

D. Analysis of Pay Management Practice

This Section is to find out the general pay management practice of each participating organization and to identify the different practice for different types of staff. The area of pay management practices include:

- frequency of salary review
- criteria of salary adjustments
- use of salary scale
- gratuity
- retirement benefit scheme
- incentive pay

1. Salary Review Practice for Individual Staff

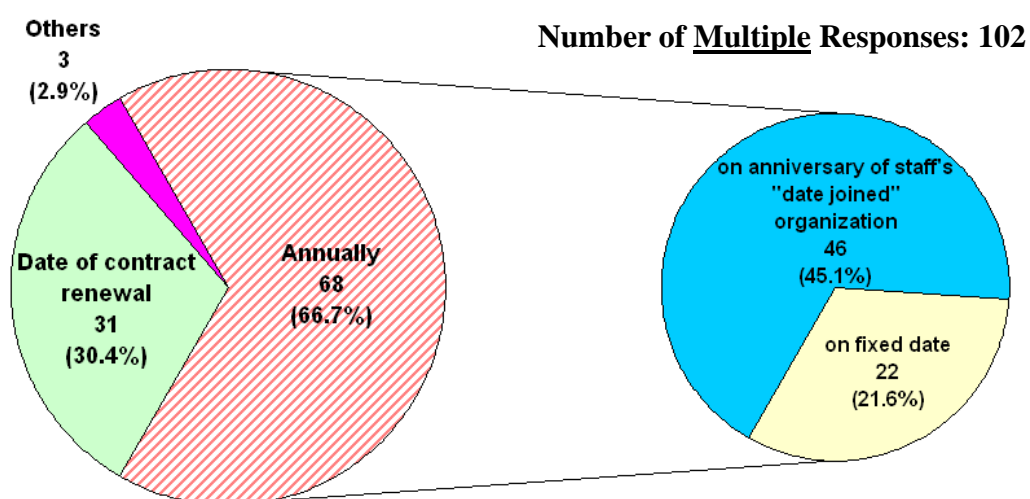


Figure D.1 : Salary review practice for individual staff

Explanatory notes:

“Others” refers to the practice of:

- 1) Staff in a selected service has salary review in a fixed month
- 2) Annually, based on the fiscal year of the department
- 3) Subject to approval from the committee for some self-finance projects

“On fixed date” refers to the practice of:

January	1	July	1	October	2
March	1	August	1	December	1
April	12	September	2	March & August	1
Total: 22					

2. Criteria in Determining Salary Adjustments

Number of Multiple Responses: 223

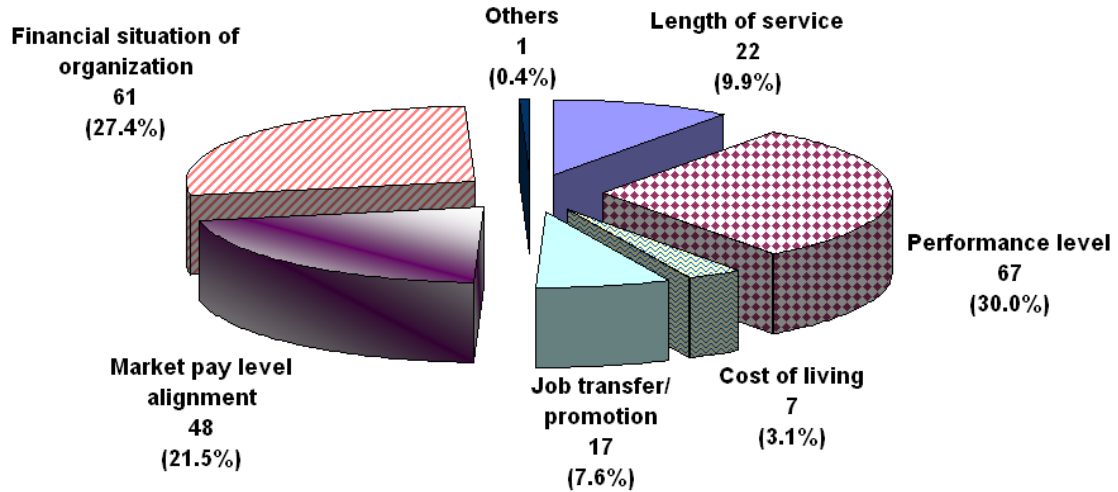


Figure D2.1 : Criteria in determining individual staff’s salary adjustment

Explanatory notes:

“Others” refers to the criterion of:

- SWD's Policy & Subvention

No. of Criteria Adapted	No. of Participating Agencies Adapted
One criterion	0%
Two criteria	2.7%
Three criteria	90.4%
Four criteria	5.5%
Five criteria	1.4%
Total	100.0%

Figure D2.2 : Distribution of participating agencies adapting number of criteria in determining individual staff’s salary adjustment

3. Use of Salary Scale for those Does Not Strictly Follow the MPS Staff in Organization

Number of Agencies: 73

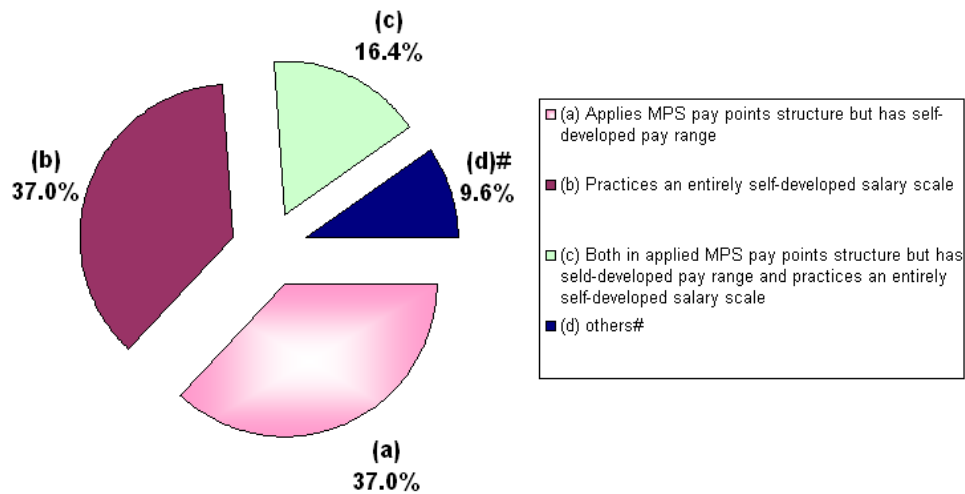


Figure D3.1 : Use of salary scale for those does not strictly follow the MPS staff in organisation

Explanatory notes:

“Others” refers to the salary scale of:

- 1) HKCSS Salary Survey
- 2) No salary scale
- 3) Some staff partially following MPS and some staff have no scale

Effective Date	Number of Agencies Responded	% of Agency Responded
On or Before 2006	3	4.1%
First half 2008	5	6.8%
Second half 2008	9	12.3%
First half 2009	7	9.6%
Second half 2009	4	5.5%
Total	28	38.3%

Figure D3.2 : The effective date of self-developed salary scale