

D. Pay Management Practice

[Questionnaire - Section 2 - Section 4 Questions]

Pay management practices were analysed in the aspects of:

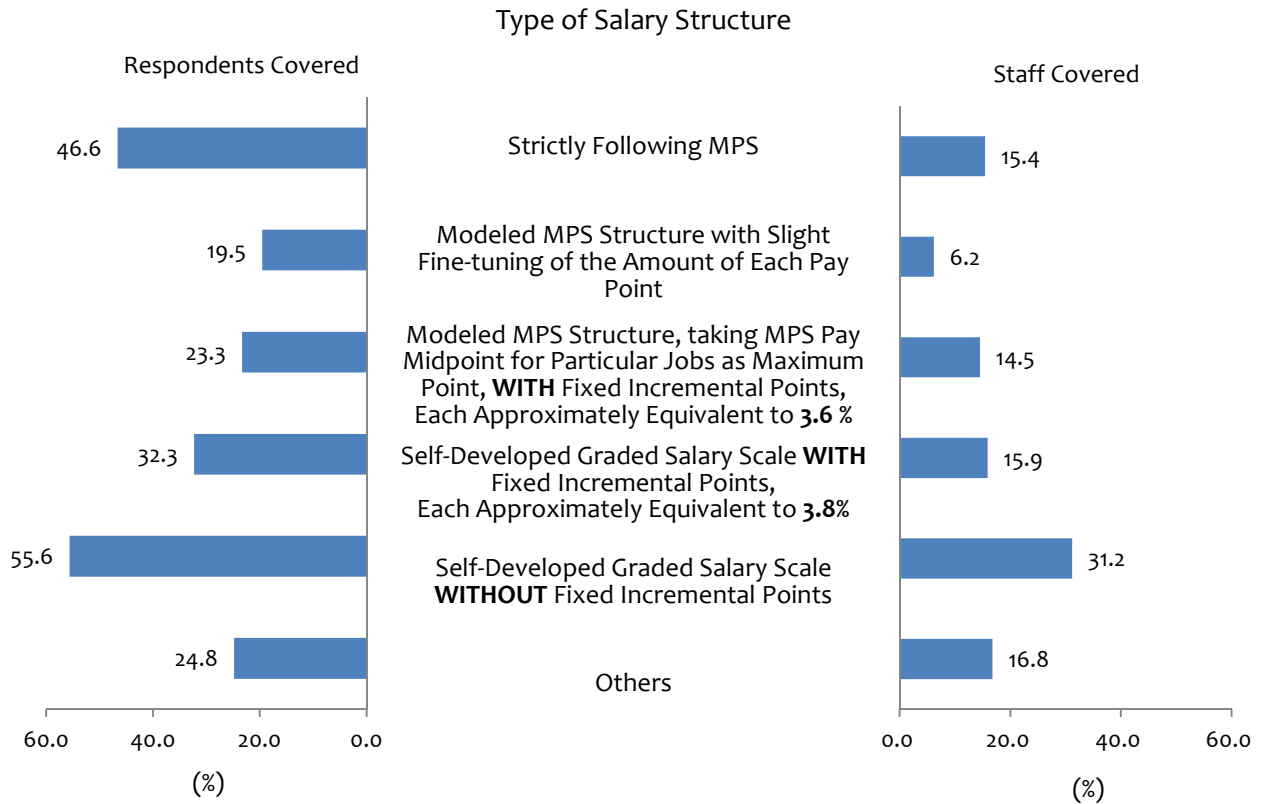
- 1) Types of salary structures
- 2) Salary adjustments of individual staff
- 3) Criteria of considering salary adjustments of individual staff
- 4) Performance assessment system
- 5) Contract end payment

1. Types of Salary Structures

[Questionnaire - Section 2 Question 2.1]

62 (or 46.6%) Respondents strictly practised MPS as one of the salary structures, representing 15.4% of the total number of staff covered in the Survey. 43 (or 32.3%) Respondents practised a self-developed salary structure with fixed incremental points each being approximately equivalent to 3.8%, covering 15.9% of the total full-time staff. 74 (or 55.6%) Respondents reported that they practised a self-developed salary structure which had no fixed incremental points, covering 31.2% of the total full-time staff. (Chart D1).

Chart D1: Salary Structures Adopted and Corresponding Staff Covered



Number of Respondents : 133

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

2. "Others" included

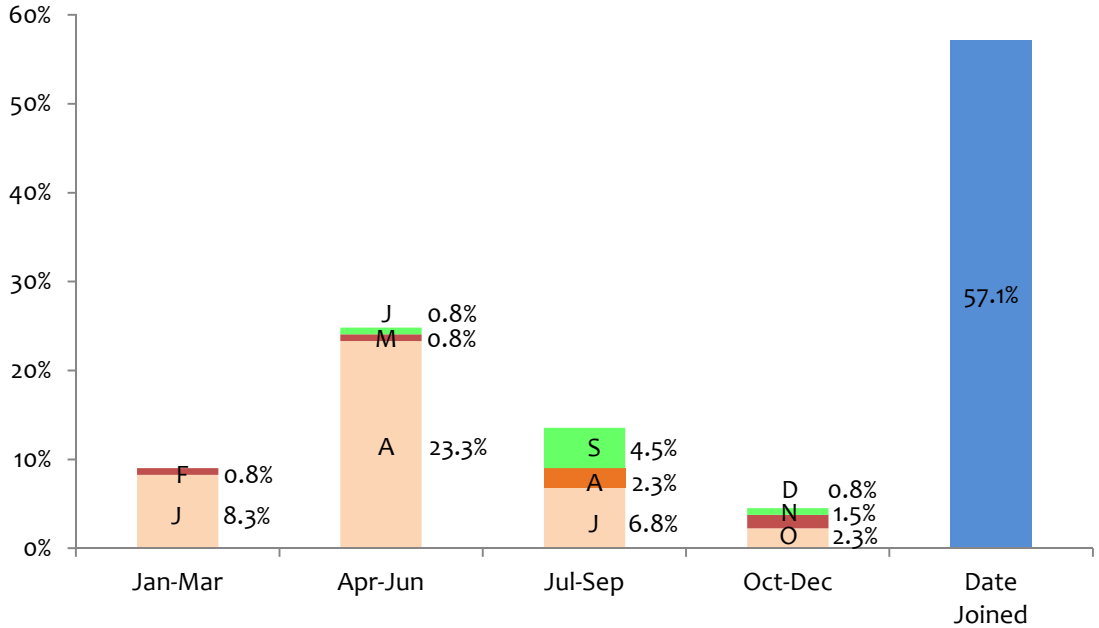
- Self-developed (MPS Referenced) grade salary structures without fixed incremental points
- Adopting MPS / MOD scales with self-developed scales
- Modeled from the MPS structure, self-developed starting and maximum points for different posts
- Modeled from the MPS structure, taking the pay "midpoint +1" as the maximum pay point
- Fixed salaries, depend on funding
- No fixed salary structure
- Make references to market rates, industrial rates, and performance appraisals
- Based on project funding
- 80% of MPS

2. Salary Adjustments of Individual Staff

[Questionnaire - Section 2 Questions 2.2.1]

For the salary adjustments of individual staff, 76 (or 57.1%) Respondents conducted their annual reviews and adjustments in the respective staff's anniversary month of joining the agency, whereas 31 (or 23.3%) 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 : 133

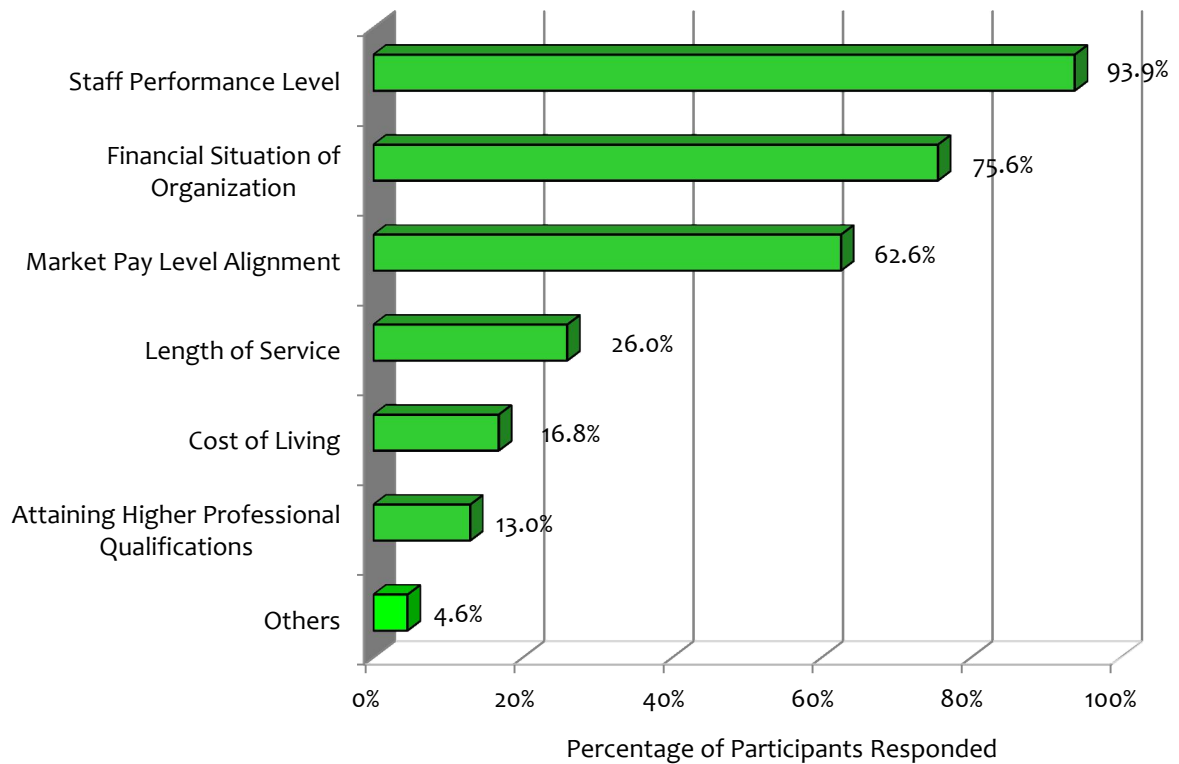
Note : No annual salary review was conducted in March.

3. Criteria of Considering Salary Adjustments of Individual Staff

[Questionnaire - Section 2 Question 2.2.2]

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

Chart D3: Criteria of Considering Staff Salary Adjustments



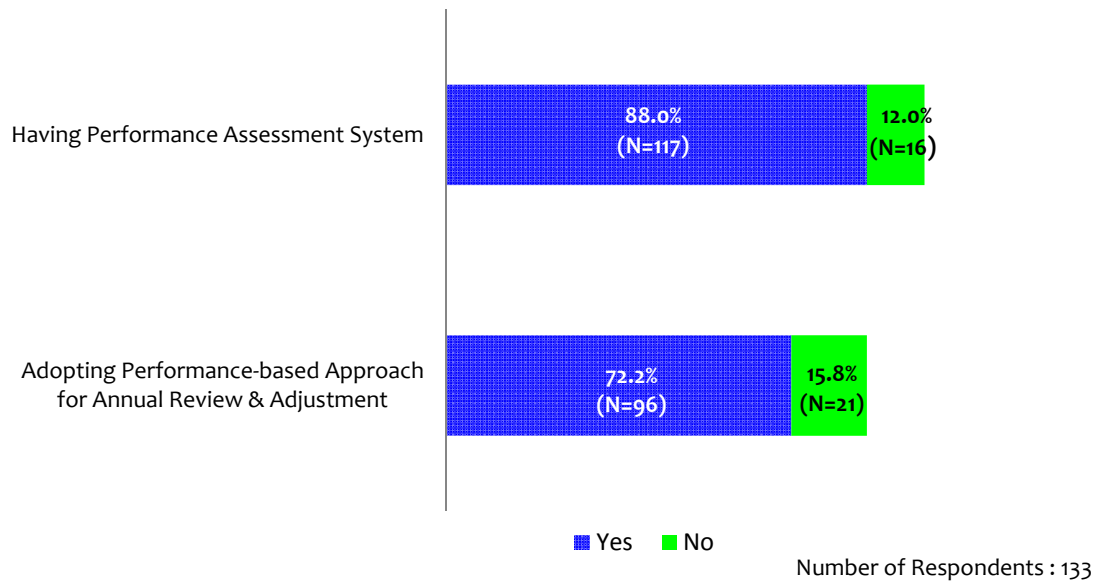
Number of Respondents : 131

4. Performance Assessment System

[Questionnaire - Section 3 Questions]

117 (or 88.0%) of the 133 Respondents reported that they practised performance assessment systems. 96 (or 72.2%) out of 133 Respondents adopted the performance-based approach for annual salary adjustments of staff. (Chart D4).

Chart D4: Performance Assessment System



5. Contract End Payment

[Questionnaire - Section 4 Questions]

5.1 23 (or 17.4%) of the 132 Respondents reported that they had offered contract end payments to their staff. (Chart D5.1).

Chart D5.1: Contract End Payment

