fluctuates and is influenced by internal (individual and organization's business results) and external (macro social and economic changes) factors. Generally the higher the JL, the more pay is delivered in the form of variable pay component, with a view to attracting, retaining and motivating leaders at senior positions who have relatively higher level of impact to the organization's business targets and results. As such, the value of variable pay awarded would have higher divergence, resulting in higher dispersion in the total cash compensation.

**Key Features of the Survey Methodology for the 2013 Pay Level Survey**

**(A) Broadly-defined Job Family and Job Level (JF-JL) Method**

1. Under the broadly-defined JF-JL method, civil service benchmark jobs are compared with private sector jobs which are broadly comparable in various job-related aspects including the job content, work nature, level of responsibility and typical requirements on qualification and experience, based on the job descriptions. To facilitate the job comparison, civil service benchmark jobs (see item (B) below) in the civilian grades on the Master Pay Scale (MPS) and Model Scale 1 Pay Scale (MOD 1) are categorized into 5 JFs and 5 JLs.

2. The 5 JFs are primarily categorized by, among others, the broad job nature and whether their functions involve reaching out to or contact with the general public. The 5 JLs are aligned to relevant ranges of pay points on civil service pay scales, namely the MPS or the MOD 1 Pay Scale. Each JL covers civil service benchmark jobs sharing a similar range of pay points on these pay scales. The JL categorization reflects the established broad job hierarchies within the civil service, and generally reflects the level of responsibility, typical requirements on qualification and experience of the jobs concerned. The combinations of JFs and JLs are shown in the matrix below –

	<b>JF1: Clerical and Secretarial</b>	<b>JF2: Internal Support</b>	<b>JF3: Public Services</b>	<b>JF4: Works- related</b>	<b>JF5: Operational Support</b>
<b>JL1:</b> MOD 1 0-13 and MPS 0-10 Operational staff					
<b>JL2:</b> MPS 11-23 Technicians and assistant executives / professionals					
<b>JL3:</b> MPS 24-33 Middle-level executives and professionals					
<b>JL4:</b> MPS 34-44 Managerial and senior professionals					
<b>JL5:</b> MPS 45-49 Senior managers and lead professionals					



3. To ensure proper categorization of the civil service benchmark jobs in the JF-JL combinations, an intensive job inspection process is put in place to ascertain details of the job characteristics of all civil service benchmark jobs.

#### **(B) Selection Criteria of Civil Service Benchmark Jobs**

4. To ensure that the civil service benchmark jobs are reasonably representative of the civil service and have broadly comparable private sector matches, the civil service ranks concerned must –

- (a) have reasonable counterparts, in terms of broadly comparable job nature, skills, qualifications and experience, in a large number of private sector organizations;
- (b) 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, be reasonably representative of various civil service pay scales, the breadth of disciplines, the depth of JLs and the range of Government bureaux / departments;
- (d) have a sufficient number of jobs at different JLs to ensure that the survey results are reliable; and
- (e) be such that 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 organizations to ensure the integrity of the comparison on the one hand, while not deterring these organizations from participating in the survey on the other.

#### **(C) Scope of Civil Service Benchmark Jobs**

5. The civil service grades in the education, medical and health care, and social welfare fields are excluded from the survey field.

6. The education and social welfare fields are excluded as most of the private sector organizations in the concerned fields 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, hence are ineligible for inclusion in the survey (paragraph 8(e) refers).

7. For the medical and health care field, though the market has been increasingly influential to the pay level of employees in the medical and health care field, it is noted that quite a substantial portion of functions of potential benchmark jobs in this field are on public health services, such as law enforcement and health education, which are uncommon in the

private sector. The concerned higher ranks of those potential benchmark jobs also have a heavier responsibility on supervisory and administrative roles in comparison with their private sector counterparts. On this basis, the coverage and representativeness of potential matches are in doubt, hence it may not be the right moment to cover this field in the 2013 PLS.

#### **(D) Selection Criteria for Private Sector Organizations**

8. The selection criteria for private sector organizations are as follows –
  - (a) The organizations should be generally known as steady and good employers conducting wage and salary administration on a rational and systematic basis;
  - (b) The organizations should have a sufficient number of jobs that are reasonable counterparts to benchmark jobs in the civil service;
  - (c) The organizations should be typical employers in their respective fields employing 100 or more employees;
  - (d) The organizations should determine pay levels on the basis of factors and considerations applying to Hong Kong rather than outside Hong Kong;
  - (e) The organizations should not use civil service pay scales or pay adjustments as major factors in determining the 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 organizations should be treated as separate organizations where pay practices are determined primarily with regard to conditions in the relevant economic sector;
  - (g) Taken together, the selected organizations should represent a breadth of economic sectors;
  - (h) The total number of surveyed organizations should be sufficient to ensure that each single JF-JL combination will have data coming from at least ten organizations; and
  - (i) At least 70-100 organizations should be included in the survey field.

#### **(E) Pay Components**

9. Collection of pay components include the annual base salary and annual total cash compensation during the survey reference period –
  - (a) Annual base salary – Basic salary plus guaranteed bonus; and
  - (b) Annual total cash compensation – Annual base salary plus any other cash

payments, including cash allowances (e.g. education, housing and passage allowances, etc.) and variable pay (e.g. commission and incentive bonus, etc.), except for those that are conditional on particular working conditions (such as overtime or work location) or on individual circumstances (such as payments for reimbursement of business expense).

10. Pay for the work done during the reference period, regardless of the actual payment date, are taken into account so long as it could be confirmed at the reference date that the amount would be paid to the job-holder without additional conditions. Besides, overtime and shift allowances for overtime or shifts which are regular and expected of the job duties are included.

11. Any form of remuneration provided in kind, e.g. use of a car and provision of a parking space, contributions to medical insurance, etc., and any form of remuneration intended to be provided over a long period of time, e.g. long-term incentives and retirement benefits, are excluded.

#### **(F) Data Consolidation**

##### Typical Organization Practice Approach

12. The pay of all jobs in a particular JF at a particular JL in each surveyed organization is combined to produce a single value for that organization. The indicators from individual organizations are then consolidated for each specified JF-JL.

13. Under the approach, pay levels of different private sector jobs of a private organization falling within the same JF and JL will be statistically combined, before being consolidated with the pay information from other private sector organizations. In other words, for each JF-JL combination, the influence of all private sector organizations over the indicators for that JF-JL combination would be the same, regardless of the size of an organization or the number of jobs or employees within an organization falling within the same JF-JL combination.

**(G) Data Analysis**

JF-based Unweighted Average Method

14. Under the method, pay data for all private sector benchmark jobs at each JF-JL combination are consolidated into the median (P50) and the upper quartile (P75) of the data collected.

15. For comparison with the respective civil service pay indicators at different JLs, private sector pay indicator for a particular JL (i.e. P75) are derived by averaging (without weighting) the corresponding analyzed indicators of different JFs under that JL, to provide a picture of the market pay practice for the JL.

**Key Work Steps Involved in the Job Inspection Process**

<b>Time</b>	<b>Key Work Steps</b>
April to May 2013	Grade / Departmental management (GM / DM), in consultation with Departmental Consultative Committees (DCCs) and staff unions / associations, (a) updated / developed job descriptions (JDs) for the existing / newly proposed civil service benchmark jobs; and (b) selected staff representatives for each civil service benchmark job according to the relevant guidelines.
May to June 2013	Consultant examined the revised / draft JDs for the civil service benchmark jobs.
June to July 2013	Consultant conducted 221 job inspection interviews with 1 504 staff representatives to ascertain the information contained in the revised / draft JDs and obtain supplementary information.
July to August 2013	Consultant revised the JDs with regard to the information obtained during the job inspection process, and (a) distributed them to the GM / DM and their staff (including the DCCs, relevant staff unions / associations and the concerned staff representatives attending the job inspection interviews) for comment, and (b) confirmed refinement of all JDs involved.
September 2013	Consultant reported to the Standing Commission the outcome of the job inspection process and sought the Commission's comment on the proposed list of civil service benchmark jobs.
October to November 2013	Consultant (a) finalized the JDs and distributed to the GM / DM and their staff as well as the Staff Sides for reference; and (b) consulted the Staff Sides on the proposed list of civil service benchmark jobs.
November to December 2013	Consultant (a) finalized the list of civil service benchmark jobs upon the Standing Commission's endorsement; and (b) distributed the outcome of job inspection process and the finalized list of civil service benchmark jobs to the GM / DM and their staff as well as the Staff Sides for information.

**List of Civil Service Benchmark Jobs Categorized into Five Job Families and Five Job Levels**

	<u>Job Family 1</u> <u>Clerical and Secretarial</u>	<u>Job Family 2</u> <u>Internal Support</u>	<u>Job Family 3</u> <u>Public Services</u>	<u>Job Family 4</u> <u>Works-related</u>	<u>Job Family 5</u> <u>Operational Support</u>
<p>\$ value as at 1.4.2013</p> <p><b>Job Level 1</b> MPS 0-10, MOD 1 0-13 (\$9,930 - \$18,535)</p>	<p>Assistant Clerical Officer Clerical Assistant Personal Secretary II</p>	<p>Computer Operator II Supplies Supervisor II</p>	<p>Cultural Services Assistant I Cultural Services Assistant II Postal Officer Postman Programme Assistant</p>	<p>Works Supervisor II</p>	<p>Artisan Foreman Ganger Motor Driver Property Attendant Senior Artisan Senior Estate Assistant Workman I Workman II</p>
<p><b>Job Level 2</b> MPS 11-23 (\$19,675 - \$35,930)</p>	<p>Clerical Officer Personal Secretary I</p>	<p>Accounting Officer II Analyst/Programmer II Assistant Information Officer Assistant Supplies Officer Assistant Valuation Surveyor Computer Operator I Executive Officer II Law Clerk Official Languages Officer II Police Translator II Senior Computer Operator Statistical Officer II Supplies Supervisor I Valuation Officer</p>	<p>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</p>	<p>Assistant Architect Assistant Building Services Engineer Assistant Building Services Inspector 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 Mechanical Inspector Assistant Quantity Surveyor Assistant Structural Engineer Assistant Waterworks Inspector Survey Officer Technical Officer Works Supervisor I</p>	<p>Overseer Senior Foreman Senior Overseer</p>

\$ value as at 1.4.2013		<u>Job Family 1</u> <u>Clerical and Secretarial</u>	<u>Job Family 2</u> <u>Internal Support</u>	<u>Job Family 3</u> <u>Public Services</u>	<u>Job Family 4</u> <u>Works-related</u>	<u>Job Family 5</u> <u>Operational Support</u>
<b><u>Job Level 3</u></b>		Accounting Officer I Analyst/Programmer I Assistant Computer Operation Manager Estate Surveyor* Executive Officer I Government Counsel* Information Officer Official Languages Officer I Police Translator I Senior Law Clerk II Senior Police Translator Senior Statistical Officer Senior Supplies Supervisor Senior Valuation Officer Statistical Officer I Statistician* Supplies Officer 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 Superintendent of Posts Transport Officer I	Architect * Building Services Engineer * Building Services Inspector 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>MPS 24-33</b> <b>(\$37,625 - \$56,810)</b>						

\* Ranks having pay scale straddling between job levels 3 and 4

\$ value as at 1.4.2013      **Job Family 1**      **Job Family 2**      **Job Family 3**      **Job Family 4**      **Job Family 5**  
Clerical and Secretarial      Internal Support      Public Services      Works-related      Operational Support

<p><b><u>Job Level 4</u></b></p> <p><b>MPS 34-44</b> (\$57,275 - \$86,440)</p>		<p>Chief Police Translator          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 *</p>	<p>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</p>	<p>Architect *          Building Services Engineer *          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 *</p>	
<p><b><u>Job Level 5</u></b></p> <p><b>MPS 45-49</b> (\$89,565 - \$103,190)</p>		<p>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</p>	<p>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</p>	<p>Senior Architect          Senior Building Services Engineer          Senior Electrical and Mechanical Engineer          Senior Electronics Engineer          Senior Engineer          Senior Geotechnical Engineer          Senior Maintenance Surveyor          Senior Quantity Surveyor          Senior Structural Engineer</p>	

\* Ranks having pay scale straddling between job levels 3 and 4



**List of Private Sector Organizations Participated in the Survey**

	<b>Name of the organization</b>	<b>機構名稱</b>
1	7-11 LIMITED	7-11 有限公司
2	ABB (Hong Kong) Limited	-
3	AECOM	-
4	Airport Authority Hong Kong	香港機場管理局
5	ASM Pacific Technology Limited	-
6	Bank of China (Hong Kong) Limited	中國銀行（香港）有限公司
7	Belle Worldwide Limited	百麗環球有限公司
8	Black & Veatch Hong Kong Limited	博威工程顧問有限公司
9	Build King Holdings Limited	利基控股有限公司
10	BYME Engineering (HK) Ltd.	嘉福機電工程有限公司
11	Café de Coral Holdings Limited	大家樂集團有限公司
12	Carrier Hong Kong Ltd.	開利（香港）有限公司
13	Castco Testing Centre Ltd.	佳力高試驗中心有限公司
14	Cathay Pacific Airways Limited	國泰航空有限公司
15	Celestica Hong Kong Limited	-
16	Chevalier Group	其士集團
17	Chubb HK Ltd.	集寶香港有限公司
18	CITIC Pacific Limited	中信泰富有限公司
19	COSCO-HIT Terminals (Hong Kong) Limited	中遠 - 國際貨櫃碼頭（香港）有限公司
20	Dah Sing Bank, Limited	大新銀行有限公司
21	Dairy Farm International Holdings	牛奶國際控股
22	David S. K. Au and Associates Ltd.	區兆堅建築及工程設計顧問有限公司
23	DHL Express (HK) LTD	敦豪速遞（香港）有限公司
24	Employees Retraining Board	僱員再培訓局
25	Esquel Enterprises Limited	溢達企業有限公司
26	Evangelical Lutheran Church Social Service – Hong Kong	基督教香港信義會社會服務部
27	EY	安永
28	Fugro Geotechnical Services Limited	輝固土力工程有限公司
29	Gammon Construction Limited	金門建築有限公司
30	Great Eagle Holdings Limited	鷹君集團有限公司

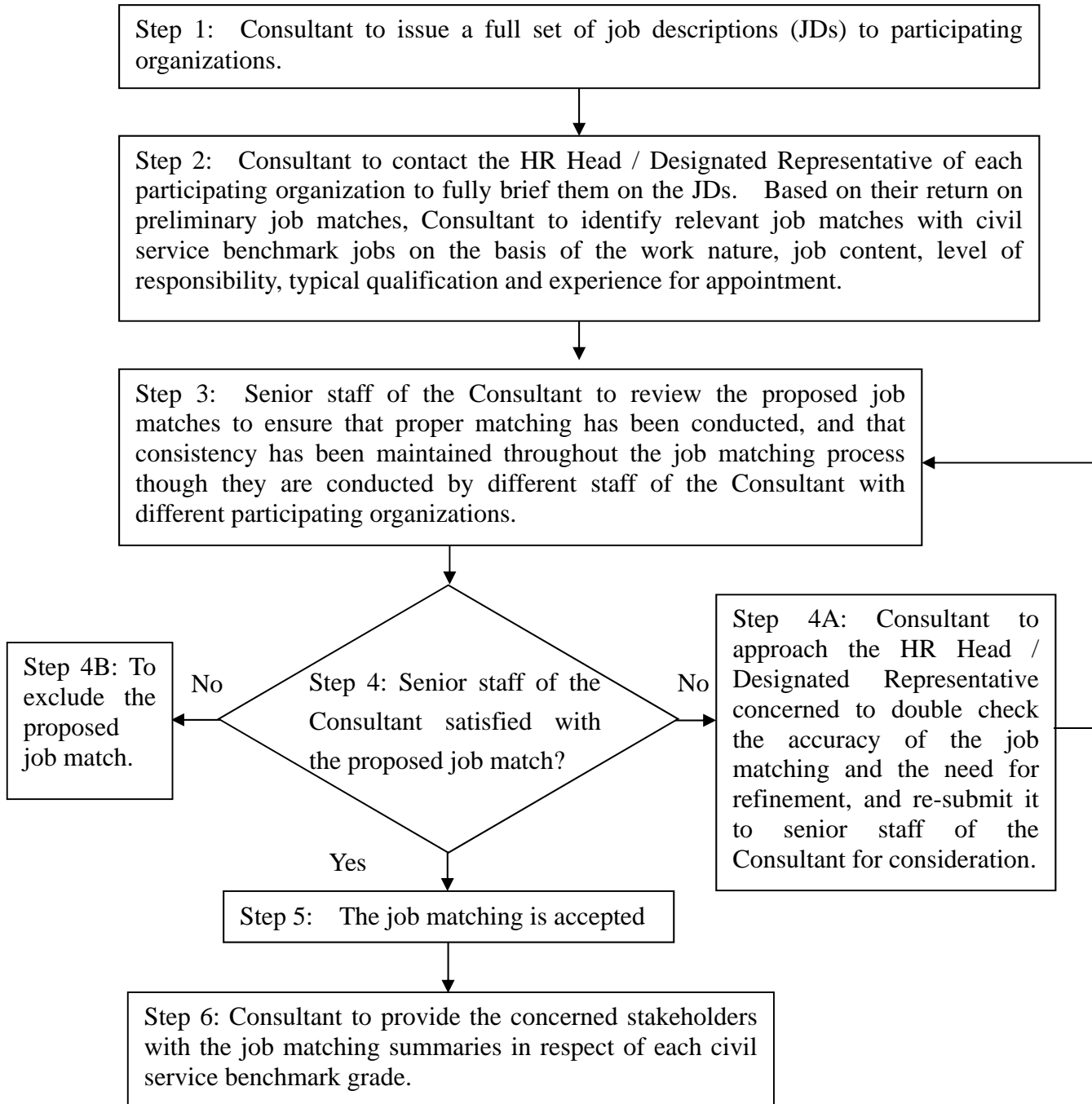
	Name of the organization	機構名稱
31	Green Island Cement (Holdings) Limited	青洲英坭（集團）有限公司
32	Hip Hing Construction Co. Ltd.	協興建築有限公司
33	HKR International Limited	香港興業國際集團有限公司
34	Hong Kong Aero Engine Services Limited	香港航空發動機維修服務有限公司
35	Hong Kong Aircraft Engineering Company Limited	香港飛機工程有限公司
36	Hong Kong Baptist Hospital	香港浸信會醫院
37	Hong Kong Cable Television Limited	香港有線電視有限公司
38	Hong Kong Convention and Exhibition Centre (Management) Limited	香港會議展覽中心（管理）有限公司
39	Hong Kong Cyberport Management Company Limited	香港數碼港管理有限公司
40	Hong Kong Exchanges and Clearing Limited	香港交易及結算所有限公司
41	Hong Kong Ferry (Holdings) Co., Ltd.	香港小輪（集團）有限公司
42	Hong Kong Housing Society	香港房屋協會
43	Hong Kong Productivity Council	香港生產力促進局
44	Hong Kong Science & Technology Parks Corporation	香港科技園公司
45	Hong Kong Tourism Board	香港旅遊發展局
46	Hong Kong Trade Development Council	香港貿易發展局
47	Hong Kong Tramways, Limited	香港電車有限公司
48	Hong Yip Service Co., Ltd	康業服務有限公司
49	Hongkong International Theme Parks Limited	香港國際主題樂園有限公司
50	Hongkong Land Group Limited	置地集團有限公司
51	Hongkong United Dockyards Limited	香港聯合船塢集團有限公司
52	Hopewell Holdings Limited	合和實業有限公司
53	Hsin Chong Construction Group Limited	新昌營造集團有限公司
54	IKEA Trading (Hong Kong) Limited	宜家貿易（香港）有限公司
55	Inchcape Hong Kong Group	英之傑香港集團
56	InterContinental Hong Kong	香港洲際酒店
57	ISS Facility Services Limited	-
58	K. Wah Construction Materials (Hong Kong) Limited	嘉華建材（香港）有限公司
59	Kai Shing Management Services Limited	啟勝管理服務有限公司
60	Kerry Properties (H.K.) Limited	嘉里發展有限公司
61	KONE Elevator (HK) Ltd	通力電梯（香港）有限公司

	Name of the organization	機構名稱
62	KPMG	畢馬威會計師事務所
63	Langham Hotels International Limited	朗廷酒店國際有限公司
64	Li & Fung (Trading) Ltd.	利豐（貿易）有限公司
65	Mandatory Provident Fund Schemes Authority	強制性公積金計劃管理局
66	Manulife (International) Limited	宏利人壽保險（國際）有限公司
67	Miramar Hotel & Investment Company Limited	美麗華酒店企業有限公司
68	Modern Terminals Limited	現代貨箱碼頭有限公司
69	MTR Corporation Limited	香港鐵路有限公司
70	Nestlé Hong Kong Limited	雀巢香港有限公司
71	New Hong Kong Tunnel Company Limited	新香港隧道有限公司
72	New World First Bus Services Limited	新世界第一巴士服務有限公司
73	Ngong Ping 360 Limited	昂坪 360 有限公司
74	Ocean Empire International Limited	海皇國際有限公司
75	Ocean Park Corporation	海洋公園公司
76	ONC Lawyers	柯伍陳律師事務所
77	Orient Overseas Container Line Limited	東方海外貨櫃航運有限公司
78	Paul Y Management Limited	保華建業集團有限公司
79	Pearson Education Asia Limited	培生教育出版亞洲有限公司
80	Perfect Combo Limited	健味堡有限公司
81	Rider Levett Bucknall Limited	利比有限公司
82	River Trade Terminal Co. Ltd.	香港內河碼頭
83	SAE Magnetics (Hong Kong) Limited	新科實業有限公司
84	Samsonite Asia Limited	-
85	Shiu Wing Steel Limited	紹榮鋼鐵有限公司
86	Shun Tak Holdings Limited	信德集團有限公司
87	Sik Sik Yuen	齋色園
88	SOCAM Development Limited	瑞安建業有限公司
89	Sogo Hong Kong Company Limited	崇光香港百貨有限公司
90	St. James' Settlement	聖雅各福群會
91	Sun Hung Kai Properties	新鴻基地產
92	Sun Life Assurance Company of Canada	-
93	The Bank of East Asia, Limited	東亞銀行有限公司
94	The Commercial Press (Hong Kong) Limited	商務印書館（香港）有限公司
95	The Hong Kong and China Gas Company Limited	香港中華煤氣有限公司
96	The Hong Kong Jockey Club	香港賽馬會
97	The Hong Kong Philharmonic Society Ltd.	香港管弦協會有限公司

	Name of the organization	機構名稱
98	The Jardine Engineering Corporation Limited	怡和機器有限公司
99	The Kowloon Motor Bus Co. (1933) Ltd.	九龍巴士（一九三三）有限公司
100	The Nielsen Company (Hong Kong) Limited	尼爾森（香港）有限公司
101	The Sincere Company Limited	先施有限公司
102	TNT Express Worldwide (HK) Ltd	-
103	Tung Wah Group of Hospitals	東華三院
104	Urban Group	富城集團
105	Urban Renewal Authority	市區重建局
106	Van Shung Chong Hong Limited	萬順昌行有限公司
107	Wellcome Company Limited	惠康有限公司
108	Wing Hang Bank, Limited	永亨銀行
109	Wong & Ouyang (HK) Limited	王歐陽（香港）有限公司
110	YATA Limited	一田有限公司
111	YMCA of Hong Kong	香港基督教青年會
112 – 128 Anonymous*		

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

**Key Work Steps in the Job Matching Process**



List of Civil Service Benchmark Ranks with Private Sector Matches

	<u>Job Family 1</u>	<u>Job Family 2</u>	<u>Job Family 3</u>	<u>Job Family 4</u>	<u>Job Family 5</u>
	<u>Clerical and Secretarial</u>	<u>Internal Support</u>	<u>Public Services</u>	<u>Works-related</u>	<u>Operational Support</u>
<b>Job Level 1</b> <b>MPS 0-10,</b> <b>MOD 1 0-13</b>	Assistant Clerical Officer Clerical Assistant Personal Secretary II  <b>(3 out of 3 benchmark ranks)</b>	Computer Operator II Supplies Supervisor II  <b>(2 out of 2 benchmark ranks)</b>	Cultural Services Assistant I Cultural Services Assistant II Postal Officer Postman Programme Assistant  <b>(5 out of 5 benchmark ranks)</b>	Works Supervisor II  <b>(1 out of 1 benchmark rank)</b>	Artisan Foreman Ganger Motor Driver Property Attendant Senior Artisan Senior Estate Assistant Workman I Workman II <b>(9 out of 9 benchmark ranks)</b>
<b>Job Level 2</b> <b>MPS 11-23</b>	Clerical Officer Personal Secretary I  <b>(2 out of 2 benchmark ranks)</b>	Accounting Officer II Analyst/Programmer II 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  <b>(12 out of 14 benchmark ranks)</b>	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 Transport Officer II  <b>(12 out of 13 benchmark ranks)</b>	Assistant Architect Assistant Building Services Engineer Assistant Building Services Inspector 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 Mechanical Inspector Assistant Quantity Surveyor Assistant Structural Engineer Survey Officer Technical Officer Works Supervisor I  <b>(17 out of 18 benchmark ranks)</b>	Senior Foreman  <b>(1 out of 3 benchmark ranks)</b>

	<b><u>Job Family 1</u></b>	<b><u>Job Family 2</u></b>	<b><u>Job Family 3</u></b>	<b><u>Job Family 4</u></b>	<b><u>Job Family 5</u></b>
	<b><u>Clerical and Secretarial</u></b>	<b><u>Internal Support</u></b>	<b><u>Public Services</u></b>	<b><u>Works-related</u></b>	<b><u>Operational Support</u></b>
<b>Job Level 3 MPS 24-33</b>		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* Valuation Surveyor* <b>(17 out of 19 benchmark ranks)*</b>	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 Superintendent of Posts Transport Officer I  <b>(11 out of 11 benchmark ranks)*</b>	Architect* Building Services Engineer* Building Services Inspector 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*  <b>(17 out of 18 benchmark ranks)*</b>	

	<u>Job Family 1</u>	<u>Job Family 2</u>	<u>Job Family 3</u>	<u>Job Family 4</u>	<u>Job Family 5</u>
	<u>Clerical and Secretarial</u>	<u>Internal Support</u>	<u>Public Services</u>	<u>Works-related</u>	<u>Operational Support</u>
<b>Job Level 4 MPS 34-44</b>		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 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 Liaison Officer Senior Manager, Cultural Services Senior Transport Officer	Architect* Building Services Engineer* Chief Survey Officer 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*	
		<b>(15 out of 17 benchmark ranks)*</b>	<b>(12 out of 14 benchmark ranks)*</b>	<b>(18 out of 27 benchmark ranks)*</b>	
<b>Job Level 5 MPS 45-49</b>		Chief Executive Officer Chief Information Officer Principal Supplies Officer Senior Government Counsel Senior Statistician Senior Systems Manager Senior Treasury Accountant	Chief Manager, Cultural Services 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 Electrical and Mechanical Engineer Senior Electronics Engineer Senior Engineer Senior Geotechnical Engineer Senior Quantity Surveyor Senior Structural Engineer	
		<b>(7 out of 10 benchmark ranks)</b>	<b>(8 out of 10 benchmark ranks)</b>	<b>(8 out of 9 benchmark ranks)</b>	

**Note**

- (a) Of the 190 civil service benchmark ranks in 61 grades included in the 2013 PLS, 162 benchmark ranks in 59 grades were identified with private sector matches.
- (b) \*15 benchmark ranks straddle job levels (JLs) 3 and 4. They appear and are counted twice in the above table (i.e 177 ranks), but for the purpose of arriving at the total number of ranks identified with private sector matches in (a) above, they are counted once only (i.e. 162 ranks).
- (c) Two JF-JL combinations could not meet the vetting criterion of having pay data from at least 10 private sector organizations (i.e. JF4-JL1 and JF5-JL2) and had been excluded from the data consolidation process.



### List of Civil Service Benchmark Ranks without Private Sector Matches

	<u>Job Family 1</u>	<u>Job Family 2</u>	<u>Job Family 3</u>	<u>Job Family 4</u>	<u>Job Family 5</u>
	<u>Clerical and Secretarial</u>	<u>Internal Support</u>	<u>Public Services</u>	<u>Works-related</u>	<u>Operational Support</u>
<b>Job Level 1</b> MPS 0-10, MOD 1 0-13					
<b>Job Level 2</b> MPS 11-23		Police Translator II Valuation Officer	Senior Postman	Assistant Waterworks Inspector	Overseer Senior Overseer
<b>Job Level 3</b> MPS 24-33		Police Translator I Senior Police Translator		Waterworks Inspector	
<b>Job Level 4</b> MPS 34-44		Chief Police Translator Principal Valuation Officer	Senior Leisure Services Manager Senior Programme Officer	Chief Electronics Inspector 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	
<b>Job Level 5</b> MPS 45-49		Chief Official Languages Officer Senior Estate Surveyor Senior Valuation Surveyor	Chief Leisure Services Manager Chief Programme Officer	Senior Maintenance Surveyor	

**Note-** Of the 190 civil service benchmark ranks in 61 grades included in the 2013 PLS, 28 benchmark ranks in 17 grades were without private sector matches.

## Guidance Notes and the Data Entry Spreadsheet

### Guidance Notes for Completing the Data Entry Spreadsheet

#### Introduction

1. The Pay Level Survey for the civil service of the Hong Kong SAR (the Survey) is an important component of the Government's Improved Civil Service Pay Adjustment Mechanism. The Survey is conducted regularly to ascertain whether the civil service pay remains broadly comparable with the private sector pay.
2. The reference date for the Survey is **1 October 2013**. The Survey covers full-time job-holders of each job in your organization that has been identified as broadly comparable with the relevant civil service benchmark job in the job matching process ("private sector survey job"). All the pay for the work done during 2 October 2012 to 1 October 2013, regardless of the actual payment effective date, should be captured so long as it could be confirmed at the reference date that the amount will be paid to the job-holders without additional conditions.
3. For the purpose of this Survey –
  - (a) **"Full-time Employees"** refers to those monthly-paid employees, excluding interns, apprentices, imported labours, and employees whose term of employment is less than a year;
  - (b) **"Cash Compensation"** elements comprise –
    - Annual Basic Salary
    - Guaranteed Bonus
    - Cash Allowances
    - Variable Pay

## **Instruction to complete the data entry spreadsheet**

### **General note**

4. You are invited to provide relevant data on **ALL** cash compensation elements paid to each job-holder of each job in your organization which has been identified as private sector survey job.
5. The information provided should be updated as at **1 October 2013** (i.e. the survey reference date).
6. The remuneration data provided should be determined on the basis of factors and considerations applying to Hong Kong rather than outside Hong Kong.
7. To ensure confidentiality, you are **NOT** required to provide the names of the employees concerned.
8. The pay data of those jobs which are filled by expatriates, whose pay levels are determined on the basis of factors outside Hong Kong, should be excluded.

### **General information**

#### ***Column 1 – Employee No. (“Employee No.”)***

9. There may be more than one job-holder in your organization for each private sector survey job. You are invited to provide information on **ALL** job-holders of each private sector survey job. Please assign code number for each job-holder and insert the code number into this column.
10. To ensure confidentiality, you are **NOT** required to provide the names of the employees concerned.

#### ***Column 2 – Job title (“Job Title”)***

11. Please enter the job title of the job-holder.

#### ***Column 3 – Date of holding current job (“Date of Holding”)***

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

**Column 4 - Highest qualification (“Highest Qualification”)**

13. Please provide the highest education level / qualification attained by the job-holder.

**Column 5 - Years of relevant experience in the job (“Years of Relevant Exp.”)**

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

**Column 6- Minimum qualifications for being appointed to the job (“Min Qualification”)**

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

**Column 7 - Years of minimum experience for being appointed to the job (“Min. Exp.”)**

16. 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.

**Column 8 – Function / department (“Function / Dept.”)**

17. Please provide the name of the function or department that the job-holder is working in.

**Column 9 – Benchmark Job Code (“Benchmark Job Code”)**

18. A number of private sector survey jobs have already been identified with your organization in the job matching process. Please enter the appropriate benchmark code (e.g. G001) as identified in the job matching process.

**Column 10 – Benchmark Job (“Benchmark Job”)**

19. The civil service benchmark job that has been identified in the job matching process.

**Cash compensation elements**

20. 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, guaranteed bonus, housing allowance, education allowance, other cash allowances, and variable pay.

**Column 11 – Annual basic salary (“Annual Basic Salary”)**

21. Please provide the annualized basic salary offered to the job-holder using the survey reference date of 1 October 2013 (i.e. monthly salary as at 1 October 2013 times 12).

**Column 12 – Guaranteed bonus (“Guaranteed Bonus”)**

22. Please provide the annualized amount paid/ to be paid on top of the basic salary and on a guaranteed basis either contractually or by established practice, e.g. one month’s salary in the case of guaranteed bonus of 13th month salary. Guaranteed bonus may also include end-of-contract gratuity on a fixed amount or based on a preset percentage of total salary of the contract period. For guaranteed bonus of end-of-contract gratuity, please provide on a pro-rata basis the annualized amount of the gratuity for the period from 2 October 2012 to 1 October 2013 for survey purpose.

**Column 13 – Housing allowance per annum (“Housing Allowance”)**

23. Please provide the total amount of housing allowances paid in cash to the job-holder over the 12 months prior to 1 October 2013.

**Column 14 – Education allowance per annum (“Education Allowance”)**

24. 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 October 2013.

**Column 15 – Other cash allowance (“Other Cash Allowance”)**

25. 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 October 2013.

**Column 16 – Other allowance type (“Other Allowance Type”)**

26. If data provided in column 15, please specify the type(s) of the allowance(s) provided.
27. Cash allowances paid or to be paid to employees (e.g. housing allowance, education allowance) and any payments which are job-related, reflect the value of the job under their normal requirements and paid on a regular basis (e.g. regular overtime and shift allowances which are regular and expected of the job duties) should be included.
28. The following cash allowances which are conditional on specific working conditions or individual circumstances are excluded -
- (a) Cash payments which are conditional on individual circumstances (e.g. cash payment for actual reimbursement or substitute for reimbursement of an accountable expense borne by the employees). Examples are :
    - (i) transport and meal allowances paid subject to working overtime or unsocial hours or in remote locations or paid in lieu of actual reimbursement of actual expenses; and
    - (ii) non-accountable entertainment allowances paid in lieu of reimbursement of actual expenses.

- (b) Cash payments which are conditional on particular working conditions, such as occasional payments for overtime, shift work, remote locations, typhoon duty, obnoxious or dangerous duties, etc. that are related to the working conditions of a particular job.
- (c) Some exceptional cases of payments of certain benefits in cash in the private sector. Examples include cash reimbursement of out-patient medical expenses paid directly by the employer rather than through a medical insurance scheme.

**Column 17 – Eligible for variable pay (“Eligible for Variable Pay”)**

29. Please input “Y” if the job-holder is eligible for variable pay and “N” if the job-holder is not eligible.

**Column 18 – Variable pay (“Variable Pay”)**

30. Please provide the total amount of variable compensation (e.g. commission, incentive bonus, etc.) based on individual or organization performance, paid or to be paid in cash to the job-holder for the work done during the 12 months prior to 1 October 2013. If the job-holder had less than 12 months’ service as at 1 October 2013, please provide the annualized amount based on your compensation policies.

**Column 19 – Total cash (“Total Cash”)**

31. Total Cash = Annual Basic Salary + Guaranteed Bonus + Cash Allowances + Variable Pay

**Data Entry Spreadsheet for Surveyed Jobs**

Reference Date: 1 October 2013

Basic Information					Job-related Information				
1	2	3	4	5	6	7	8	9	10
Employee No.	Job Title	Date of Holding (e.g. 1 Jan, 2013)	Highest Qualification	Years of Relevant Exp.	Min. Qualification	Min. Exp.	Function / Dept.	Benchmark Job Code	Benchmark Job

Base Salary		Cash Allowances				Variable Pay		Total Cash
11	12	13	14	15	16	17	18	19
Annual Basic Salary	Guaranteed Bonus	Housing Allowance	Education Allowance	Other Cash Allowance	Other Allowance Type	Eligible for Variable Pay	Variable Pay	Total Cash

**Key Work Steps in the Data Collection and Verification Process**

