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).

Respondents Covered Staff Covered Type of Salary Structure 43.4 Strictly Following MPS 16.3 Modeled MPS Structure with Slight 13.1 Fine-tuning of the Amount of Each Pay Point 7.0 Modeled MPS Structure, taking MPS Pay Midpoint for Particular Jobs as Maximum 15.1 Point, WITH Fixed Incremental Points, each Approximately Equivalent to 4.0 % Self-Developed Graded Salary Scale WITH 16.9 Fixed Incremental Points, each Approximately Equivalent to 3.7% Self-Developed Graded Salary Scale WITHOUT 54.9 28.0 **Fixed Incremental Points** Others 27.9 16.7

Chart D1: Salary Structures Adopted and Corresponding Staff Covered

Number of Respondents: 122

(%)

40.0

60.0

20.0

0.0

Notes: 1. Percentages under Respondents Covered may not add up to 100% as Respondents might have more than one salary structure.

2. "Others" included

40.0

(%)

20.0

60.0

- Self-developed (MPS Referenced) grade salary structures without fixed incremental points;
- Adopting MPS / MOD scales with self-developed scales;

0.0

- 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..

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).

for Individual Staff 60% 50% 40% 30% 55.7% 0.8% 0.8% 20% M o.8% 23.0% 4.9% 10% 0.8% 2.5% N o.8% 8.2% 4.9% 0 3.3% 0% Jan-Mar Apr-Jun Jul-Sep Oct-Dec Date Joined

Chart D2: Month of Annual Salary Review & Adjustment

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).

96.7% Staff Performance Level Financial Situation of Organization 62.0% Market Pay Level Alignment 24.8% Length of Service 22.3% Cost of Living Attaining Higher Professional Qualifications 5.8% Others 20% 40% 60% 80% 0% 100% Percentage of Respondents

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).

Having Performance Assessment System

88.5%
(N=108)

Adopting Performance-based Approach for Annual Review & Adjustment

77.0%
(N=94)

11.5%
(N=14)

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).

No 86.1% Yes 13.9% Number of Respondents: 122

Chart D₅.1: Contract End Payment