

D. Pay Management Practice

[Questionnaire - Section 2 - Section 4 Questions]

Pay management practices adopted by Respondents includes:

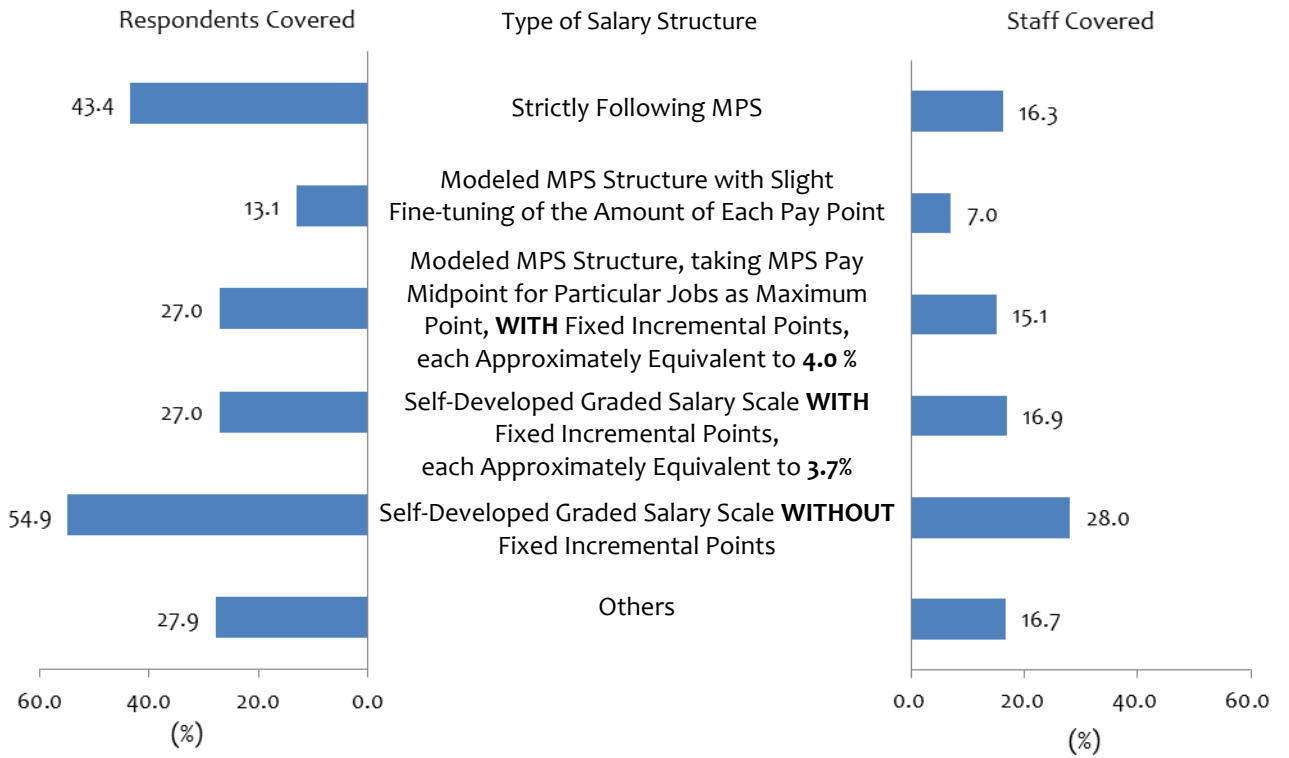
- 1) Types of salary structures
- 2) Salary adjustments of individual staff
- 3) Criteria of considering salary adjustments of individual staff
- 4) Performance assessment system
- 5) Contract end payment

1. Types of Salary Structures

[Questionnaire - Section 2 Question 2.1]

53 (or 43.4%) Respondents strictly practised MPS as one of the salary structures, representing 16.3% of the total number of staff covered in the Survey. 67 (or 54.9%) Respondents reported that they practised a self-developed salary structure which had no fixed incremental points, covering 28% of the total full-time staff. 33 (or 27%) Respondents practised a self-developed salary structure with fixed incremental points each being approximately equivalent to 3.7%, covering 16.9% of the total full-time staff. (Chart D1).

Chart D1: Salary Structures Adopted and Corresponding Staff Covered



Number of Respondents : 122

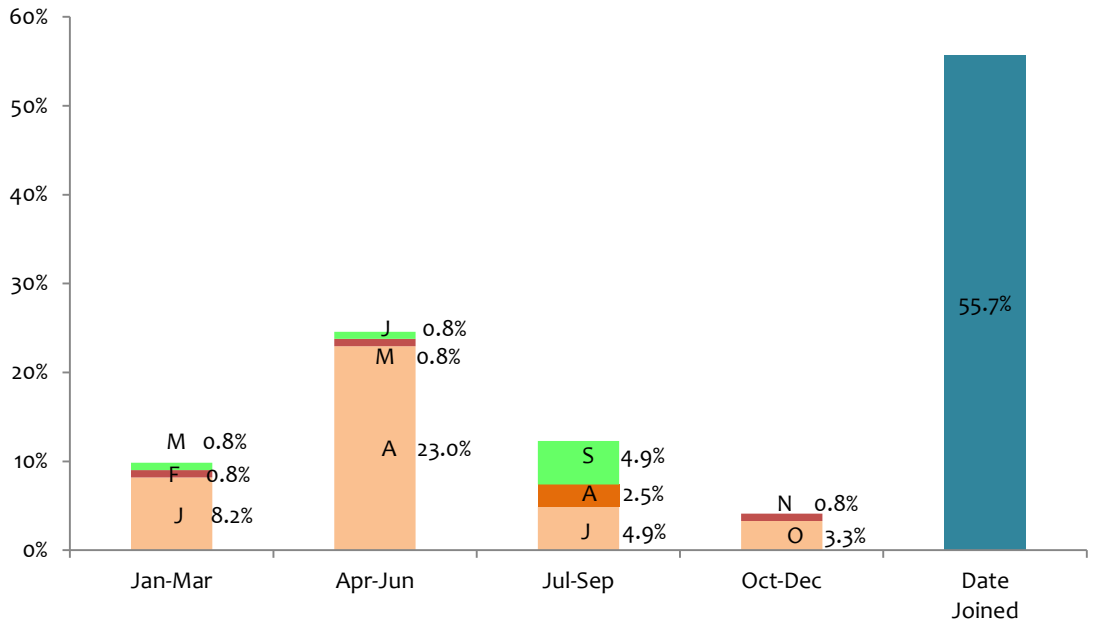
- Notes: 1. Percentages under Respondents Covered may not add up to 100% as Respondents might have more than one salary structure.
2. "Others" included
- Self-developed (MPS Referenced) grade salary structures without fixed incremental points;
 - Adopting MPS / MOD scales with self-developed scales;
 - Modeled from the MPS structure, self-developed starting and maximum points for different posts;
 - Modeled from the MPS structure, taking the pay midpoint as the maximum pay point, then divided each MPS point into 2 points;
 - Fixed salaries, depend on funding;
 - No fixed salary structure;
 - Make references to market rates, industrial rates, and performance appraisals;
 - Based on project funding etc..

2. Salary Adjustments of Individual Staff

[Questionnaire - Section 2 Questions 2.2.1]

For salary adjustments of individual staff, 68 (or 55.7%) Respondents conducted their annual reviews and adjustments in the respective staff's anniversary month of joining the agency, whereas 28 (or 23.0%) Respondents reported that the review and the adjustment were conducted in April. (Chart D2).

Chart D2: Month of Annual Salary Review & Adjustment for Individual Staff



Number of Respondents : 122

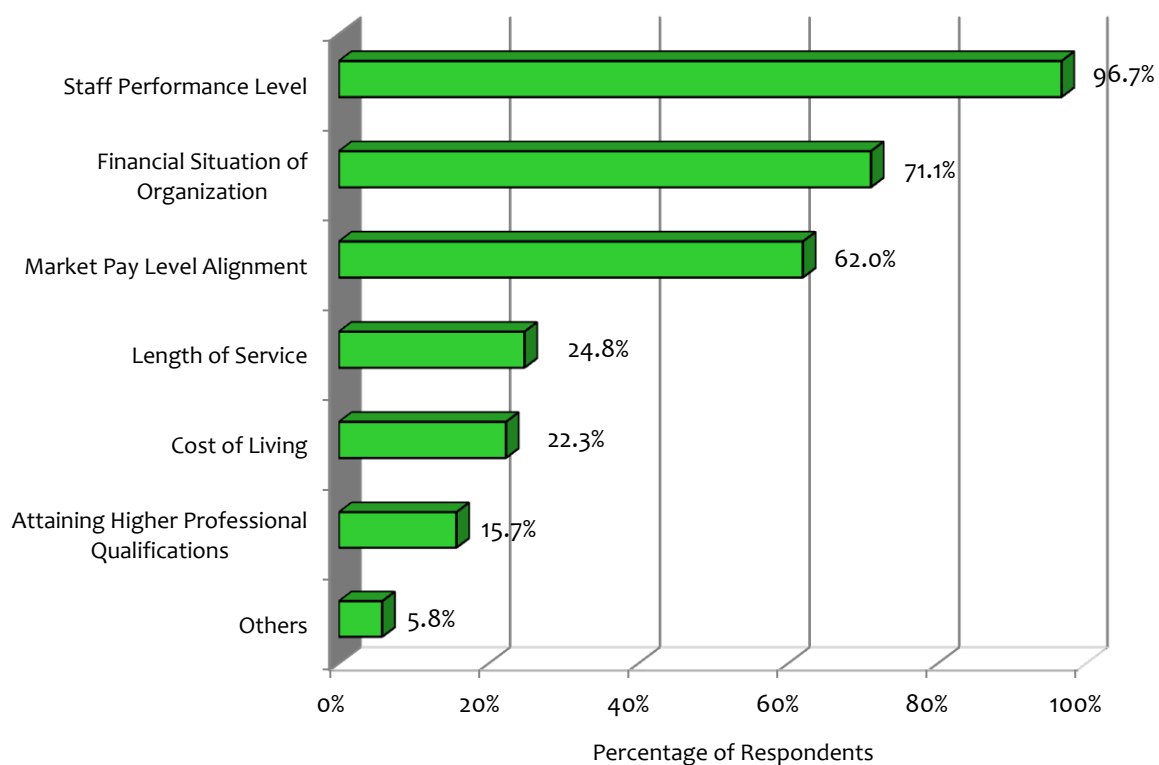
Note : No annual salary review was conducted in December.

3. Criteria of Considering Salary Adjustments of Individual Staff

[Questionnaire - Section 2 Question 2.2.2]

The staff performance level, financial situation of the NGO as well as market pay level alignment are the three top factors in determining individual staff's salary adjustments. (Chart D3).

Chart D3: Criteria of Considering Staff Salary Adjustments



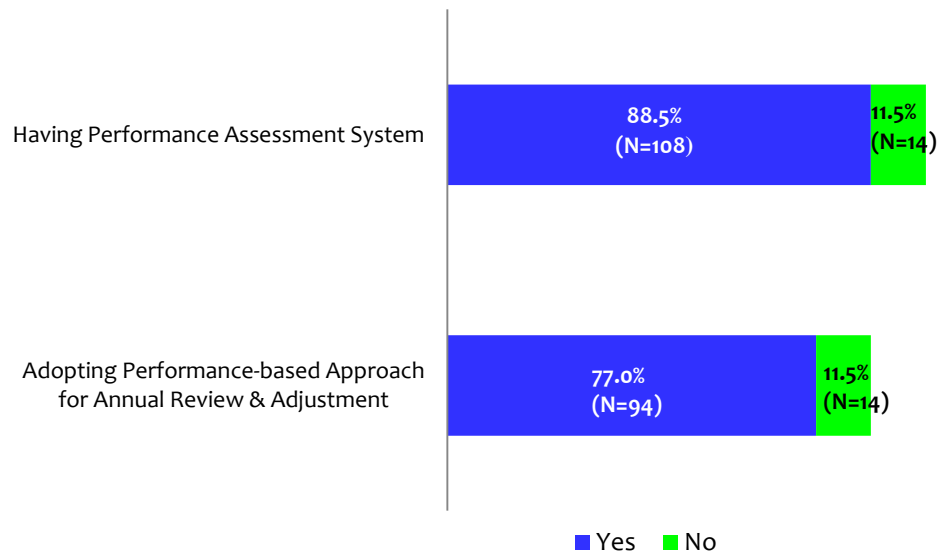
Number of Respondents : 121

4. Performance Assessment System

[Questionnaire - Section 3 Questions]

108 (or 88.5%) of the 122 Respondents reported that they practised performance assessment systems. Amongst the 122 Respondents, 94 (or 77.0%) Respondents adopted the performance-based approach for annual salary adjustments of staff. (Chart D4).

Chart D4: Performance Assessment System



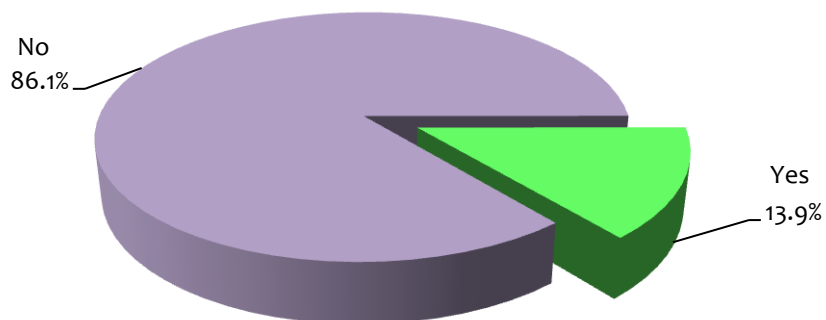
Number of Respondents : 122

5. Contract End Payment

[Questionnaire - Section 4 Questions]

5.1 17 (or 13.9%) of the 122 Respondents reported that they had offered contract end payments to their staff. (Chart D5.1).

Chart D5.1: Contract End Payment



Number of Respondents : 122