Excerpt

## Analysis of Pay Management Practice

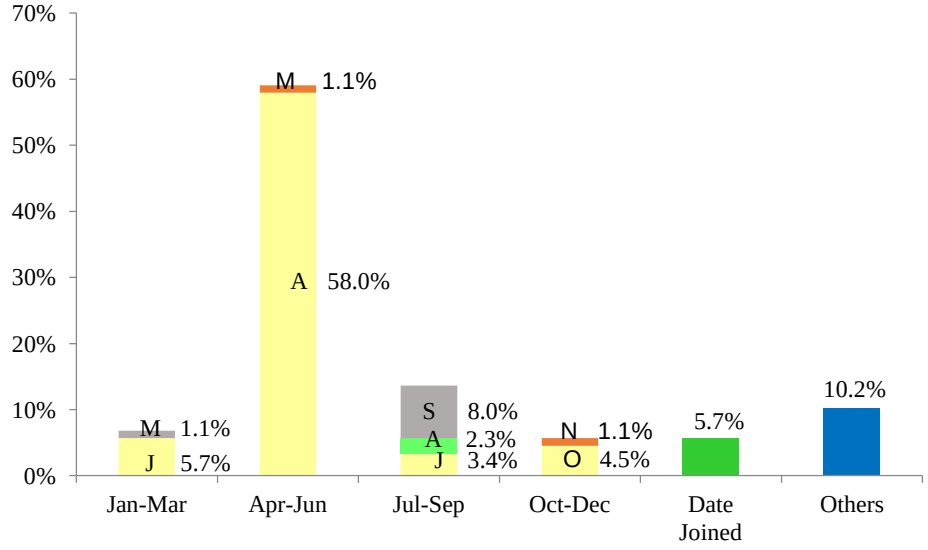
General pay management practice adopted by Participating Agency Members for different categories of staff included

1) Types of salary structure
2) Salary review and adjustment for individual staff
3) Factors affecting salary adjustments for individual staff
4) Performance assessment system
5) Contract end payment

### Salary Structure Review and Salary Adjustment for Individual Staff

Regarding the review of salary structure, 58.0% of the responding Agency Members reported that it was conducted in April, whereas 12.5% conducted it in September and October. (Chart D2.1)

Chart D2.1 Months of Salary Structure Review Among Agency Members

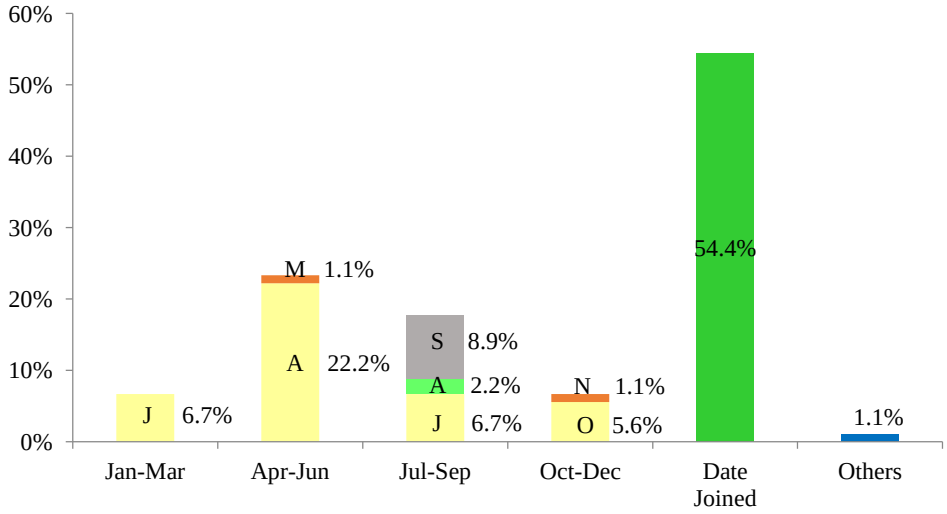



No. of Agency Members Responded : 88

Note : No salary structure review was conducted in February, June and December.

For individual staff's monthly basic salary adjustment, 54.4% of the responding Agency Members reviewed and adjusted it annually upon the anniversary joining month of the staff, whereas 22.2% of them reported that the review and the adjustment were conducted in April. (Chart D2.2)

Chart D2.2 Months of Annual Salary Review & Adjustment for Individual Staff



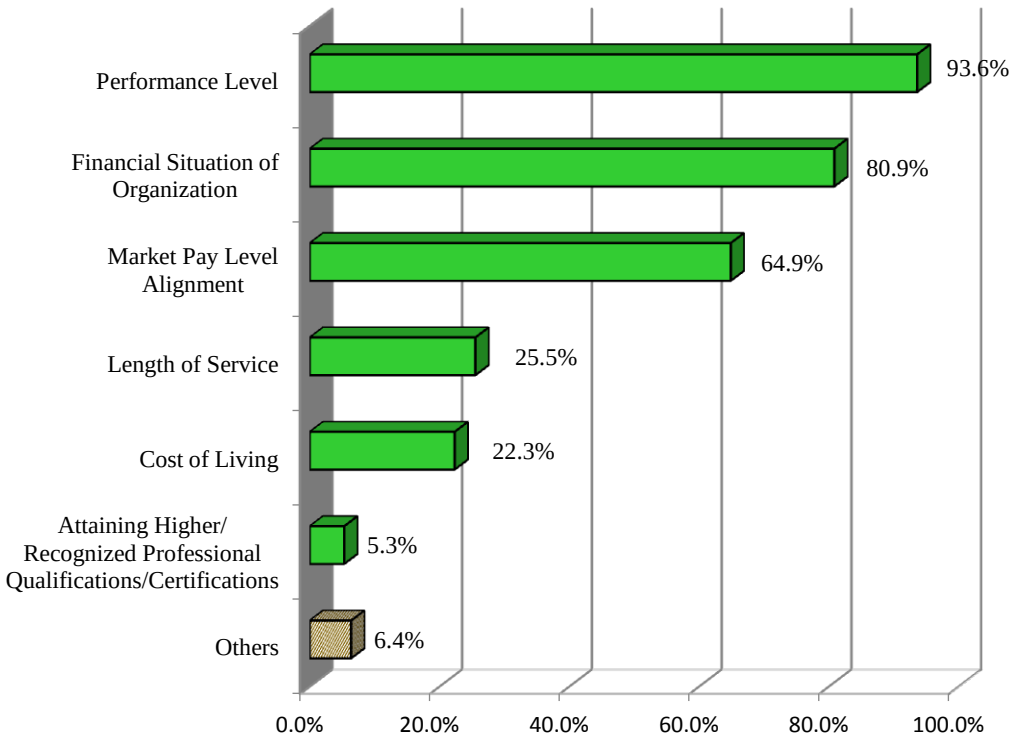

No. of Agency Members Responded : 90

Note : No annual salary review was conducted in February, March, June and December.

**Factors Affecting Salary Adjustment of Individual Staff**

Staff performance, financial situation of the organization as well as market pay level were the three critical factors in determining the outcome of the salary adjustment exercise. (Chart D3).

Chart D3 Factors Affecting Staff Salary Adjustment




Percentage of Agency Members Responded

No. of Agency Members Responded : 94