

**Pay Comparison Survey for the
2009 Civil Service Starting Salaries Survey**

Survey Report

HayGroup



December 2009

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1. Introduction

- 1.1 Hay Group Limited (hereafter referred to as “HayGroup”) was commissioned by the Standing Commission on Civil Service Salaries and Conditions of Service (hereafter referred to as “the Standing Commission”) in July 2009 to conduct a pay comparison survey (hereafter referred to as “the Survey”) for the 2009 Starting Salaries Survey (SSS) for the non-directorate civilian grades in the civil service. As part of the existing civil service pay adjustment mechanism, an SSS should be conducted regularly at three-yearly interval to complement the six-yearly Pay Level Survey (PLS) and the annual Pay Trend Survey (PTS) to ascertain whether civil service starting salaries are broadly comparable to those in the private sector.

- 1.2 The purpose of the Survey is to collect relevant pay data in the private sector using 1 April 2009 as the reference date, and produce a comparison of cash compensations between entry-level jobs requiring similar educational qualifications and experience requirements (where applicable) in the private sector and the civil service. The findings of the Survey are intended to provide reference for the Standing Commission to consider whether, and if so how, the civil service starting salaries should be revised, and make recommendations to the Administration in the context of the 2009 SSS.

- 1.3 This report starts with a general introduction of the Survey Methodology in Section 2, followed by a description of the conduct of the Survey (including data collection, verification and consolidation) in Section 3. The results and analyses are presented in Section 4. Section 5 contains our observations and recommendations pertinent to the comparison of civil service and private sector salaries.

2. Methodology

2.1 Overview

- 2.1.1 The survey methodology, as agreed by the Standing Commission (hereafter referred to as the “Agreed Survey Methodology”), makes reference to the general approach adopted in the 2006 SSS (which was conducted along with the 2006 PLS) and that in the 1999 SSS for consistency and comparability.
- 2.1.2 The Survey focuses on the analysis of cash compensations (including basic salary, guaranteed bonus, cash allowances and variable pay) of entry-level jobs in the private sector comparable to those in the civil service, with 1 April 2009 as the Survey Reference Date.

2.2 The Qualification Benchmark System

- 2.2.1 In line with previous SSSs, the qualification benchmark system is adopted as the basis for the Survey. Under the system, pay comparison with the private sector is primarily based on entry-level jobs requiring similar educational qualifications and, where applicable, experience requirements.
- 2.2.2 The qualification benchmark system is underpinned by the Qualification Grouping (QG) system in the civil service. At present, civil service civilian non-directorate grades are categorised into 12 QGs based on their minimum educational qualification requirements, and where appropriate, their relevant experience requirements. Details are as follows:

Qualification Group (QG)	Educational Qualification and Experience Requirements (Where Applicable)
QG 1	Grades not requiring 5 passes in Hong Kong Certificate of Education Examination (HKCEE)
QG 2.1	School Certificate Grades Group I: Grades requiring five passes in HKCEE
QG 2.2	School Certificate Grades Group II: Grades requiring five passes in HKCEE plus considerable experience
QG 3.1	Higher Diploma and Diploma Grades Group I: Higher Diploma Grades
QG 3.2	Higher Diploma and Diploma Grades Group II: Diploma Grades
QG 4	Technical Inspectorate and Related Grades – Higher Certificate plus experience
QG 5	Technician, Supervisory and Related Grades Group I: Certificate or apprenticeship plus experience
QG 6	Technician, Supervisory and Related Grades Group II: Craft and skill plus experience, or apprenticeship plus experience
QG 7	Grades requiring 2 passes at Advanced Level in Hong Kong Advanced Level Examination plus 3 credits in HKCEE
QG 8	Professional and Related Grades Group I: Membership of a professional institution or equivalent
	Professional and Related Grades Group II: Grades with pay structure related to grades in Group I

Qualification Group (QG)	Educational Qualification and Experience Requirements (Where Applicable)
QG 9	Degree and Related Grades
QG 10	Model Scale 1 Grades
QG 11	Education Grades
QG 12	Other Grades

2.2.3 For each QG, there is one (or two) benchmark salary (hereunder referred to as “benchmark”), which is set having regard to entry pay in the private sector for similar educational qualification (and experience requirement where applicable) as determined through an SSS. Where no comparable entry pay is found in the private sector for an existing QG, the benchmark for that QG is determined through existing internal relativities with other QGs. When the benchmark of a QG is determined, the starting salaries of the civil service grades in that particular QG are normally set on a par with, or one or more points higher than (where justified for reasons of special job requirements or recruitment difficulties) the said benchmark.

2.3 Qualification Groups Covered in the Survey

2.3.1 The Survey covers QG 1 to QG 10, which involve a total of 268 non-directorate civilian basic ranks. QG 11 and QG 12 are excluded due to their unique nature and disparate entry requirements.

2.4 Functional Comparability – Job Families

2.4.1 To ensure functional comparability, basic ranks in the civil service are grouped into Job Families (JFs) based on their broad functions. Each JF represents jobs which are similar in functional principle, nature or practice. The JF classification complements minimum educational qualification to form the basis for identifying comparable private sector jobs and verification of data for the Survey. Only private sector entry-level jobs with similar qualification requirements as a particular QG, and comparable in terms of functions to those identified under the JFs for that QG would be collected for comparison.

2.4.2 For consistency with the 2006 PLS/SSS and future convergence between PLS and SSS practices, we use the five JFs adopted in the 2006 PLS as pillars for developing into a more refined classification of eight JFs for use in the Survey. We have also taken into account common job types prevalent in our database of private sector jobs, and balanced the need to avoid having too refined JF classification which may impede getting sufficient data points from the private sector for comparison. The eight JFs adopted in the Agreed Survey Methodology are:

JF 1	Clerical and Secretarial
JF 2	Internal Support (Corporate Services)
JF 3	Internal Support (Technical and Operation)
JF 4	Public Services (Social and Personal Services)
JF 5	Public Services (Community)
JF 6	Public Services (Physical Resources)
JF 7	Works-Related
JF 8	Operational Support

2.4.3 Having examined the job descriptions of the civil service basic ranks in the ten QGs covered by the Survey to identify their main functions, we have drawn up the appropriate JFs for each of the ten QGs. Details are set out at **Annex 1**.

2.5 Selection of Private Sector Organizations

2.5.1 The following criteria, which are in line with those in the 2006 PLS/SSS and the annual PTS, are used for selecting private sector organizations for the survey field –

- (a) The selected organizations should be generally known as steady and good employers conducting wage and salary administration on a rational and systematic basis.
- (b) They should be typical employers in their respective fields normally employing 100 or more employees, with flexibility allowed for the inclusion of private sector organizations with less than 100 employees to enhance the representativeness of the Survey, provided that they meet all the other selection criteria.
- (c) They should collectively have a sufficient number of entry-level jobs that are reasonable counterparts to entry-level jobs in each of the QG in the civil service covered in the Survey.
- (d) They should determine pay on the basis of factors and considerations applying to Hong Kong rather than factors applying outside Hong Kong.
- (e) They should not use the Government's pay adjustment or civil service pay scales as the main factor in determining pay adjustments or setting pay levels.
- (f) They should collectively cover a wide range of economic sectors in Hong Kong.
- (g) They should be treated as separate organizations where pay practices are determined primarily with regard to conditions in the relevant economic sector if they form part of a group in Hong Kong.

2.6 Selection of Private Sector Jobs

2.6.1 For comparison with civil service entry-level jobs in QG 1 to QG 10, the Survey covers private sector jobs, which –

- (a) require similar minimum qualifications for appointment as that of the basic ranks of the civil service grades in the respective QGs;
- (b) perform similar functions as those of the basic ranks of the civil service grades as identified in the JFs for the respective QGs; and
- (c) should be full-time jobs with salary determined on factors and considerations applying to Hong Kong only.

2.6.2 For comparison with civil service jobs in QGs not requiring any experience, the Survey in general covers private sector entry-level jobs requiring no experience and those requiring no more than one year of experience.

2.6.3 For QGs with relevant experience requirements, the following years of experience are applied in data collection:

- School Certificate Grades – Group II (QG 2.2): 2 to 5 years’ experience.
- Technical Inspectorate and Related Grades (QG 4): 3 years’ experience.
- Technician, Supervisory and Related Grades – Group I (QG 5): 2 years’ experience.
- Technician, Supervisory and Related Grades – Group II (QG 6): 2 or 3 years’ experience.

2.7 Survey Data Elements

2.7.1 **Starting salary** in the Survey is defined as (i) cash compensation elements paid to an employee after confirmation adjustment and within the first year of employment; or (ii) cash compensation elements paid to an employee on probation if there is no adjustment after confirmation and within the first year of employment.

2.7.2 The cash compensation elements collected for analysis in the Survey cover (i) basic salary, (ii) guaranteed bonus, (iii) cash allowances, and (iv) variable pay, except those that are conditional on particular working conditions (such as overtime, shift or work location) or on individual circumstances (such as payments for actual reimbursement of business expenses).

2.7.3 Data on the four cash compensation elements in paragraph 2.7.2 above are collected on full-time employees recruited to entry-level jobs between 2 April 2008 and 1 April 2009 (i.e. the 12-month period preceding the Survey Reference Date of 1 April 2009, hereafter referred to as the “Survey period”). The participating organizations are asked to provide the actual cash compensation paid to full-time employees recruited in the Survey period who meet the descriptions in paragraph 2.7.1, annualized as appropriate to show a full-year effect in respect of employees with less than a full 12-month service. Under the Agreed Survey Methodology, target cash compensation is also collected in respect of probationers and unfilled positions (i.e. the four cash compensation elements which would be offered to the probationers upon their confirmation with post-confirmation salary adjustment or to the job-holders if the positions are filled).

2.7.4 Only the data on actual cash compensation are used for analysis in this Survey. The data on target cash compensation are collected and compiled separately.

2.8 Data Verification and Validation

2.8.1 To ensure data integrity, and taking into account the practices in the past SSSs, the following vetting criteria are adopted:

- (a) Private sector jobs data collected for individual QGs should cover at least 60% of the JF identified from the civil service basic ranks in the same QGs; and
- (b) The survey field for individual QGs should comprise data points from at least 15% of all surveyed organizations or 15 surveyed organizations, whichever is the less.

2.9 Data Consolidation and Analysis

2.9.1 In line with the 2006 PLS/SSS, the “organization approach” is adopted to consolidate data collected from individual participating organizations and to work out the market indicators of respective QGs. Under this approach, each participating company has equal weight irrespective of its employment size. It is the number of companies providing data for each of the ten surveyed QGs, rather than the number of data points, that is important in ensuring the validity of the results.

2.9.2 Data analysis is made on basis of the following two aggregates of cash compensations:

- (a) Annual Base Salary – Basic salary plus guaranteed bonus.
- (b) Annual Total Cash Compensation – Annual base salary plus any other cash payments (including cash allowances and variable pay) except those that are conditional on particular working conditions (such as overtime or work location) or on individual circumstances (such as payments for reimbursement of business expenses).

3. Conduct of the Survey

3.1 Survey Field

- 3.1.1 The Survey aims to cover over 100 private sector organizations, and collect from them 2 000 to 3 000 job samples. To this end, a list of 383 potential private sector organizations¹ were endorsed by the Standing Commission for invitation to participate in the Survey, including those from the survey fields of the annual PTS and the 2006 PLS/SSS.
- 3.1.2 A total of 131 private sector organizations (from the 383 invited) agreed to participate in the Survey. Having ascertained their compliance with the selection criteria as set out in paragraph 2.5.1 above, we recommended them to the Standing Commission for inclusion in the survey field. The Standing Commission endorsed the survey field of the 131 private sector organizations in October 2009.
- 3.1.3 The distribution of the 131 organizations in the confirmed survey field by economic sector is as follows:

Table 1

Economic Sector	No. of Private Sector Organizations	%
1. Community, Social and Personal Services	20	15%
2. Construction	12	9%
3. Financing, Insurance, Real Estate and Business Services	42	32%
4. Hotels and Restaurants	5	4%
5. Manufacturing	10	8%
6. Transport, Storage, Communications and Utility	14	11%
7. Wholesale, Retail and Import/Export	28	21%
Total	131	100%

3.2 Data Collection

- 3.2.1 Data collection commenced in October 2009 and was completed in November 2009. We collected data from the participating organizations through a data collection package (**Annex 2**) specifically designed for the Survey. The data collection package includes a short questionnaire for collecting company profile and survey related information, and a detailed data entry spreadsheet with guidance notes for input of pay information (including basic salary, guaranteed bonus, cash allowances and variable pay) for each job-holder or unfilled entry-level positions.

¹ Including any non-government organizations regardless of ownership and nature of business or operations and may include public or private, local or multinational, profit-making or non-profit making organizations.

- 3.2.2 In the guidance notes, we have provided specific descriptions for each JF to facilitate the identification of relevant private sector jobs for the Survey in data collection. We have also provided typical job functions/titles as additional references in the guidance notes.
- 3.2.3 The Survey aims to collect pay data based on the minimum educational qualification (and minimum years of experience where applicable) required for appointment to an entry-level job, irrespective of whether the incumbent is over-qualified in terms of educational qualification or experience, or has any other personal attributes. We have thus included in the data entry spreadsheet an entry on “Pay Variation”. Respondents are requested to indicate whether the basic salary to a job-holder has been adjusted due to his/her actual qualification and/or experience. If so, the respondents are reminded to provide the pay data for the respective job based on the minimum requirements for appointment to the entry-level job by excluding pay adjustments, if any, due to special consideration of the job holder’s actual qualification, experience and/or other factors (e.g. personal attributes).
- 3.2.4 Our consultants have actively followed up with the participating organizations to provide necessary assistance and seek clarification in the course of data collection.

3.3 Data Verification and Validation

- 3.3.1 We conducted verification on all the data collected from the participating organizations to ensure that they were complete, consistent with the purpose of the Survey and in compliance with the Agreed Survey Methodology. Where necessary, we further approached the organizations concerned for additional information and clarification.
- 3.3.2 For each data received from each survey participant, various steps have been carried out to ensure that –
- (a) the minimum qualification stated matches the selected QG;
 - (b) the minimum experience stated matches the minimum experience defined for the selected QG;
 - (c) the jobs selected are at entry-level (data were double-checked if the job titles indicated a high seniority);
 - (d) the main job functions stated match the selected JF; and
 - (e) there is no mismatch of QG and JF.
- 3.3.3 Moreover, data within the top 10% and bottom 10% of the data range were double-checked to ensure accuracy.

3.4 Data Consolidation and Analysis

- 3.4.1 We consolidated and carried out quantitative analyses of the data and information collected from the participating organizations in accordance with the Agreed Survey Methodology as set out in paragraphs 2.9.1 to 2.9.2 above.

4. Results of the Survey

4.1 Participating Organizations and Data Collected

4.1.1 Of the 131 private sector organizations in the confirmed survey field, 117 organizations (**Annex 3**) eventually provided 10 108 data points for the Survey. Having gone through the verification process as described in section 3.3, the data points from three organizations were excluded. The remaining 114 private sector organizations provided 9 191 data points for QG 1 to QG 10.

4.1.2 The number of job samples collected has far exceeded the original target of 2 000 to 3 000 data points. As set out in paragraph 2.7.4, only data points on actual cash compensation (see paragraph 2.7.3, i.e. excluding the data points on target cash compensation for probationers and unfilled positions) are used for analysis in this Survey. There are 8 864 data points on actual cash compensation for QG 1 to QG 10. Compared to the relatively small number of 327 data points on target cash compensation for probationers and unfilled positions, the actual pay data provide a more credible basis for pay comparison, and hence should be used for benchmarking purpose in the 2009 SSS. The breakdown of the 8 864 data points and the coverage of surveyed organizations and JFs by QGs is detailed below:

Table 2

Qualification Group	No. of data points (actual pay)	Organizations		Job Families Covered	
		No.	%	No.	%
QG 1 Grades not requiring 5 passes in HKCEE	2 778	51	45%	5	100%
QG 2.1 School Certificate Grades Group I: Grades requiring five passes in HKCEE	1 371	70	61%	6	100%
QG 2.2 School Certificate Grades Group II: Grades requiring five passes in HKCEE plus considerable experience	827	12	11%	4	100%
QG 3.1 Higher Diploma and Diploma Grades Group I: Higher Diploma Grades	54	8	7%	1	100%
QG 3.2 Higher Diploma and Diploma Grades Group II: Diploma Grades	377	41	36%	5	100%
QG 4 Technical Inspectorate and Related Grades – Higher Certificate plus experience	45	5	4%	2*	67%
QG 5 Technician, Supervisory and Related Grades Group I: Certificate or apprenticeship plus experience	67	16	14%	5	100%
QG 6 Technician, Supervisory and Related Grades Group II: Craft and skill plus experience, or apprenticeship plus experience	602	36	32%	3	100%

*Two out of three JFs.

Qualification Group	No. of data points (actual pay)	Organizations		Job Families Covered	
		No.	%	No.	%
QG 7 Grades requiring 2 passes at Advanced Level in Hong Kong Advanced Level Examination plus 3 credits in HKCEE	87	20	18%	5	100%
QG 8 Professional and Related Grades	138	16	14%	5**	83%
QG 9 Degree and Related Grades	1 956	84	74%	5	100%
QG 10 Model Scale 1 Grades	562	20	18%	1	100%
Total	8 864	114	100%	-	-

** Five out of six JFs.

4.1.3 The data collected on QG 2.2, QG 3.1 and QG 4 failed to meet the vetting criterion of covering at least 15 surveyed organizations as set out in paragraph 2.8.1 above. Discounting these three QGs with insufficient data, a total of **7 938 data points** of actual pay data (hereunder referred to as “valid data”) from **112 private sector organizations** are used for data analysis in the Survey, as set out in the ensuing sections.

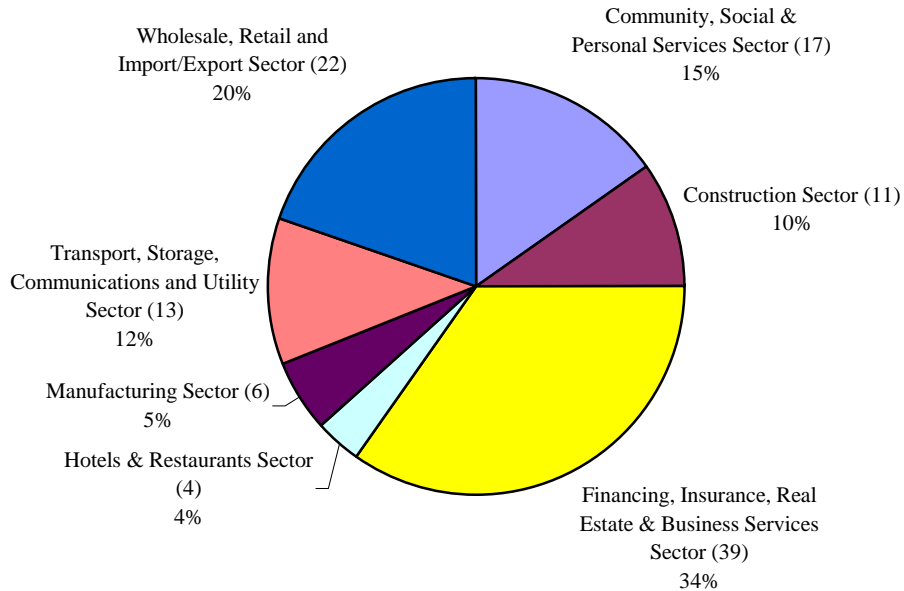
4.2 Profile of Participating Organizations with Valid Data

4.2.1 The distribution of the 112 participating organizations with valid data by economic sector spans across a wide range of economic sectors in Hong Kong, and is similar to that of the 131 organizations in the confirmed survey field (paragraph 3.1.3). Details are in **Table 3** and **Chart 1** below:

Table 3

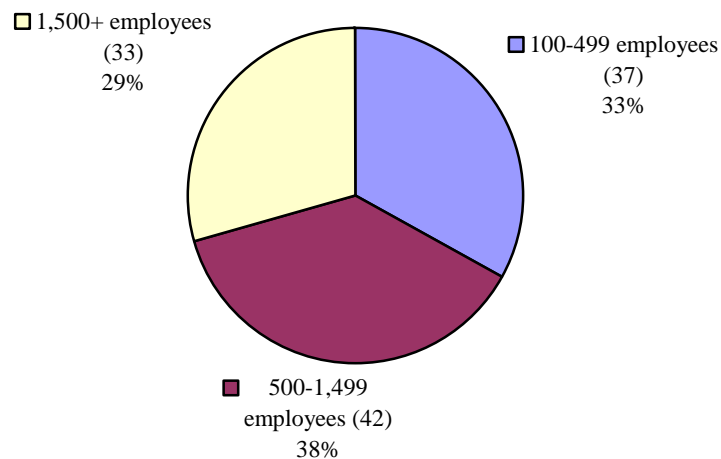
Economic Sector	No. of Participating Organizations	%
1. Community, Social and Personal Services	17	15%
2. Construction	11	10%
3. Financing, Insurance, Real Estate and Business Services	39	34%
4. Hotels and Restaurants	4	4%
5. Manufacturing	6	5%
6. Transport, Storage, Communications and Utility	13	12%
7. Wholesale, Retail and Import/Export	22	20%
Total	112	100%

Distribution of Participating Organizations by Economic Sector CHART 1



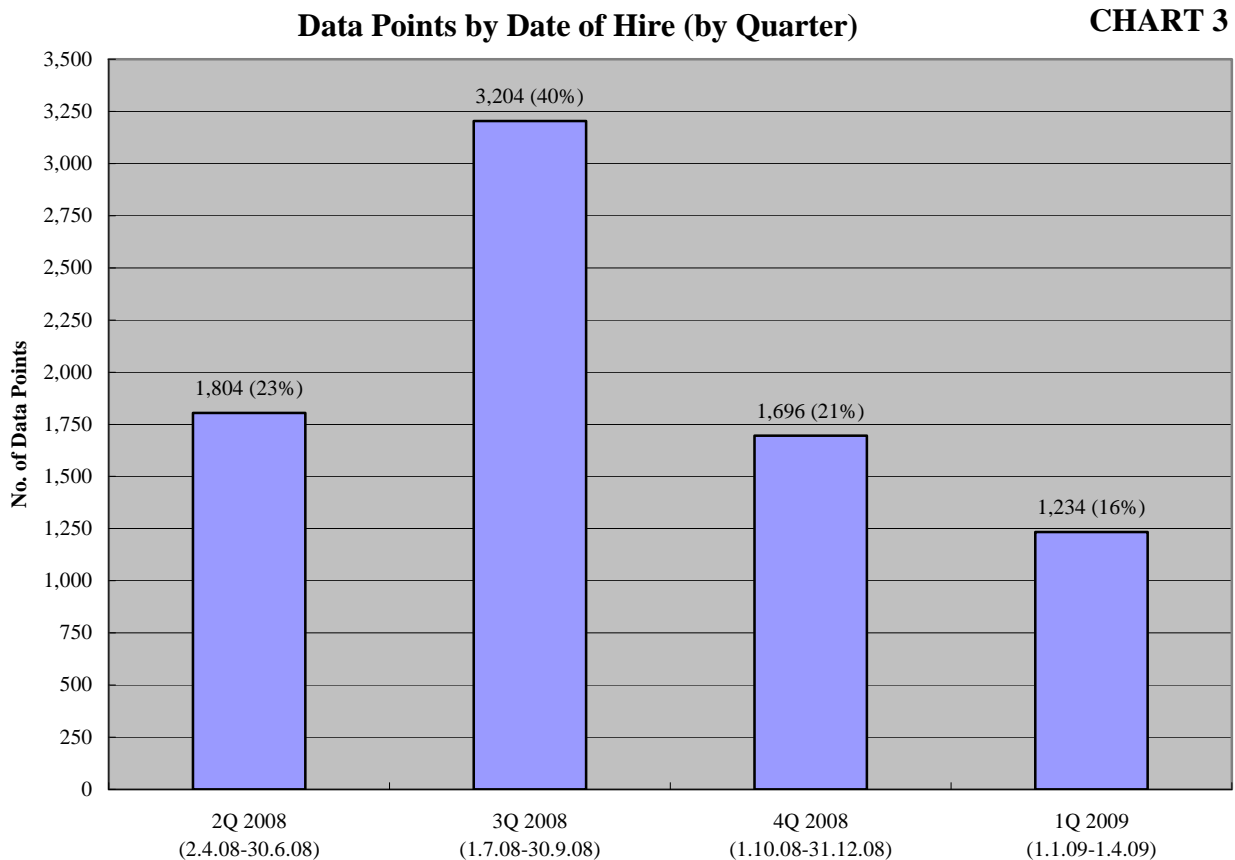
4.2.2 In terms of employment size, all the 112 organizations are employing 100 or more employees (which is one of the selection criteria as set out in paragraph 2.5.1 above). They are typical employers in their respective fields and represent a reasonable mix of organizations of different sizes. Details are as shown in **Chart 2** below:

Distribution of Participating Organizations by Employment Size CHART 2



4.3 Profile of Data Collected

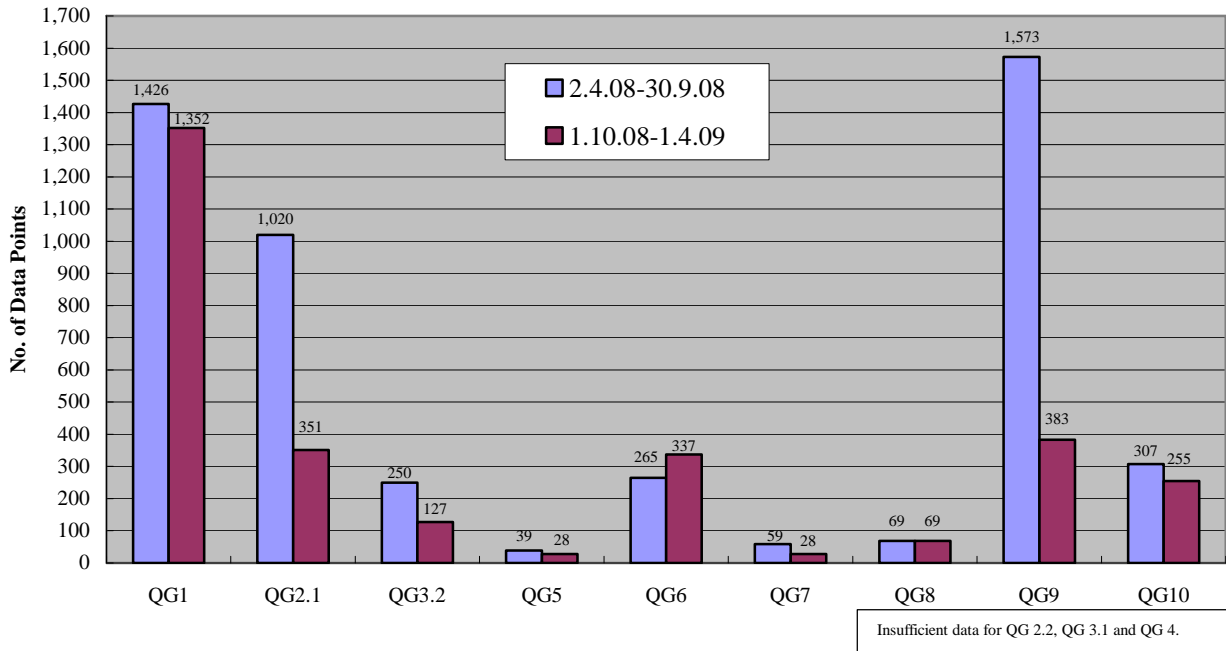
4.3.1 The Survey period covers the twelve-month period from 2 April 2008 to 1 April 2009. With the outbreak of the global financial tsunami, the economy took an abrupt turn after September 2008. Against this background, we note that 63% of the valid data points belong to new recruits in the second and third quarters of 2008, whereas the remaining 37 % are new recruits in the subsequent two quarters (see **Chart 3**). This pattern does not deviate much from a “normal” year in that recruitment activities tend to be more active in the summer months with fresh school leavers and graduates. The spread of data points throughout the Survey period, coupled with the good number of data points collected, provides a good basis for ascertaining the level of starting salaries in the private sector during the Survey period.



4.3.2 **Chart 4** below shows that almost all QGs recorded a drop in the number of new recruits in the second half of the Survey period, with QG 9 (degree holders grades) experiencing the greatest drop. Taking aside the factor of summer graduates, the magnitude of the drop may be due to the reduced recruitment of degree holders after the outbreak of financial tsunami.

Data Points by Qualification Group by Half-year

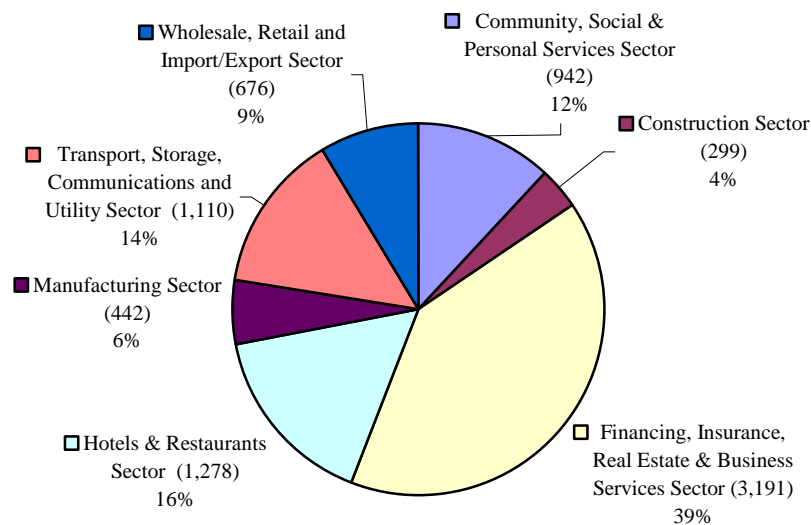
CHART 4



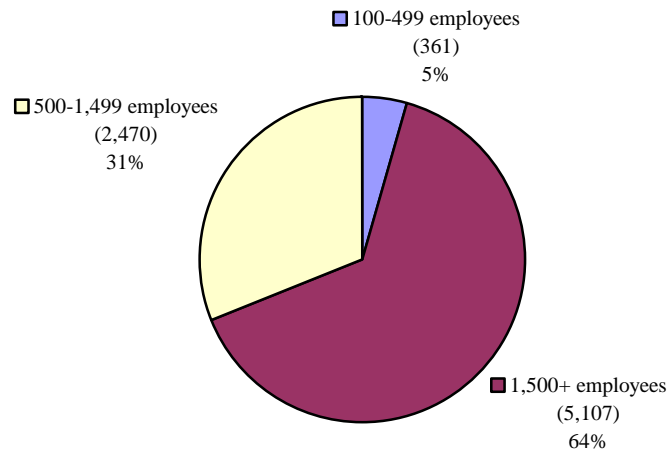
4.3.3 The distribution of the data points by economic sector and size of company are shown in **Chart 5** and **Chart 6** below respectively.

Distribution of Data Points by Economic Sector

CHART 5



Distribution of Data Points by Emploment Size of Companies CHART 6



4.4 Survey Results and Analysis

Market Upper Quartile

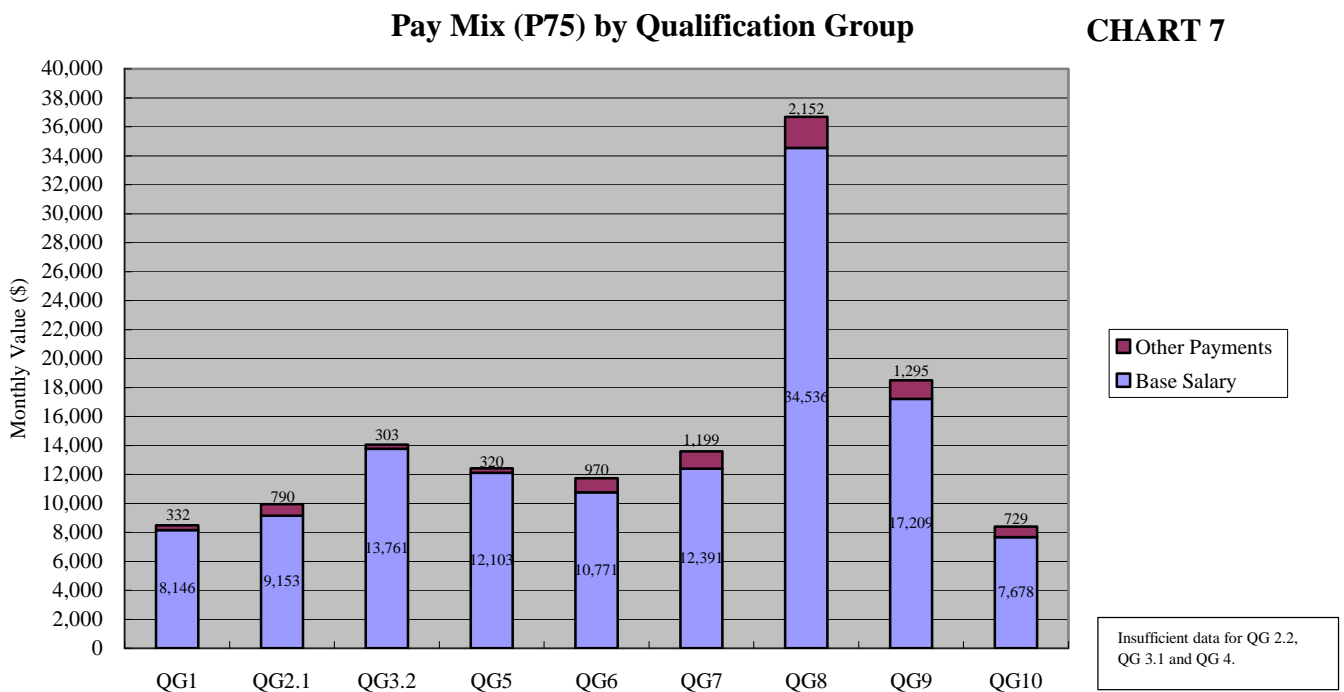
4.4.1 We note that in previous SSSs, the market upper quartile (i.e. P75) was adopted as the basis for comparison with civil service pay. The market upper quartile (P75) refers to the level that separates the top 25% paying organizations in respect of the comparable entry level jobs in the private sector from the 75% lower paying ones. The consolidated Base Salary and Total Cash Compensation at market upper quartile position for each of the QGs based on the private sector entry-pay data collected are tabulated in **Table 4** below. For easy comparison with civil service pay, the monthly figures are also provided.

Table 4

	<u>Base Salary</u> Market Upper Quartile (P75) \$		<u>Total Cash Compensation</u> Market Upper Quartile (P75) \$	
	Annual	Monthly	Annual	Monthly
QG 1	97,757	8,146	101,738	8,478
QG 2.1	109,837	9,153	119,314	9,943
QG 2.2	Insufficient Data			
QG 3.1	Insufficient Data			
QG 3.2	165,130	13,761	168,767	14,064
QG 4	Insufficient Data			
QG 5	145,234	12,103	149,072	12,423
QG 6	129,254	10,771	140,896	11,741
QG 7	148,687	12,391	163,079	13,590
QG 8	414,430	34,536	440,256	36,688
QG 9	206,505	17,209	222,044	18,504
QG 10	92,130	7,678	100,882	8,407

Pay Mix

4.4.2 The Base Salary consists of basic salary and guaranteed bonus. Other cash payments (including cash allowances and variable pay) are reflected in the Total Cash Compensation. Cash allowances include housing allowance, education allowance, etc. In accordance with the Agreed Survey Methodology, cash allowances conditional on particular working conditions such as overtime, shift or work location, or on individual circumstances such as payments for reimbursement of work-related expenses are excluded. As shown in **Chart 7**, based on the P75 pay level in QG 1 to QG 10, the proportion of variable pay and cash allowances is relatively insignificant as compared to that of Base Salary, constituting less than 10% of Total Cash Compensation.

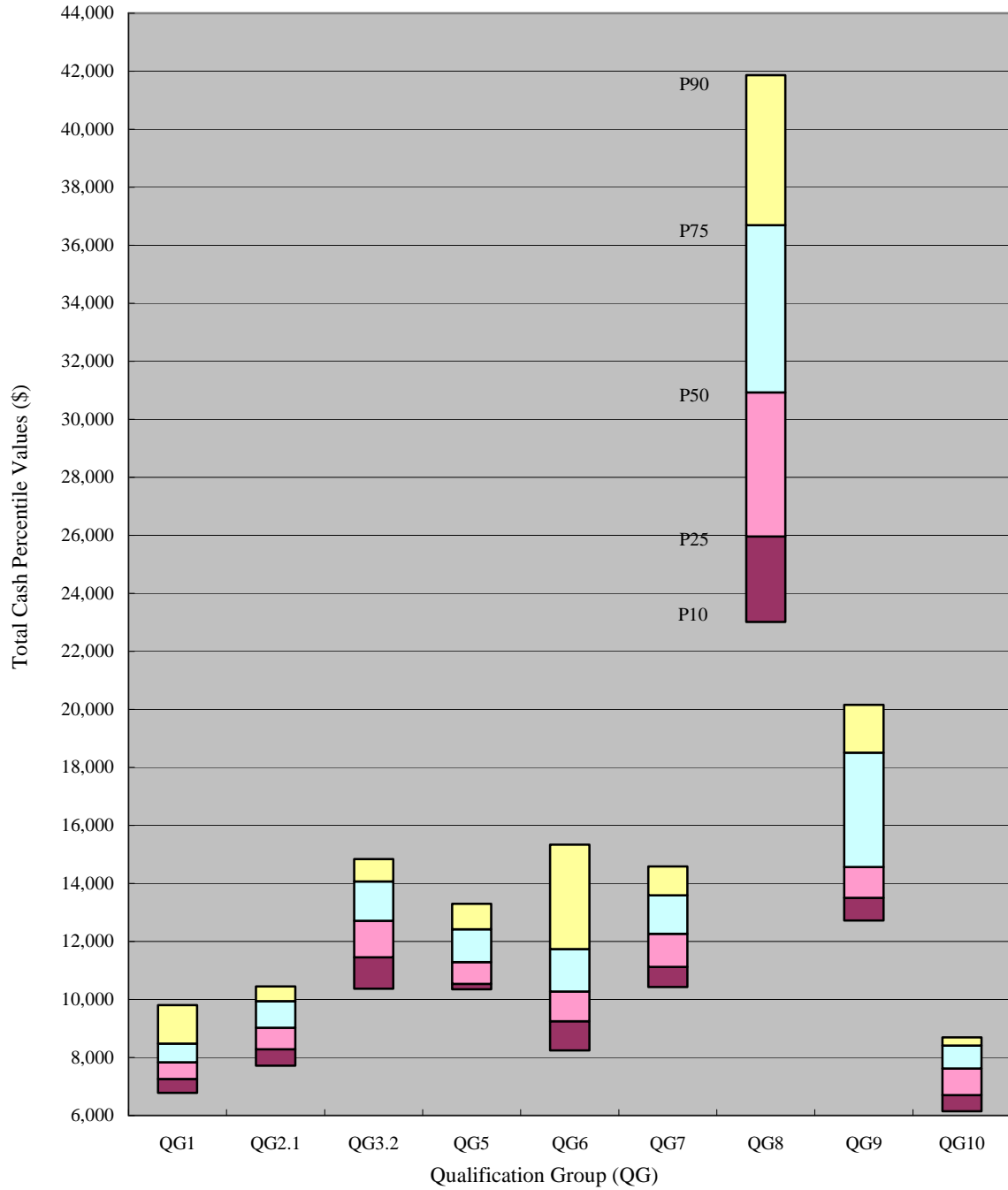


Data Dispersion

4.4.3 We have performed analysis on data dispersion in each of the QGs in order to look into how “compact” the data are, the degree of outlying data and the implications. The data dispersion of each QG in terms of the spread of the various percentile values of Total Cash Compensation is shown graphically in **Chart 8** below. The results show that QG 6, QG 8 and QG 9 have relatively greater dispersion than other QGs. This is understandable as QG 6 covers a diverse range of jobs, and QG 8 covers professionals which do have significant variances in pay across different professions and disciplines in the private sector. To a certain extent, this is also true for QG 9 which covers jobs for degree-holders. The dispersions in the other QGs are relatively compact. Generally speaking, the greater the dispersion, the greater is the standard error of the spread of the percentiles of Total Cash Compensation. This is particularly the case if the great data dispersion is coupled with a relatively small number of data points.

Total Cash Percentile Values by Qualification Group

CHART 8



Insufficient data for QG 2.2, QG 3.1 and QG 4.

5. Observations and Recommendations

5.1 Application of Survey Results

- 5.1.1 We have conducted the Survey in accordance with the Agreed Survey Methodology as endorsed by the Standing Commission. Participation of the private sector organizations in the Survey is encouraging. Adequate data were collected for most of the QGs. We believe that the survey results could provide a broad and reasonable basis for comparing private sector starting salaries with those in the civil service.
- 5.1.2 We note that there are inherent fundamental differences between the civil service and the private sector in recruitment, pay and career development strategies and practices. The private sector usually has explicit pay strategy of attracting talent and motivating performance, emphasizing more on the content and value of the jobs; as well as the qualities and potential of individual staff in their pay policies. In general, private sector organizations can adjust their pay arrangements more quickly in response to changes in business performance and economic cycles. On the other hand, the civil service focuses more on educational qualifications in recruitment, and has the implicit purpose of retaining and developing staff through the provision of stability, steady career progression and employment security. We consider it necessary to take this factor into account when considering application of the Survey findings.
- 5.1.3 The data for each QG show different levels of dispersion and tend to have different levels of standard error of deviation. This is not unusual for surveys of similar nature, and is probably caused by various elements of chance, such as the selection of companies for the Survey, etc. Instead of direct and mechanical application of the Survey findings, we believe there should be room for providing some degree of flexibility (or buffer) in the application of the findings, taking into account the unique circumstances of the civil service as well as other relevant factors.
- 5.1.4 Nevertheless, given the uneven data dispersion among QGs, it would be difficult to arrive at a specific percentage for adoption as the buffer level across all QGs. There is also no statistically sound formula to derive a buffer for each QG based on the level of standard deviation. Applying a buffer at any percentage level is bound to be arbitrary.
- 5.1.5 We understand that the market P75 position has all along been used for benchmarking civil service starting salaries, and indeed for many other civil service pay surveys as well, in view of the Government's position as a large and good employer and the practical need to attract and retain suitable talent by maintaining a competitive position in the labour market. We support the continuation of this practice.

5.2 Qualification Groups with Insufficient Data

- 5.2.1 As shown in paragraph 4.1.3, QG 2.2, QG 3.1 and QG 4 cannot meet the vetting criterion of having data from not less than 15 surveyed private sector organizations. For these QGs with insufficient data, reference can be made to their existing internal relativities with relevant

QG. We understand that this is line with the established practice in the civil service and consider this approach pragmatic and suitable.

5.3 Reference for Future SSSs

- 5.3.1 Given the difficulties in collecting sufficient data for some QGs, we consider that consideration may be given to updating certain QGs and simplifying the number of QGs for data collection in future SSSs.
- 5.3.2 Specifically, the range of experience requirements in QG 2.2 is relatively large, from two to five years. In fact, civil service starting salaries in this QG are largely based on diverse additional appointment requirements (viz. mostly above the benchmarks). The starting salary data collected on private sector jobs in this QG, even if they were sufficient for analysis in the Survey, would be much diversified. As regards QG 3.1, which covers entry-level jobs requiring Higher Diploma plus 0 – 1 year of experience, and mainly specialize in healthcare and related functions, there are insufficient private sector organizations which can provide the relevant pay data. In this light, we suggest that consideration should be given as to whether there is a need to modify or further qualify data collection for these two QGs in future SSSs.
- 5.3.3 As for QG 4, it covers entry-level jobs requiring Higher Certificate and three years of experience for appointment. We understand that Higher Certificates are no longer awarded nowadays in post-secondary education in Hong Kong (except for a few individual courses). As such, we expect that the problem of insufficient data may persist for this QG in future SSSs. There may be a case to update this QG to facilitate data collection in future SSSs.
- 5.3.4 The forthcoming changes of the 3-3-4 education system is another development which has to be taken into account in updating the QGs.
- 5.3.5 The JF classification should also be kept under review in the light of the prevailing circumstances.

Annex 1: Qualification Groups and Job Families in the Pay Comparison Survey

Qualification Group (QG)		Job Families (JF)	
QG 1	Grades not requiring 5 passes in Hong Kong Certificate of Education Examination (HKCEE)	JF 1 JF 2 JF 3 JF 5 JF 6	Clerical and Secretarial Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Community) Public Services (Physical Resources)
QG 2.1	School Certificate Grades Group I: Grades requiring five passes in HKCEE	JF 1 JF 2 JF 3 JF 4 JF 5 JF 6	Clerical and Secretarial Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources)
QG 2.2	School Certificate Grades Group II: Grades requiring five passes in HKCEE plus considerable experience	JF 1 JF 2 JF 5 JF 6	Clerical and Secretarial Internal Support (Corporate Services) Public Services (Community) Public Services (Physical Resources)
QG 3.1	Higher Diploma and Diploma Grades Group I: Higher Diploma Grades	JF 4	Public Services (Social and Personal Services)
QG 3.2	Higher Diploma and Diploma Grades Group II: Diploma Grades	JF 3 JF 4 JF 5 JF 6 JF 7	Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources) Works-Related
QG 4	Technical Inspectorate and Related Grades – Higher Certificate plus experience	JF 3 JF 6 JF 7	Internal Support (Technical and Operation) Public Services (Physical Resources) Works-Related
QG 5	Technician, Supervisory and Related Grades Group I: Certificate or apprenticeship plus experience	JF 3 JF 4 JF 6 JF 7 JF 8	Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Physical Resources) Works-Related Operational Support

Qualification Group (QG)		Job Families (JF)	
QG 6	Technician, Supervisory and Related Grades Group II: Craft and skill plus experience, or apprenticeship plus experience	JF 3 JF 7 JF 8	Internal Support (Technical and Operation) Works-Related Operational Support
QG 7	Grades requiring 2 passes at Advanced Level in Hong Kong Advanced Level Examination plus 3 credits in HKCEE	JF 2 JF 3 JF 4 JF 5 JF 6	Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources)
QG 8	Professional and Related Grades Group I: Membership of a professional institution or equivalent Professional and Related Grades Group II: Grades with pay structure related to grades in Group I	JF 2 JF 3 JF 4 JF 5 JF 6 JF 7	Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources) Works-Related
QG 9	Degree and Related Grades	JF 2 JF 3 JF 4 JF 5 JF 6	Internal Support (Corporate Services) Internal Support (Technical and Operation) Public Services (Social and Personal Services) Public Services (Community) Public Services (Physical Resources)
QG 10	Model Scale 1 Grades	JF 8	Operational Support

Annex 2: Data Collection Package

**Pay Comparison Survey
for the 2009 Starting Salaries Survey for the Civil Service**

Data Collection Package

Survey Reference Date: 1 April 2009

Prepared by Hay Group Limited

Contents

Data Collection Package

Part A : Questionnaire on Basic Information

Part B : Data Entry Spreadsheet for Entry-level Jobs

Guidance Notes for Completing the Questionnaire and Data Entry Spreadsheet

Part A: Basic Information

1. General Information

- a. Company Name: _____
- b. Contact Person:
- (i) Name: _____
- (ii) Position: _____
- (iii) Phone: _____
- (iv) Fax: _____
- (v) Email: _____

2. Company Profile

- a. No. of employees (monthly paid) as at 1 April 2009: _____
- b. No. of full-time entry-level employees¹ recruited between 2 April 2008 and 1 April 2009 and still under such employment as at 1 April 2009: _____, excluding interns, apprentices, imported labour, and employees whose term of employment is less than a year.
- c. No. of entry-level jobs² unfilled as at 1 April 2009: _____
- d. Nature of core business: _____

3. Remuneration Policy

- a. Salary Review Month³(s): _____
- b. Assuming the entry-level job is offered to a candidate who is academically qualified but with lower experience than the job requirement:
Whether the basic salary would be the same (Y/N): ____
- If N, please specify the arrangement: _____
- c. Assuming the entry-level job is offered to a candidate who possesses qualifications and/or experience higher than the job requirements:
Whether the basic salary would be the same (Y/N): ____
- If N, please specify the arrangement: _____
- d. Whether your company/organization has any policy to preset the target pay for entry-level jobs (i.e. “policy pay”)? (Y/N): ____

¹ Please see definitions of “Full-time Employees” and “Entry-Level Jobs” in paragraph 2(a) and (b) of the Guidance Notes for Completing the Questionnaire and Data Entry Spreadsheet.

² Please see the definition of “Entry-Level Jobs” in paragraph 2(b) of the Guidance Notes for Completing the Questionnaire and Data Entry Spreadsheet.

³ “Salary Review Month” refers to the month in which the salary adjustment takes effect.

Part B: Data Entry Spreadsheet for Entry-level Jobs

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Job Title	Prob. Period (in month(s)) [if applicable]	Pay Adjust After Confirm (Y/N)	EE NO	Date of Hire (dd/mm/yyyy)	Employment Status	Job Function	Job Family (JF)	Min Q	Min Exp. (yr)	QG	Actual/ Target Pay	Pay Variation (Y/N)	Annual Basic	G Bonus	Housing Allow	Other Allow	Other Allow Type	Variable Pay

Legend:

1. Job Title – Job title
2. Prob. Period – Probationary period
3. Pay Adjust After Confirm – Salary adjustment after confirmation
4. EE NO – Employee code number
5. Date of Hire – Date of hire of the job-holder
6. Employment Status – Employment status
7. Job Function – Main job functions
8. Job Family (JF) – Job families
9. Min Q – Minimum educational qualification for appointment to the job
10. Min Exp – Years of minimum experience for appointment to the job
11. QG – Qualification Group
12. Actual/Target Pay – Type of pay information in terms of actual pay or target pay
13. Pay Variation – Pay variation due to job holder’s qualification/experience
14. Annual basic – Annual basic salary
15. G Bonus – Guaranteed bonus
16. Housing Allow – Housing allowance per annum
17. Other Allow – Other allowances per annum
18. Other Allow Type – Types of other allowances
19. Variable Pay – Variable pay per annum

Guidance Notes for Completing the Questionnaire and Data Entry Spreadsheet

INTRODUCTION

The Pay Comparison Survey (the Survey) for the 2009 Starting Salaries Survey for the civil service aims to collect the starting salaries of entry-level jobs in the private sector for comparison with the starting salaries of civil service grades requiring similar qualifications, with a view to ascertaining whether the entry pay in the civil service remains broadly comparable with that in the private sector.

2. The reference date for the Survey is **1 April 2009**. The Survey covers basically full-time employees recruited to entry-level jobs between 2 April 2008 and 1 April 2009 who were still in post as at 1 April 2009. For the purpose of this Survey –

- (a) **“Full-time Employees”** refer to those monthly-paid employees, excluding interns, apprentices, imported labour, and employees whose term of employment is less than a year;
- (b) **“Entry-Level Jobs”** refer to entry-level jobs with salaries determined on the basis of factors and considerations applying to Hong Kong, excluding those with entry requirements outside the qualification groups as detailed in paragraph 15 below; and
- (c) **“Cash Compensation”** elements comprise –
 - Basic Salary (paragraph 19 below is relevant);
 - Guaranteed Bonus (paragraph 20 below is relevant);
 - Cash Allowances paid to employees (e.g. housing allowance, education allowance), but exclude those that are conditional on particular working conditions (such as overtime, shift or work location) or on individual circumstances (such as payments for actual reimbursement of business expenses) (paragraphs 21 and 22 below are relevant); and
 - Variable Pay (paragraph 24 below is relevant).

INSTRUCTIONS ON COMPLETION OF THE DATA ENTRY SPREADSHEET
(Please see the sample of a completed spreadsheet at Appendix I)

General

3. This Survey covers all entry-level jobs as defined in paragraph 2(b) above.
- For those entry-level jobs which were filled on 1 April 2009 by employees recruited between 2 April 2008 and 1 April 2009, please provide the pay information based on the job-holder.
 - For those entry-level jobs which were unfilled on 1 April 2009, please provide the pay information based on your compensation policies (i.e. the minimum entry pay which would have been paid for the job if it has been filled, **not** the entry pay for budgetary purpose).

Column 1 – Job title (“Job Title”)

4. Please enter the job title of the job-holder or the unfilled job as appropriate.

Column 2 – Probationary period (“Prob. Period”)

5. Please state the duration of probationary period in month(s). Please put “N.A.” if it is not applicable.

Column 3 – Salary adjustment after confirmation (“Pay Adjust After Confirm”)

6. Please input “Y” if there is salary adjustment after confirmation and “N” if it is not applicable.

Column 4 – Employee code number (“EE NO”)

7. Please assign a code number for each job-holder. For confidentiality, there is no need to provide the name of any job-holders concerned. Please enter “N.A.” if the job was unfilled as at 1 April 2009.

Column 5 – Date of hire of the job-holder (“Date of Hire”)

8. Please provide the date on which the job-holder was recruited to your organization.

Column 6 – Employment status (“Employment Status”)

9. Please indicate whether this was a filled or unfilled position as of 1 April 2009. If the job was unfilled, please input “Unfilled”. If this job was filled, please further indicate whether the job-holder was on probation (please input “Prob”) or confirmed as a full-time employee (please input “Confirm”) as of 1 April 2009.

**Column 7 – Main job functions (“Job Function”), and
Column 8 – Job family (“Job Family”)**

10. Please refer to **Appendix II** for detailed description of each job family set out in paragraph 12 below and the examples of main job functions.

11. For “Main Job Functions”, please provide the main broad functions of the job (e.g. finance & accounting, sales/business development).

12. For “Job Family”, based on the main broad functions of the job, please enter the appropriate job family code (e.g. JF 1) as defined in the Appendix II and summarized below.

Code	Job Families
JF 1	Clerical and Secretarial
JF 2	Internal Support (Corporate Services)
JF 3	Internal Support (Technical and Operation)
JF 4	Public Services (Social and Personal Services)
JF 5	Public Services (Community)
JF 6	Public Services (Physical Resources)
JF 7	Works-Related
JF 8	Operational Support

Column 9 – Minimum educational qualifications for appointment to the job (“Min Q”)

13. Please provide the **minimum** educational qualifications that the job-holder must possess before he/she is eligible for appointment to this entry-level job, **not** the actual qualifications that the job-holder may have.

Column 10 – Years of minimum experience for appointment to the job (“Min Exp”)

14. Please provide the **minimum** number of years of relevant experience that the job-holder must possess before he/she is eligible for appointment to this entry-level job, **not** the actual experience that the job-holder may have.

Column 11 – Qualification Group (“QG”)

15. Please insert in this column the qualification code (e.g. QG 1) for the qualification group to which the job-holder/job concerned belongs. **Please select the QG based on the minimum requirement of the entry-level job as set out below –**

Qualification Group	Qualification Requirements
QG 1 Grades not requiring 5 passes in the Hong Kong Certificate of Education Examination (HKCEE)	Education of Form 5 or below plus 0 – 1 year of experience
QG 2.1 School Certificate Grades Group I	Five passes in the HKCEE (Note 1) plus 0 – 1 year of experience
QG 2.2 School Certificate Grades Group II	Five passes in the HKCEE (Note 1) plus 2 – 5 years of experience
QG 3.1 Higher Diploma and Diploma Grades Group I	Higher diploma (Note 2) plus 0 –1 year of experience
QG 3.2 Higher Diploma and Diploma Grades Group II	Diploma plus 0 –1 year of experience
QG 4 Technical Inspectorate and Related Grades	Higher certificate plus 3 years of experience
QG 5 Technician, Supervisory and Related Grades Group I	Relevant certificate or apprenticeship plus 2 years of experience
QG 6 Technician, Supervisory and Related Grades Group II	Craft and skill plus experience or apprenticeship plus 2-3 years of experience
QG 7 Grades requiring 2 passes at Advanced Level in Hong Kong Advanced Level Examination plus 3 credits in the HKCEE (2A3O)	Pass in 2 Advanced Level subjects and Grade C or above in 3 School Certificate subjects (Note 3) plus 0 –1 year of experience
QG 8 Professional and Related Grades Group I	Membership of a professional institution or equivalent which may or may not implicitly imply an experience requirement depending on the industry concerned
Professional and Related Grades Group II (Grades with pay structure related to grades in Group I)	
QG 9 Degree and Related Grades	A degree plus 0 – 1 year of experience
QG 10 Model Scale 1 Grades	Strong physique and ability to read Chinese plus 0 – 1 year of experience

For civil service appointment purpose –

Note 1: a pass refers to –

- (i) in/before 2006 HKCEE, ‘Grade E’ or above; and
- (ii) in/after 2007 HKCEE, ‘Level 2’ in Chinese Language and English Language, and ‘Grade E’ in other subjects;

Note 2: Associate Degree is accepted for jobs with general requirements set at Higher Diploma level; and

Note 3: in/after 2007 HKCEE, ‘Level 3’ in Chinese Language and English Language is accepted as comparable to ‘Grade C’ in Chinese Language and English Language (Syllabus B).

Column 12 – Type of pay information in terms of actual pay or target pay (“Actual/Target Pay”)

16. Please input the information as follows –
- a. For an entry-level job with a job-holder who was confirmed on or before 1 April 2009, please input “Actual”.
 - b. For an entry-level job with a job-holder who was on probation on 1 April 2009 with no post-confirmation salary adjustment, please input “Actual”.
 - c. For an entry-level job with a job-holder who was on probation on 1 April 2009, but will have post-confirmation salary adjustment, please input “Target”.
 - d. For an entry-level job which was unfilled on 1 April 2009, please input “Target”.

Column 13 – Pay variation due to job holder’s qualification/experience (“Pay Variation”)

17. In the case that this job is offered to a candidate with qualifications and/or experience higher or lower than the minimum requirements of the job, please input “Y” if his/her basic salary has been adjusted due to the job holder’s actual qualification and/or experience. Please input “N” if no such an adjustment has been made.

18. **If the answer in Column 13 is “Y”, please ensure that the pay information in columns 14 to 19 records the pay data based on the minimum requirements for appointment to the entry-level job by excluding pay adjustment(s) due to special consideration of the job holder’s actual qualification, experience and/or other factors.**

Column 14 – Annual Basic Salary (“Annual Basic”)

19. Please provide the annualised actual/target basic salary offered/to be offered to the job-holder.

Scenario	Information required
a) Entry-level job with a job-holder who was <u>confirmed on or before 1 April 2009</u>	Please provide the <u>annualised</u> basic salary to the job-holder based on the basic salary as at 1 April 2009 (i.e. actual monthly salary as at 1 April 2009 times 12).
b) Entry-level job with a job-holder who was <u>on probation on 1 April 2009 with no post-confirmation salary adjustment</u>	
c) Entry-level job with a job-holder who was <u>on probation on 1 April 2009, but will have post-confirmation salary adjustment</u>	Please provide the <u>annualised target</u> basic salary which would be offered to the job-holder upon confirmation under your entry-level compensation policies prevailing as at 1 April 2009 (i.e. the target monthly salary times 12).
d) Entry-level job which was <u>unfilled</u> on 1 April 2009	

Column 15 – Guaranteed Bonus (“G. Bonus”)

20. Please provide the annualised amount of actual/target bonus paid/to be paid on top of the basic salary and on a guaranteed basis either contractually or by established practice, e.g. one month’s salary in the case of guaranteed bonus of 13th month salary. Guaranteed bonus may also include end-of-contract gratuity on a fixed amount or based on a preset percentage of total salary of the contract period. For guaranteed bonus of end-of-contract gratuity, please provide on a pro rata basis the annualised amount of the gratuity for the period from 2 April 2008 to 1 April 2009 for survey purpose.

Column 16 – Housing Allowance per annum (“Housing Allow”), and Column 17 – Other Allowances per annum (“Other Allow”)

21. Please provide information as follows –

Scenario	Information required
a) Entry-level job with a job-holder who was <u>confirmed on or before 1 April 2009</u>	Please provide the total amount of cash allowance(s) paid to the job-holder over the 12 months prior to 1 April 2009. If the job-holder had less than 12 months’ service as at 1 April 2009, please provide the <u>annualised</u> amount based on your compensation policies.
b) Entry-level job with a job-holder who was <u>on probation on 1 April 2009 with no post-confirmation salary adjustment</u>	
c) Entry-level job with a job-holder who was <u>on probation on 1 April 2009, but will have post-confirmation salary adjustment</u>	Please provide the <u>annualised target</u> amount of cash allowance(s) at the rate entitled by the job-holder upon confirmation under your entry-level compensation policies prevailing as at 1 April 2009.
d) Entry-level job which was <u>unfilled</u> on 1 April 2009	

Column 18 – Type of Other Allowances (“Other Allow Type”)

22. Please specify the type(s) of the allowance(s) if you have provided figures under “Other Allowances”.

Cash allowances excluded

23. The following cash allowances which are conditional on specific work conditions or individual circumstances are **excluded** –

- (a) Cash payments which are conditional on individual circumstances (e.g. cash payment as reimbursement or substitute for reimbursement of an accountable expense borne by the employees). Examples are :

- (i) transport and meal allowances paid subject to working overtime or unsocial hours or in remote locations or paid in lieu of actual reimbursement of actual expenses; and
 - (ii) non-accountable entertainment allowances paid in lieu of reimbursement of actual expenses.
- (b) Cash payments which are conditional on specific working conditions that may be unique to an organization or particular jobs in the organizations. Examples are:
- (i) payments for overtime, shift work, remote locations, typhoon duty, obnoxious or dangerous duties, etc. that are related to the working conditions of a particular job; and
 - (ii) flat rate overtime or shift allowances paid without regard to the actual hours of overtime or shifts worked instead of compensation for actual overtime hours or shifts worked.
- (c) Some exceptional cases of payments of certain benefits in cash in the private sector. Examples include:
- cash reimbursement of out-patient medical expenses paid directly by the employer rather than through a medical insurance scheme.

Column 19 – Variable Pay (“Variable Pay”)

24. Examples of variable pay may include sales commission, performance pay, attendance awards, or end-of-contract gratuity on a variable amount (e.g. based on business/individual performance). Please provide information on the annualised amount of the variable pay as follows –

Scenario	Information required
(a) Entry-level job with a job-holder who were <u>confirmed on or before 1 April 2009</u>	Please provide the total amount of actual variable compensation paid in cash to the job-holder during the 12 months prior to 1 April 2009. If the job-holder had less than 12 months’ service as at 1 April 2009, please provide the <u>annualised</u> amount based on your compensation policies.
(b) Entry-level job with a job-holder who was <u>on probation on 1 April 2009 with no post-confirmation salary adjustment</u>	
(c) Entry-level job with a job-holder who was <u>on probation on 1 April 2009, but will have post-confirmation salary adjustment</u>	Please provide the <u>annualised target</u> amount of variable compensation paid in cash at the rate entitled by the job-holder upon confirmation under your organization’s entry-level compensation policies prevailing as at 1 April 2009.
(d) Entry-level job which was <u>unfilled</u> on 1 April 2009	

Prepared by Hay Group Limited

Sample of Completed Data Entry Spreadsheet for Entry-level Jobs

(1) Job Title	(2) Prob. Period (in month(s)) [if applicable]	(3) Pay Adjust After Confirm (Y/N)	(4) EE NO	(5) Date of Hire (dd/mm/yyyy)	(6) Employment Status	(7) Job Function	(8) Job Family (JF)	(9) Min Q	(10) Min Exp. (yr)	(11) QG	(12) Actual/Target Pay	(13) Pay Variation (Y/N)	(14) Annual Basic	(15) G. Bonus	(16) Housing Allow	(17) Other Allow	(18) Other Allow Type	(19) Variable Pay
HR Asst	1	Y	030	8.12.2008	Confirm	HRM	2	5 E in HKCEE	0	2.1	Actual	N	\$96,000	\$12,000	\$0	\$0	-	\$4,000
Sales Rep	3	N	071	5.2.2009	Prob	Sales	5	Degree	1	9	Actual	Y	\$120,000	\$18,000	\$0	\$7,200	education allow.	\$10,000
Sales Rep	3	N	072	3.6.2008	Confirm	Business Development	5	Degree	1	9	Actual	N	\$120,000	\$18,000	\$24,000	\$7,200	education allow.	\$20,000
Sales Rep	3	N	073	4.12.2008	Confirm	Sales	5	Degree	1	9	Actual	N	\$120,000	\$18,000	\$0	\$7,200	education allow.	\$30,000
Driver	1	Y	101	6.3.2009	Prob	Driving	8	A valid HK driving licence	3	6	Target	N	\$110,000	\$9,000	\$0	\$0	-	\$0
Engineer	N.A.	N	N.A.	N.A.	Unfilled	Construction	7	Member-ship of a professional institution	1	8	Target	N	\$200,000	\$16,000	\$120,000	\$0	-	\$20,000

Job Family Descriptions

Job Family 1: Clerical and Secretarial

This Family covers jobs that perform clerical duties and secretarial functions. Examples of civil service basic ranks include Assistant Clerical Officer, Clerical Assistant, Personal Secretary II, etc.

Examples of typical jobs in the private sector may include general clerk, secretary, personal assistant etc.

Job Family 2: Internal Support (Corporate Services)

This Family covers jobs that provide internal support services related to management, office administration, information systems or other internal support functions for organizations. Examples of civil service basic ranks include Supplies Supervisor II, Government Counsel, Executive Officer II, Analyst/Programmer II, Accounting Officer II etc.

Examples of relevant job functions in the private sector may include:

- Finance & Accounting
- Information Technology (IT)
- Legal & Corporate Secretarial
- Human Resources Management
- Office Administration and Management such as Planning & Policy Formulation, Office Management, Translation Services, Organization Methods, Catering & Accommodation Services
- Supply/Purchasing

Job Family 3: Internal Support (Technical and Operation)

This Family covers jobs that provide internal support services related to technical functions and operations in organizations. Examples of civil service basic ranks include Communications Controller, Statistical Officer II, Printing Technician II, Cook, Estate Surveyor, etc.

Examples of relevant job functions in the private sector may include:

- Marketing/Market Research
- Research & Development
- Sales Administration
- Communication
- Valuation
- Estate Surveying
- Land Surveying
- Production Control/Planning
- Quality Control/Assurance
- Logistics/Warehouse Management
- Shipping/Transport Distribution
- Operations/Traffic
- Materials/Inventory Control
- Merchandising

Job Family 4: Public Services (Social and Personal Services)

This Family covers jobs that specialize in delivering social or personal services to clients mainly on a one-on-one basis and providing personalized or customized services on a direct client-provider interface. Examples of civil service basic ranks include Occupational Safety Officer II, Registered Nurse, Medical and Health Officer, Assistant Social Work Officer, Pharmacist, Dietitian, etc.

Examples of relevant job functions in the private sector may include:

- Hospital Medical Services
- Clinical Medical and Dental Services
- Health Care Services
- Social Welfare Services

Job Family 5: Public Services (Community)

This Family covers jobs that provide services to communities of clients collectively and not on a personal basis with a key role in dealing with external parties. Examples of civil service basic ranks include Postman, Tax Inspector II, Assessor, Assistant Labour Officer II, etc.

Examples of relevant job functions in the private sector may include:

- Sales/Business Development
- Public Relations & Promotion
- Customer Service
- Import/Export Compliance
- Banking & Financial Services

Job Family 6: Public Services (Physical Resources)

This Family covers jobs that provide services to clients not on a direct basis but through performing/managing functions relating to facilities, structures, hardwares, etc. Examples of civil service basic ranks include Cultural Services Assistant II, Housing Officer, Veterinary Officer, Agricultural Officer, Assistant Librarian, Transport Officer II, etc.

Examples of relevant job functions in the private sector may include:

- Building Services
- Estate Management
- Leasing
- Environmental Protection
- Conservation

Job Family 7: Works-Related

This Family covers jobs that perform professional services and those that perform technical support and inspection work related to the design, construction, monitoring of quality and safety and maintenance of and planning for facilities and infrastructure, as well as related consultation services. Examples of civil service basic ranks include Engineering Laboratory Technician II, Survey Officer, Works Supervisor II, Assistant Inspector of Works, Architect, Assistant Electronic Engineer, Building Services Engineer, Quantity Surveyor, etc.

Examples of relevant job functions in the private sector may include:

- Design and Specification
- Measurement and Evaluation
- Contract Management
- Project Management
- Construction and Installation
- Plant Operation
- Maintenance and Repair
- Draughting and Drawing
- Testing and Research
- Quality Control/Assurance
- Industrial Safety
- Building Surveying
- Quantity Surveying

Job Family 8: Operational Support

This Family covers jobs that provide operational support for organizations in non-administrative services. Typical jobs in this family require operation of equipment or machinery, manual work or outdoor work. Examples of civil service basic ranks include Foreman, Artisan, Motor Driver, Property Attendant, Workman II, etc.

Examples of typical jobs in the private sector may include Driver, Security Guard, Tea Lady, Cleanser, etc.

Annex 3: List of Participating Private Sector Organizations

1.	AECOM Asia Ltd.	艾奕康有限公司
2.	Aedas Ltd.	凱達環球有限公司
3.	Airport Authority Hong Kong	香港機場管理局
4.	Asia Insurance Co., Ltd.	亞洲保險有限公司
5.	Atkins China Ltd.	阿特金斯顧問有限公司
6.	Bank of East Asia, Ltd., The	東亞銀行有限公司
7.	Belden Asia (Hong Kong) Ltd.	-
8.	Blue Cross (Asia-Pacific) Insurance Ltd.	藍十字(亞太)保險有限公司
9.	Cafe de Coral Holdings Ltd.	大家樂集團有限公司
10.	Cathay Pacific Airways Ltd.	國泰航空公司
11.	Christian Family Service Centre	基督教家庭服務中心
12.	Citybus Ltd.	城巴有限公司
13.	Commercial Press (Hong Kong) Ltd., The	商務印書館(香港)有限公司
14.	Crown Motors Ltd.	皇冠汽車有限公司
15.	Dah Chong Hong Holdings Ltd.	大昌行集團有限公司
16.	Dah Sing Financial Group	大新金融集團
17.	Dairy Farm Company Ltd., The	牛奶有限公司
18.	DBS Bank (Hong Kong) Ltd.	星展銀行(香港)有限公司
19.	Defond Electrical Industries Ltd.	德豐電業有限公司
20.	DKSH Hong Kong Ltd.	大昌華嘉香港有限公司
21.	DTZ	DTZ 戴德梁行
22.	Elec & Eltek International (Hong Kong) Ltd.	依利安達國際(香港)有限公司
23.	Employees Retraining Board	僱員再培訓局
24.	Esprit Regional Services Ltd.	-
25.	Esquel Enterprises Ltd.	溢達企業有限公司
26.	Evangelical Lutheran Church of Hong Kong, Social Service	基督教香港信義會社會服務部
27.	Fossil (East) Ltd.	-
28.	Gammon Construction Ltd.	金門建築有限公司
29.	Green Island Cement (Holdings) Ltd.	青洲英坭(集團)有限公司
30.	Hang Lung Properties Ltd.	恒隆地產有限公司
31.	Hanison Construction Company Ltd.	興勝建築有限公司
32.	HKR International Ltd.	香港興業國際集團有限公司
33.	Hong Kong Aero Engine Services Ltd.	香港航空發動機維修服務有限公司
34.	Hong Kong Aircraft Engineering Co., Ltd.	香港飛機工程有限公司
35.	Hong Kong Applied Science and Technology Research Institute Company Ltd.	香港應用科技研究院有限公司
36.	Hong Kong Baptist Hospital	香港浸信會醫院
37.	Hong Kong Dragon Airlines Ltd.	港龍航空有限公司

38.	Hong Kong Exchanges and Clearing Ltd.	香港交易及結算所有限公司
39.	Hong Kong Housing Authority	香港房屋委員會
40.	Hong Kong Housing Society	香港房屋協會
41.	Hong Kong Jockey Club, The	香港賽馬會
42.	Hong Kong Productivity Council	香港生產力促進局
43.	Hong Kong Science and Technology Parks Corporation	香港科技園公司
44.	Hong Kong Sport Institute Ltd.	香港體育學院有限公司
45.	Hong Kong Trade Development Council	香港貿易發展局
46.	Hong Kong Tourism Board	香港旅遊發展局
47.	Hongkong Land Ltd.	香港置地集團公司
48.	Hongkong United Dockyards Ltd.	香港聯合船塢集團有限公司
49.	HSBC	滙豐
50.	Hsin Chong Construction Group Ltd.	新昌營造集團有限公司
51.	InterContinental Hong Kong	香港洲際酒店
52.	Jardine Airport Services Ltd.	怡中航空服務有限公司
53.	Jardine Matheson Ltd.	怡和管理有限公司
54.	Jebsen & Co. Ltd.	捷成洋行有限公司
55.	Kerry Properties (H.K.) Ltd.	嘉里發展有限公司
56.	Kowloon Motor Bus Co. (1933) Ltd., The	九龍巴士(一九三三)有限公司
57.	Kowloon Shangri-La Hotel	九龍香格里拉大酒店
58.	KPMG	畢馬威會計師事務所
59.	Lai Sun Development Company Ltd.	麗新發展有限公司
60.	Lee Kum Kee International Holdings Ltd.	李錦記國際控股有限公司
61.	Li & Fung (Retailing) Ltd.	利豐(零售)有限公司
62.	Maersk Hong Kong Ltd.	馬士基集團香港有限公司
63.	Mandatory Provident Fund Schemes Authority	強制性公積金計劃管理局
64.	Mitsubishi Electric Hong Kong Group Ltd.	三菱電機香港集團有限公司
65.	Modern Terminals Ltd.	現代貨箱碼頭有限公司
66.	MTR Corporation	港鐵公司
67.	New World First Bus Services Ltd.	新世界第一巴士服務有限公司
68.	Nielsen Company (Hong Kong) Ltd., The	-
69.	Ocean Park Corporation	海洋公園公司
70.	Ove Arup & Partners Hong Kong Ltd.	奧雅納工程顧問
71.	Paul Y. Management Ltd.	保華管理有限公司
72.	PCCW Ltd.	電訊盈科有限公司
73.	PricewaterhouseCoopers Ltd.	羅兵咸永道有限公司
74.	Public Bank (Hong Kong) Ltd.	大眾銀行(香港)
75.	Sa Sa International Holdings Ltd.	莎莎國際控股有限公司
76.	Samsonite Asia Ltd.	-
77.	Sanfield (Management) Ltd.	新輝(建築管理)有限公司

78.	Schindler Lifts (Hong Kong) Ltd.	迅達升降機（香港）有限公司
79.	Shiu Wing Steel Ltd.	紹榮鋼鐵有限公司
80.	Shui On Construction and Materials Ltd.	瑞安建業有限公司
81.	Shun Hing Electronic Trading Co. Ltd.	信興電器貿易有限公司
82.	Sik Sik Yuen	齋色園
83.	Sino Land Company Ltd.	信和置業有限公司
84.	Sony Corporation of Hong Kong Ltd.	索尼香港
85.	Standard Chartered Bank (Hong Kong) Ltd.	渣打銀行（香港）有限公司
86.	Sun Hung Kai Properties Ltd.	新鴻基地產有限公司
87.	Television Broadcasts Ltd.	電視廣播有限公司
88.	Triumph International (Hong Kong) Ltd.	黛安芬國際（香港）有限公司
89.	Urban Group	富城集團
90.	Urban Renewal Authority	市區重建局
91.	Whirlpool (Hong Kong) Ltd.	惠而浦（香港）有限公司
92.	Wing Hang Bank, Ltd.	永亨銀行
93.	Wong & Ouyang (HK) Ltd.	王歐陽（香港）有限公司
94.	YATA Ltd.	一田百貨
95.	Yau Lee Holdings Ltd.	有利集團有限公司
96.	YMCA of Hong Kong	香港基督教青年會
97. – 117. Anonymous*		

*These companies do not want to have their names published.