

2016

Vanuatu

Vanuatu Remuneration Report

2016

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Executive Summary

Highlights of the 2016 Vanuatu Remuneration Report are as follows:

Data for 2,590 individual employees was submitted by 39 participating organisations.

Fifty-nine percent of participants indicated that they have a formal annual salary review process in place.

Twenty percent of participants forecast no salary increases across all staff categories for the coming year.

For those organisations which do forecast a salary increase, the average overall salary budget increase is 4.2%.

Seventy-six percent of participants offer vehicle benefits of some kind, with multiple policies of usage occurring amongst some organisations.

Seventy-one percent of respondents stated that VNPF contributions are paid in addition to or 'on top of' total remuneration.

Seventy-one percent of participating organisations offer some form of variable pay / incentive scheme to their employees with profit share or other bonus schemes being the most popular.

The most common weekly operating hours among participants is 8 hours x 5 days and 7.5 hours x 5 days.

Sixty-five percent of participating organisations provide some kind of health and wellbeing benefit.

Most participants provide between 21 and 25 days annual leave to employees with no organisation providing more than 30 days at any employee level.

Sick leave entitlements provided to employees were reported by 88% of participating organisations, with all of those organisations offering either 20 or 21 days per annum.

The total average staff turnover for the past year among participants was 9%.

Seventy-one percent of participants are currently experiencing difficulty in recruiting or retaining staff in one or more functions.

Fifty-nine percent of participants have formal retention strategies in place.

Information in this survey is current as at 1 October 2016.

Introduction

Introduction

Strategic Pay is pleased to present the inaugural Vanuatu Remuneration Report, and again wish to thank the sponsor BRED bank for making it possible to produce this survey.

This survey will enable the 39 organisations who participated to gain insight into pay levels and practices in Vanuatu, as well as how they remunerate their staff in relation to these levels, in an understandable and user-friendly format. This will greatly assist them to make informed decisions when setting market-related pay or undertaking pay reviews on individuals in their roles in the future.

In future years, the survey will provide even more comprehensive policy, practice and market trends, thereby equipping participants with robust information to assist them with their recruitment and retention strategies.

The survey uses Strategic Pay's JobWise® methodology, which enables participants to readily identify the appropriate functional level for each of their roles, thus providing the survey provider and users alike with a common framework on which to compare remuneration levels.

The JobWise® methodology streams work into four functional streams i.e. Leadership, Technical, Operations and Business Support. Each stream has a number of well-described complementary levels, with examples of roles at each level. This enables participants to allocate a stream and level to each of their roles in a systematic and pragmatic way, with assistance and sense-checking by the provider. More on the JobWise® methodology is contained below and in the appendices.

To this end, users of this report will be reassured that when they consult this survey, they are comparing pay levels for roles of a similar type and level, are therefore confident they will derive considerable value from this resource.

The 12 generic JobWise® bands (labelled A to L) represent an alternative to the narrow banding system that form the sizing output of the SP10® and SP5® system. They are also a response to Strategic Pay's research on the job design, how organisations are structured, and patterns in the job evaluation scores assigned to jobs at different career levels. They have been well tested in client situations.

Band	Grades	SP10 Pts	Customer & Business Support Pathway	Operations Pathway	Technical/Specialist Pathway	Leadership Pathway	Band
L	25-26	774-875					L
K	23-24	676-773				L8	K
J	21-22	592-675				L7	J
I	19-20	521-591			T7	L6	I
H	17-18	456-520			T6	L5	H
G	15-16	395-455			T5	L4	G
F	13-14	335-394		S6	T4	L3	F
E	11-12	286-334		S5	T3	L2	E
D	9-10	236-285		S4	T2	L1	D
C	7-8	191-235		S3	T1		C
B	5-6	145-190	S2	O2			B
A	4	117-144	S1	O1			A

Senior Executives are not normally in the structure

Survey Parameters

Purpose

The purpose of the Strategic Pay Vanuatu Remuneration Survey is to provide a credible, reliable and consistent mechanism for analysing remuneration levels, practice and policy of Vanuatu organisations.

Timing

The data is reported as at 1 October 2016.

Method of data collection

Ease of data submission for survey participants remains a key objective for the Strategic Pay Survey. An excel file was supplied to organisations to enter relevant employee remuneration data and to respond to questions regarding the organisation's policies and practices. Participants were also asked to allocate JobWise® codes to their roles according to the guidelines provided, which have been reviewed and sense-checked by Strategic Pay to ensure consistency. Strategic Pay uses statistical sampling techniques to ensure representative samples and to avoid data skewing.

Job mapping and sizing methodology

This survey reflects data submitted according to our JobWise® methodology, a mechanism which allows participants to map (or match) their roles to the JobWise® descriptors, but with the robust underpinning of our SP10® job evaluation methodology. From a quality assurance perspective, we seek to work more closely with individual firms to confirm the validity of their internal relativities and associated matching to the Vanuatu Remuneration Survey format.

Job evaluation is a tool for understanding how jobs and organisations function. It is evident that many roles at middle and lower levels are generic within and across organisations. We expect to see certain patterns in the job evaluation scores assigned to knowledge, experience, complexity and problem-solving. Strategic Pay has condensed this research and understanding into an analytical job matching tool i.e. JobWise®.

JobWise® is a job sizing technology for assigning jobs firstly to generic career pathways, and then to the job level that best matches the job content and skill requirements. We call this 'job mapping'. The outcome of job mapping is a career pathway and level for every job, e.g. S6, a Senior Specialised Business Support role in the Business Support pathway. The career pathways and levels within each pathway correspond to Strategic Pay bands that typically underpin the pay structure. (See appendix F for further information)

Base Salary, Fixed Remuneration and Total Remuneration

The survey report provides detailed analyses for Base salary, Fixed remuneration (Base plus benefits), and Total Remuneration (including all cash and non-cash benefits received). The fixed remuneration and total remuneration lines calculate all remuneration items for which a benefit value has been assigned by participants.

Currency

All currency values are quoted in the Vanuatu Vatu (vt).

Confidentiality

Strategic Pay maintains stringent standards of data confidentiality and security. It is expected that this Survey Report will be used by participating organisations for **internal purposes only**.

Disclaimer

This report is designed to provide a summary of current pay trends, and as such does not purport to be conclusive or to provide specific guidelines. No responsibility can be accepted for loss occasioned to any person, or organisation, acting, or refraining from acting, as a result of any statement in this publication.

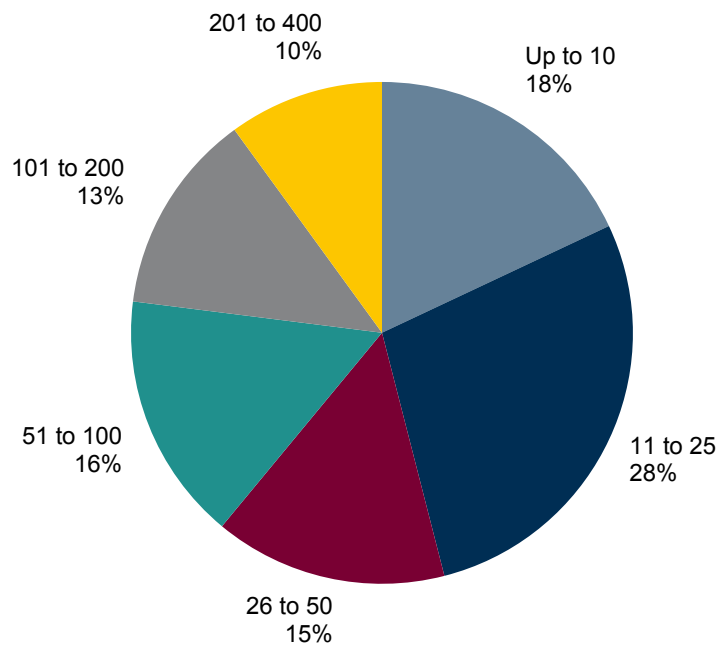
Feedback

We welcome feedback from participating organisations on additions / deletions / enhancements to the Survey. Please send your feedback to Santa Harvett, Market Information Manager at santa@strategicpay.co.nz

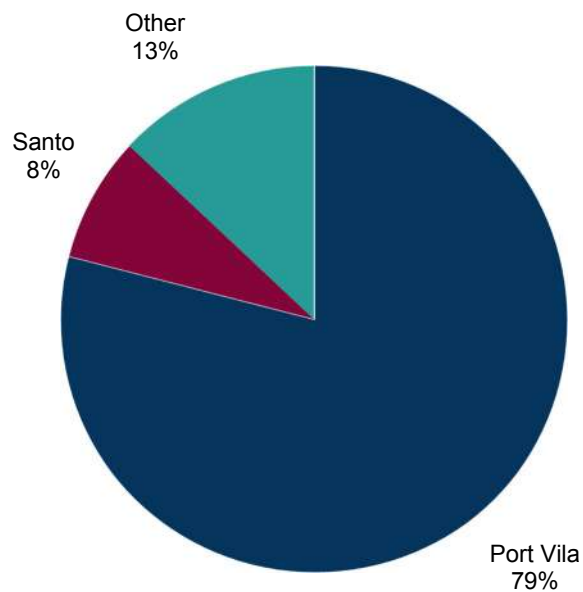
Survey Database

Data for 2,590 individual employees was submitted by the 39 participating organisations. The distribution of employees by numbers and by region is shown below along with the distribution of organisations by industry.

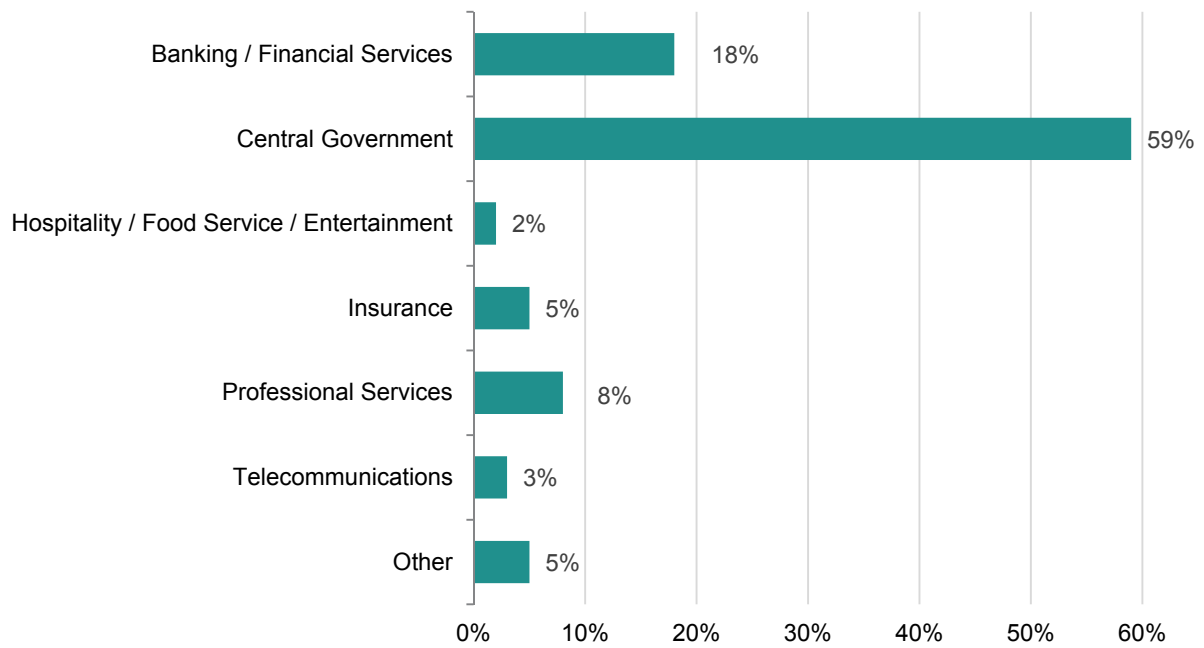
Distribution of Participating Organisations by Employee Numbers



Distribution of Employees by Region



Distribution of Participating Organisations by Industry



Information in this survey is current as at **1 October 2016**.

Index of JobWise® Pathways

JobWise® Pathway Level	Band	JobWise® Pathway Title	Page
Customer and Business Support			
S2	Band B	Office Support	53
S3	Band C	Administration / Customer Support	54
S4	Band D	Technical Admin / Customer Focus	55
S5	Band E	Specialised Admin / Customer Focus	56
S6	Band F	Senior Specialised Business Support	57
Operation			
O1	Band A	Manual Labour 1	63
O2	Band B	Manual Labour 2	64
O3	Band C	Trades 1	65
O4	Band D	Trades 2	66
O5	Band E	Technician 1	67
O6	Band F	Technician 2	68
Technical / Specialist			
T1	Band D	Technical Support	73
T2	Band E	Technical / Entry Level Specialist	74
T3	Band F	First Level Specialist	75
T4	Band G	Mid-level Specialist	76
T5	Band H	Senior Specialist	77
T6	Band I	Advanced Specialist	78
Leadership			
L1	Band D	Leading Hand	83
L2	Band E	Working Supervisor	84
L3	Band F	Supervisor I	85
L4	Band G	Supervisor II	86
L5	Band H	Team Leader	87
L6	Band I	Team Manager	88
L7	Band J	Section Leader	89
L8	Band K	Function Manager	90
L9	Band L	Senior Manager	91

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7.

Salary Increases

Salary Increases

The information provided in this section of the report is drawn from responses to the policies and practices questionnaire which was completed by 17 organisations.

Fifty-nine percent of participants indicated that they have a formal annual salary review process in place.

While some participants choose January, March, April, or September for salary reviews, October is the most popular month for salary reviews to become effective for each of the staff levels. No participant makes salary reviews effective at the employee's date of anniversary.

Actual Salary Increases Awarded During the Past Year (2015-2016)

Of those who responded, 14% reported that their recent salary increases were higher than last year and 64% stated they were about the same as last year. The remaining 22% reported that salary increases were lower than in 2015.

Participants were asked to provide information on both the salary increases that they applied to the different employee categories over the last year and the overall salary increase for their organisation. The following table shows the levels of increases reported.

Twenty-one percent of participants reported no increase across all staff categories for the past year. Of those organisations that did provide salary increases to employees, the minimum, maximum, and average increase for each employee category is shown in the table below.

Employee Category	Salary Increase (as a % of base salary)		
	Minimum	Maximum	Average
Chief Executive	1.2%	5.0%	3.6%
Senior Management	2.7%	10.0%	5.0%
Middle Management / Specialist	2.0%	10.0%	4.5%
General Staff	0.9%	10.0%	4.7%
Overall Salary Budget*	0.9%	6.0%	3.7%

*The 'Overall' increases are a discretely reported figure and not an average of the other figures.

Forecast Increases for the Coming Year (2016-2017)

Twenty percent of participants forecast no salary increases across all staff categories for the coming year. For those organisations which forecast a salary increase, minimum, maximum, and average increase for each employee category is shown in the table below.

Employee Category	Forecast Salary Increase (as a % of base salary)		
	Minimum	Maximum	Average
Chief Executive	3.0%	10.0%	5.3%
Senior Management	3.0%	5.0%	3.8%
Middle Management / Specialist	2.0%	5.0%	3.5%
General Staff	2.0%	10.0%	4.3%
Overall Salary Budget*	3.0%	5.0%	4.2%

*The 'Overall' increases are a discretely reported figure and not an average of the other figures.

Basis of Salary Increases

The methods participants use to make decisions on salary increases are shown in the table below.

Basis of Increase	Employee Category (% of organisations)			
	CEO	Senior Management	Middle Management / Specialist	Other Staff
Sample Size	8	9	11	16
Performance	75%	78%	82%	88%
Cost of living (CPI)	50%	56%	55%	44%
Affordability	50%	44%	55%	56%
Market data	38%	56%	45%	50%
Tenure	13%	22%	18%	13%

A range of methods are used by all participants when deciding on the level of salary increases, with performance the most popular across all employee categories.

Of the responding organisations, 76% have a formal performance appraisal system in place to assess employee performance.

Strategic Pay strongly recommends that performance be a major consideration in any remuneration decisions.

Employment Policies and Practices

Employment Policies and Practices

The information provided in this section of the report is drawn from responses to the policies and practices questionnaire which was completed by 17 organisations.

Benefits Offered

The following table details the types and incidence of benefits offered in the participating organisations, by staff category.

Benefit	% of Orgs	Employee Category					Value Communicated	
		CEO	Senior Mgmt	Middle Mgmt / Specialist	Sales	Other Staff	In Employment Offer	At Salary Review
Vehicle Benefits								
Tool-of-trade vehicle	59%	41%	29%	6%	6%	12%	20%	-
Fuel card	47%	47%	29%	6%	-	6%	38%	-
Car park	29%	29%	29%	18%	-	12%	60%	-
Perquisite ('perk') vehicle	29%	29%	18%	-	-	-	40%	-
Vehicle allowance	24%	18%	18%	6%	-	-	25%	-
Transport to and from office	18%	12%	-	-	-	6%	67%	-
Transport allowance	18%	6%	6%	12%	-	6%	33%	-
Transport service for family	6%	6%	-	-	-	-	100%	-
Superannuation and Insurances								
Vanuatu National Provident Fund	100%	47%	71%	82%	47%	100%	59%	12%
Health insurance	65%	47%	59%	47%	29%	41%	45%	9%
Death & disability and / or life insurance	35%	29%	24%	12%	12%	12%	50%	17%
Other superannuation fund	12%	12%	6%	-	-	-	50%	-
Income protection insurance	6%	6%	6%	-	-	-	100%	-
Telecommunications Benefits								
Home telephone rental	35%	29%	18%	-	-	-	33%	-
Home internet connection	29%	24%	12%	6%	6%	6%	20%	-

Benefit	% of Orgs	Employee Category					Value Communicated	
		CEO	Senior Mgmt	Middle Mgmt / Specialist	Sales	Other Staff	In Employment Offer	At Salary Review
Memberships and Discounts								
Education subsidies / reimbursement	53%	35%	35%	35%	18%	41%	22%	22%
Professional association fees	35%	18%	24%	18%	-	12%	17%	-
Staff discounts	29%	24%	24%	18%	12%	18%	40%	-
Study allowances	18%	6%	6%	6%	-	18%	33%	-
Gym	18%	12%	6%	-	-	-	33%	-
Airline club	6%	6%	-	-	-	-	-	-
Expense allowances	6%	6%	-	-	-	-	-	-
Other Benefits								
Uniform	71%	47%	53%	59%	41%	65%	25%	8%
Low interest loans	47%	24%	35%	41%	29%	41%	25%	13%
Expense allowances	24%	18%	24%	6%	-	6%	50%	-
Establishment allowance	18%	6%	12%	12%	-	12%	33%	-
Subsidised utility bills (Electricity)	18%	18%	12%	-	-	-	33%	-
Subsidised utility bills (Water)	12%	12%	6%	-	-	-	-	-
Free housing or furniture	12%	6%	6%	-	-	-	-	-
Service payment	6%	6%	6%	6%	-	6%	100%	-
Child support allowance	6%	6%	6%	6%	-	6%	100%	-
In-kind benefit	6%	-	6%	6%	6%	6%	-	-
Other*	18%	18%	18%	12%	-	6%	33%	-

*Other benefits include school fees and living allowance.

Vehicle Benefits

All participants who provide vehicles for staff purchase the vehicles.

Incidence of Vehicle Benefits

In this section, 'vehicle benefits' refers to the provision of 'tool-of-trade' cars, 'perk' cars, and / or vehicle allowances, which are defined as follows:

- + **Tool-of-trade vehicle** – a company car provided for roles where travel is a requirement of the position
- + **Perquisite 'Perk' vehicle** – a company car provided for roles where travel is not a requirement of the position
- + **Vehicle Allowance** – an annual allowance paid to an employee who is required to use their personal vehicle for business

Seventy-six percent of participants offer vehicle benefits of some kind, with multiple policies of usage occurring amongst some organisations. No participant offers a choice between a vehicle and a vehicle allowance.

Vehicle Benefit Offered	% of Organisations with Vehicle Benefits
Perquisite 'perk' vehicle	24%
Tool-of-trade vehicle with personal use, either full or limited	59%
Tool-of-trade vehicle with no personal use	18%
Vehicle allowances	6%

Please note that some organisations apply more than one policy when offering vehicle benefits.

Company Car Use Policies

Participants who offer company cars were asked to describe their vehicle use policies; these are shown below by employee category.

Vehicle Use Policy	Employee Category				
	CEO	Senior Management	Middle Management / Specialist	Sales	General Staff
Full use	100%	88%	-	-	-
Full use except holidays	-	-	17%	-	-
Working week use	-	13%	17%	33%	14%
Limited mileage	-	-	17%	-	-
Business use only	-	13%	67%	100%	100%

Please note that some organisations have multiple policies for each employee category.

Car Park Conditions

Participants were asked about what car park conditions apply to employees. Of those who responded, 80% of organisations provide car parks to employees with no additional cost incurred while the remaining 20% do not provide any car parks.

Car Park Policy	% Providing
Car parking is provided within the organisation complex but no additional charges incurred	80%
No car park is provided	20%

Fuel Cards

Of participating organisations, 65% offer fuel cards to employees, of these the table below shows which employee groups are offered fuel cards.

Fuel Card Policy	Employee Category				
	CEO	Senior Management	Middle Management / Specialist	Sales	Other Staff
Employees with perquisite ('perk') vehicles	55%	33%	-	-	-
Employees with tool-of-trade vehicles	45%	44%	50%	33%	25%
Employees with vehicle allowances	-	33%	-	33%	-
Employees who are required to travel on behalf of the organisation	-	-	50%	33%	75%

Please note that some organisations apply more than one policy when offering fuel cards.

For the participating organisations that provide fuel cards, restrictions are shown in the following table.

Fuel Card Policy	% of Organisations
Limited to registration (i.e. petrol for company vehicle only)	60%
Limited to named card holder	30%
Fuel and oil purchases only (i.e. no foodstuffs, etc.)	20%
No restrictions	20%
Weekday use only	10%
No holiday use	-

Percentages in the above table total more than 100% as some organisations apply more than one policy for restrictions to fuel card use.

Vanuatu National Provident Fund (VNPF)

All participating organisations provide VNPF contributions to employees, with 88% indicating they make payments as a flat percentage of the employee's gross salary (the other 12% did not respond to this question).

The table below shows the minimum, maximum, and average employer contribution to VNPF as a percentage of base salary for each employee category.

Employee Category	Employer Contributions % of Base Salary		
	Minimum	Maximum	Average
CEO	4.0%	9.0%	6.1%
Senior Management	4.0%	8.0%	4.9%
Middle Management/Specialist	4.0%	8.0%	4.9%
Other Staff	4.0%	8.0%	4.9%

VNPF Funding

Participants were asked how VNPF contributions are treated in relation to total remuneration. Seventy-one percent of respondents stated that VNPF contributions are paid in addition to or 'on top of' total remuneration whilst 29% treat VNPF contributions as part of their definition of total remuneration.

VNPF contributions in relation to total remuneration	% of Organisations
Employer VNPF contributions are paid in addition to (or 'on top' of) total remuneration	71%
Employer VNPF contributions are included as part of our definition of total remuneration	29%

Superannuation in addition to VNPF

Participants were asked whether they offer a superannuation scheme to employees in addition to the Vanuatu National Provident Fund (VNPF). Almost all respondents to this question do not offer, or plan to offer, a superannuation scheme separate to VNPF.

Variable Pay / Incentive Schemes

Types of Variable Pay

Variable Pay Scheme Definitions

For the purposes of this report, variable pay schemes are defined as follows:

Short-term Incentive (STI) Schemes

Short-term (12 months or less) incentive (STI) schemes reward employees for achieving pre-determined performance objectives. Performance objectives and the resulting rewards are typically communicated at the beginning of the performance period and are measured and paid quarterly, 6-monthly or annually to coincide with financial results. Objectives may be based on individual, team and / or company performance. Rewards are generally expressed either as a percentage of base salary or as a fixed vatu amount.

Bonus Schemes

Bonus schemes retrospectively reward employees for individual, team and / or company performance. Bonus schemes tend to be more subjective and discretionary than commission or incentive schemes. Performance measures and the resulting rewards are not necessarily stipulated at the beginning of the performance period. Bonuses tend to be paid annually.

Commission Schemes

Commission schemes, a type of STI, are typically measured and paid within a monthly or quarterly period. Payments are generally a pre-determined amount or percentage of fees / revenue generated. Targets are commonly expressed as a percentage of each fee / revenue, percentage of gross margin or a vatu amount per unit sold / produced.

Long-term Incentive (LTI) Schemes

Long-term incentive (LTI) schemes reward employees for achieving pre-determined performance objectives over more than one year, usually 2 to 5 years. Performance objectives and the resulting rewards are typically communicated at the beginning of the performance period and are measured and paid after the 2 to 5 year performance objectives are met. Incentives are commonly equity-based, but may be cash-based.

Eligibility for Variable Pay / Incentive Schemes

Seventy-one percent of participating organisations offer some form of variable pay / incentive scheme to their employees with profit share or other bonus schemes being the most popular.

Of those participants, the table below shows the percentage of organisations offering each scheme and the percentage of employees eligible for each scheme within those organisations.

For example: 60% of organisations that offer some form of variable pay / incentive scheme to their employees offer profit share or other bonus schemes; of those organisations, 33% offer profit share or other bonus schemes to CEOs and sales staff, and all offer them to senior management, middle management and other staff.

Type of Variable Pay	% of Orgs	% of Employees Eligible (in organisations offering each scheme)				
		CEO	Senior Mgmt	Middle Mgmt / Specialist	Sales	Other Staff
Profit share or other bonus schemes	60%	33%	100%	100%	33%	100%
STI other than commission	40%	75%	75%	75%	100%	100%
Commission scheme	20%	-	-	-	100%	50%
Long term incentive scheme	20%	100%	50%	-	-	-

Percentages in the table above total more than 100% because some participants use more than one type of variable pay for some staff categories.

Short-term Incentive Schemes (other than bonuses or commissions)

Of those participants who offer variable pay or an incentive scheme of some kind, 40% offer short-term incentives (STIs).

All the participants with a STI describe their incentive scheme as 'cherry on the top' (although a small number indicated the STI is 'cherry on top' and 'at risk'). This means the scheme design does not require employees to put existing earnings at risk, but rather provides a variable pay opportunity on top of existing fixed remuneration. Employees are paid at market rate but a high performer will receive an incentive payment while someone who is not meeting performance expectations for the role is unlikely to receive one.

Targeted / Capped Incentive Payments

Incentive targets are typically used to communicate performance expectations to employees, with the targeted amount reflecting competent performance in the role, while caps are typically used by organisations to control the costs of variable pay, but may also be used to:

- + Limit earnings
- + Overcome poor target setting
- + Avoid 'windfall' payments
- + Control adverse behaviours (e.g. sales at all costs)

Participants were requested to provide details for targets and caps set for incentive payments as a percentage of base salary. The table below shows the lower quartile, median, and upper quartile, targets and caps for each employee category.

Employee Category	Target			Caps		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
CEO	8%	10%	23%	10%	25%	43%
Senior Management	5%	8%	12%	10%	26%	40%
Middle Management/Specialist	5%	8%	11%	10%	19%	40%
Other Staff	3%	5%	9%	11%	27%	51%

All participating organisations who offer STIs base their reward payments on a combination of performance measures. Across all employee levels, revenue is a key factor in determining the incentive payment.

The table below illustrates the combination of performance measures used at different levels.

Performance Measure	Employee Category (% of organisations with STI)			
	CEO	Senior Management	Middle Management / Specialist	Other Staff
Revenue	67%	67%	57%	50%
Balanced scorecard outcomes	67%	67%	43%	38%
Profit or margin	67%	50%	43%	38%
Customer satisfaction	50%	50%	43%	38%
Other	50%	50%	43%	50%

Percentages in the table above total more than 100% as all participating organisations use more than one performance measure.

Bonus Schemes

Of participants who offer variable pay or an incentive scheme of some kind, 60% operate some form of bonus scheme.

Of these, 80% of the respondents report that bonuses are not company-wide; i.e. factors such as individual or team performance are taken into account when deciding which employees receive a bonus. For the remaining 20%, bonuses are company-wide; i.e. either all eligible employees receive a bonus or no employees receive a bonus.

Bonus Scheme	% of Organisations with Bonus Schemes
Bonuses are not company-wide (factors such as individual or team performance are taken into account when deciding who receive a bonus)	80%
Bonuses are company-wide (i.e. either all eligible staff receive a bonus or no staff do)	20%

Based on past history, 60% of organisations with bonus schemes generally pay bonuses every year, while 40% only pay bonuses in a successful year.

Bonus Scheme History	% of Organisations
Based on past history - bonuses are generally paid every year (for eligible staff)	60%
Based on past history - bonuses are only paid in a successful year (for eligible staff)	40%

Commission Schemes

Of participants who offer variable pay or an incentive scheme of some kind, 20% offer commission schemes across some or all employee levels and use a range of performance or outcome measures to determine commissions paid, including individual performance, team / business unit performance, revenue, and profit or margin.

Long-Term Incentive Schemes

Of participants who offer variable pay or an incentive scheme of some kind, 20% provide long-term incentives to CEO and Senior Management teams.

Long-term incentives can be an essential part of an organisation's total rewards package. If implemented correctly, they can promote ownership, higher performance and, ultimately, higher shareholder returns. The key feature of a long-term incentive scheme is that it encourages employees to focus on medium to long-term results, as opposed to short-term results (which are typically rewarded through incentives or commission schemes). Organisations will often use a combination of short and long-term incentives to balance short and long-term decision making.

Shift Work and Stand-by / On Call

The table below shows the spread of operating hours among participants.

Operating Hours	Organisation Department	
	Corporate	Operations
24 hours x 7 days	7%	8%
24 hours x 5 days	-	17%
10 hours x 5 days	7%	8%
8 hours x 5 days	60%	33%
7.5 hours x 5 days	26%	34%

Shift Work

Forty-one percent of participants have employees working regular shifts. The table below shows the percentage of organisations with employees working regular shifts in each functional area.

Functional Area	Operate in Shifts
Property Management / Security	71%
IT Support	57%
IT Operations	43%
Call Centre	14%
Production / Manufacturing	14%
Other	14%

Percentages in the above table total more than 100% as organisations can have more than one functional area operating in shifts.

Stand-by / On Call

Of organisations that have regular shift work 57% pay a standby or on-call allowance.

Twenty-nine percent of participating organisations indicated they have staff on standby or on call across a range of functional areas including IT support, IT operations, property management / security.

Work / Life Balance Initiatives

Forty-seven percent of participating organisations offer some type of benefit which reflects work / life balance policies. The most common offered is working from home with 35% of participating organisations offering this initiative.

Of those that do provide some type of work / life balance initiative to employees, the table below shows offerings by each employee category.

Work/Life Balance Initiative	% of Orgs	Senior Management	Middle Management / Specialist	Other Staff
Working from home	35%	50%	50%	63%
Job-share	18%	38%	25%	-
Flexible hours	18%	-	-	38%
Part time work	6%	-	-	13%

Health and Wellbeing Benefits

Sixty-five percent of participating organisations provide some kind of health and wellbeing benefit. Amongst those organisations the most common health and wellbeing benefit offered is health checks. No organisation indicated that they provide flu vaccinations to employees.

Wellness Benefit	% of Orgs	% of Employees (in organisations offering wellness benefits)				
		CEO	Senior Mgmt	Middle Mgmt / Specialist	Sales	Other Staff
Health checks	41%	24%	29%	29%	6%	41%
EAP (Employee Assistance Program)	24%	24%	12%	12%	12%	12%
Onsite gym, massage, fitness classes	6%	6%	6%	6%	6%	6%

Annual Leave

Annual leave entitlements at the start of employment are shown below for each employee group. Most participants provide between 21 and 25 days annual leave to employees with no organisation providing more than 30 days at any employee level.

Number of Days Leave	% of Organisations Offering			
	CEO	Senior Management	Middle Management / Specialist	Other Staff
15 to 20 days	18%	43%	43%	41%
21 to 25 days	64%	57%	50%	53%
26 to 30 days	18%	-	7%	6%

It is not common for annual leave entitlements to increase based on length of service and only 35% of participants reported they provide extra leave days to employees. Of those organisations, the most common occurrence is to provide extra leave days after 6, 10, or 20 years of service.

Forty-one percent of organisations allow employees to sacrifice salary or 'buy' additional leave.

Long Service Leave

Participants were asked whether they provide additional long service leave which does not increase the annual leave entitlement but is taken as a one off, and if so, at what milestones is long service leave provided. Only 24% of participating organisations provide long service leave to employees across multiple employee levels. Of those organisations, the most common occurrence is to provide long service leave after 6, 10, or 20 years of service.

Sick Leave

Sick leave entitlements provided to employees were reported by 88% of participating organisations, with all of those organisations offering either 20 or 21 days per annum. Only 6% offer unlimited sick leave or sick leave as required.

Only 12% of participants indicated they allow sick leave to be accumulated.

Other Leave

Eighty-two percent of participating organisations provide other leave to employees over and above the statutory entitlement. Of those organisations, the table below shows the percentage offering each type of additional leave.

Additional Leave	% of Organisations
Maternity leave	86%
Bereavement leave	71%
Compassionate	64%
Study	64%
National representation leave	43%
Official duty travel leave	36%
Paternity leave	29%
Jury	14%
Work days between Christmas and New Year	7%
Other leave*	29%

Staff Turnover

The total average staff turnover for the past year among participants was 9%. Involuntary turnover is low at just 1% for middle management / specialist and other staff levels, the increase to 4% involuntary turnover at the senior management is due to lower employee numbers at that level.

The following table summarises turnover by staff category.

Employee Category	Average Turnover		
	Voluntary	Involuntary	Total
Senior Management	12%	4%	16%
Middle Management / Specialist	12%	1%	13%
Other Staff	6%	1%	7%
All Staff	8%	1%	9%

Voluntary turnover has stayed about the same for 50% of participants, while 31% have seen no discernible pattern and 19% have seen an increase. No organisation reported a decrease in voluntary turnover.

Participants were asked to report the pattern of overall staff numbers for the past year and what they were expecting for the next 12 months. The table below shows results to this question as reported for the past 12 months and for the year ahead.

Forty-seven percent of participants had staff numbers stay about the same last year and 69% are expecting the same again in the year ahead. Twenty percent of participants had a decrease in staff numbers last year however this lowers to 15% expecting a decrease in coming year. Thirty-three percent of participants increased overall staff numbers in the past year yet this drops to 15% expecting to increase staff numbers in the next year.

Pattern (% of total organisations)	Last Year 2015 / 2016	Expected Next Year 2016 / 2017
Increase in overall staff numbers	33%	16%
Decrease in overall staff numbers	20%	15%
Staff numbers about the same	47%	69%

Recruitment

Participants were asked to report on their recruitment activities; 38% of participants are just as busy with recruitment as a year ago and 25% report less recruitment happening than a year ago, 37% have no vacancies at the moment and no organisations reported having a recruitment freeze in place.

Hot Skills

Seventy-one percent of participants are currently experiencing difficulty in recruiting or retaining staff in one or more functions. Areas of demand or difficulty in recruiting are shown below for each employee level. Finance and accounting is the only function that is experiencing difficulty in recruiting or retaining staff at all employee levels.

No organisations indicated experiencing difficulty in recruiting or retaining staff for policy and planning; property management; customer service and call centre; research, science, laboratory; health; or education.

Function	% of Organisations with Difficulty Recruiting		
	Senior Management	Middle Management / Specialist	General Staff
Administration & Support	-	12%	12%
Customer Service and Call Centre	-	-	-
Engineering	-	18%	-
Finance and Accounting	12%	35%	18%
Human Resources	6%	6%	-
Information Technology	-	12%	-
Legal/Corporate Affairs/Strategic Planning	6%	6%	-
Logistics/Supply Chain/Procurement	-	6%	-
Marketing and Communications	-	6%	12%
Process Improvement	-	12%	-
Production, Manufacturing	-	-	6%
Regulatory	-	-	6%
Sales	-	6%	6%
Trades	-	6%	-

Retention Strategies

Fifty-nine percent of participants have formal retention strategies in place. The table below outlines some of the approaches used by these organisations and the impact of those approaches on the organisations' retention rates.

No organisation reported using enhanced induction processes as a retention approach.

Retention Approach	% of Organisations Using Approach	% of Organisations Finding Valuable		
		Valuable	No Long-term Impact	Unable to Measure
Enhanced training	60%	80%	-	20%
Severance allowance	60%	80%	20%	-
Enhanced management training	40%	100%	-	-
Flexible working arrangements	40%	75%	25%	-
Mentoring	40%	75%	-	25%
Accelerated salary progression	20%	50%	-	50%
Enhanced benefits	20%	100%	-	-
Relocation allowance	20%	100%	-	-
Retention bonus	20%	100%	-	-
Additional holidays	10%	-	-	100%
Sign-on bonus	10%	-	-	100%

Redundancy

Forty-seven percent of organisations have redundancy provisions with respect to pay-outs. Those with policies in place provide a range of pay-outs based on length of service with the most common occurrence being 4 weeks paid after the first year of employment and 4 weeks for each subsequent year. No organisation indicated they have maximum payment amounts.

Executive Management

The average employment agreement for CEOs is 4 years with 33% of organisations opting for open ended contracts. For top executives (corporate) the average contract term is also 4 years with 45% of organisations opting for open ended contracts, and for top executive (business / line) the average contract term is 3 years with 50% of organisations opting for open ended contracts.

Executive Group	Years of Term			Open Ended
	Minimum	Average	Maximum	% of Total Organisations
CEO	3	4	5	33%
Top Executive (Corporate)	1	4	10	45%
Top Executive (Business / Line)	2	3	3	50%

Remuneration Market Data

Remuneration Market Data

General Information

Confidentiality

To protect confidentiality, published salary information in this report is based on the following criteria:

- + A minimum of 3 organisations in any one sample.
- + Where 5 or 6 individual employees make up the sample, average and median information only is published.
- + Full information is published where 7 or more individual employees are included.

Data Page Layout

Essential remuneration elements are presented as separate lines in the data page.

Data Pages

Data pages for 26 JobWise® pathway levels have been published in this year's survey.

Due to lack of data we were unable to report the following JobWise® pathway levels:

- + S1 – Task Support
- + T7 – Leading Expert

Detailed analysis by JobWise® Band

The following pages show trend-line analysis for market data based on JobWise® Bands. The data is published in quartiles and medians for base salary, fixed remuneration, and total remuneration. The data is analysed in three broad categories, these are;

- + General Market – the sample includes all survey participants ie. a combination of public and private organisations
- + Public Sector – the sample includes public sector organisations only
- + Private Sector – the sample includes private sector organisations only

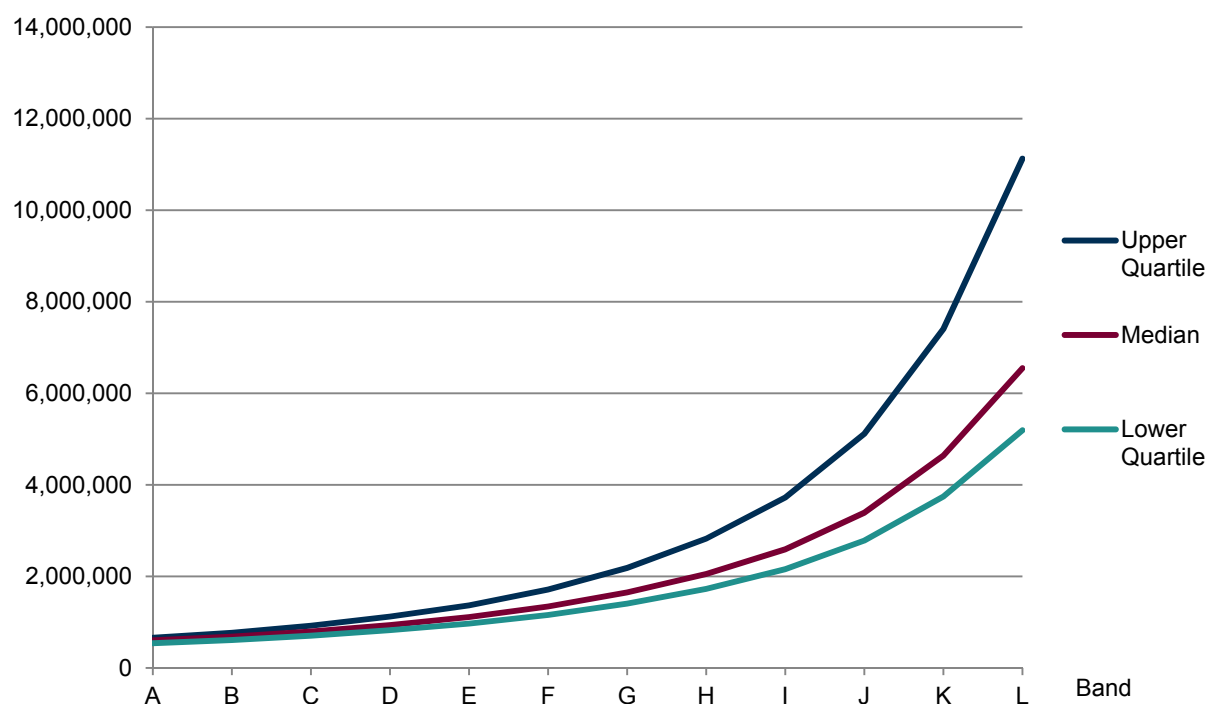
The trend line analysis details remuneration data for;

- + General Market up to JobWise® Band L
- + Public Sector up to JobWise® Band L
- + Private Sector up to JobWise® Band J

Information is presented as follows;

	Page
+ General Market – Base Salary	36
+ General Market – Fixed Remuneration	37
+ General Market – Total Remuneration	38
+ Public Sector – Base Salary	39
+ Public Sector – Fixed Remuneration	40
+ Public Sector – Total Remuneration	41
+ Private Sector – Base Salary	42
+ Private Sector – Fixed Remuneration	43
+ Private Sector – Total Remuneration	44
+ Sector Comparison Charts	45

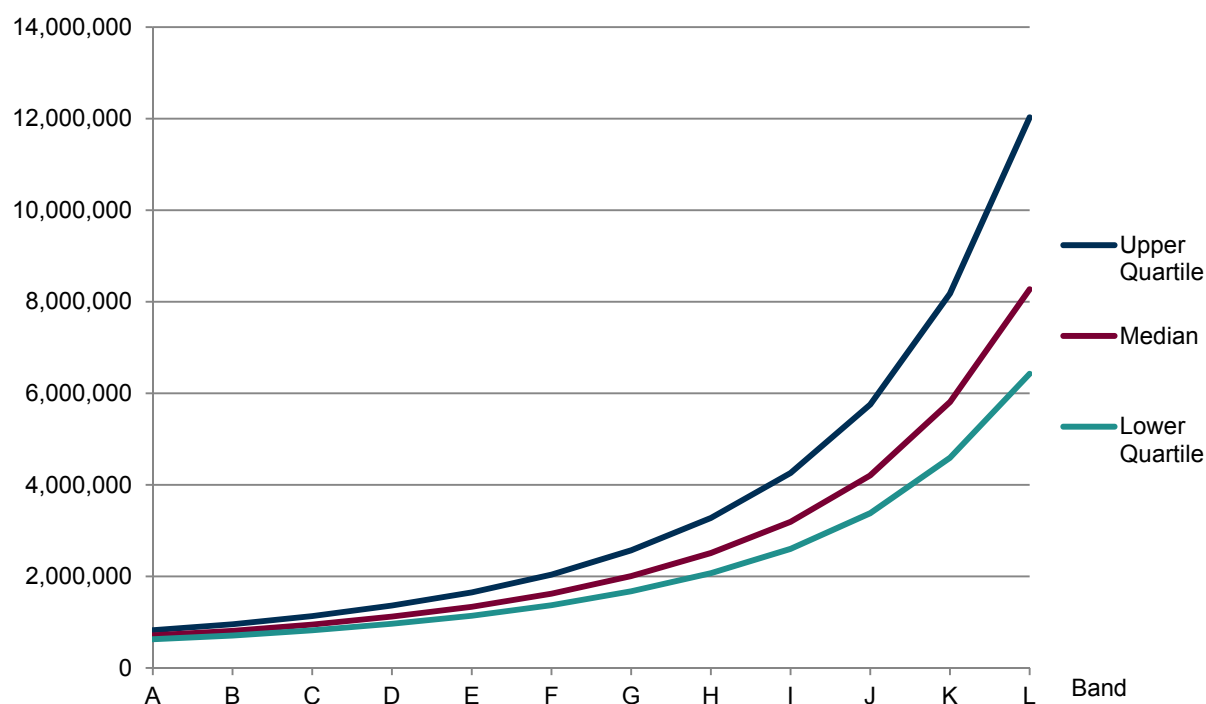
General Market – Base Salary Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	538 909	599 635	660 580
B	S2, O2	168	608 089	681 151	767 907
C	S3, O3	213	704 304	795 369	922 209
D	S4, O4, T1, L1	261	823 769	938 387	1 121 118
E	S5, O5, T2, L2	310	966 649	1 110 943	1 368 485
F	S6, O6, T3, L3	365	1 156 746	1 342 698	1 711 716
G	T4, L4	425	1 407 002	1 650 994	2 185 038
H	T5, L5	488	1 728 242	2 051 167	2 823 499
I	T6, L6	556	2 157 757	2 592 609	3 723 505
J	T7, L7	634	2 783 407	3 391 831	5 114 314
K	L8	725	3 746 104	4 640 672	7 406 200
L	L9	825	5 192 081	6 549 267	11 125 193

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis.

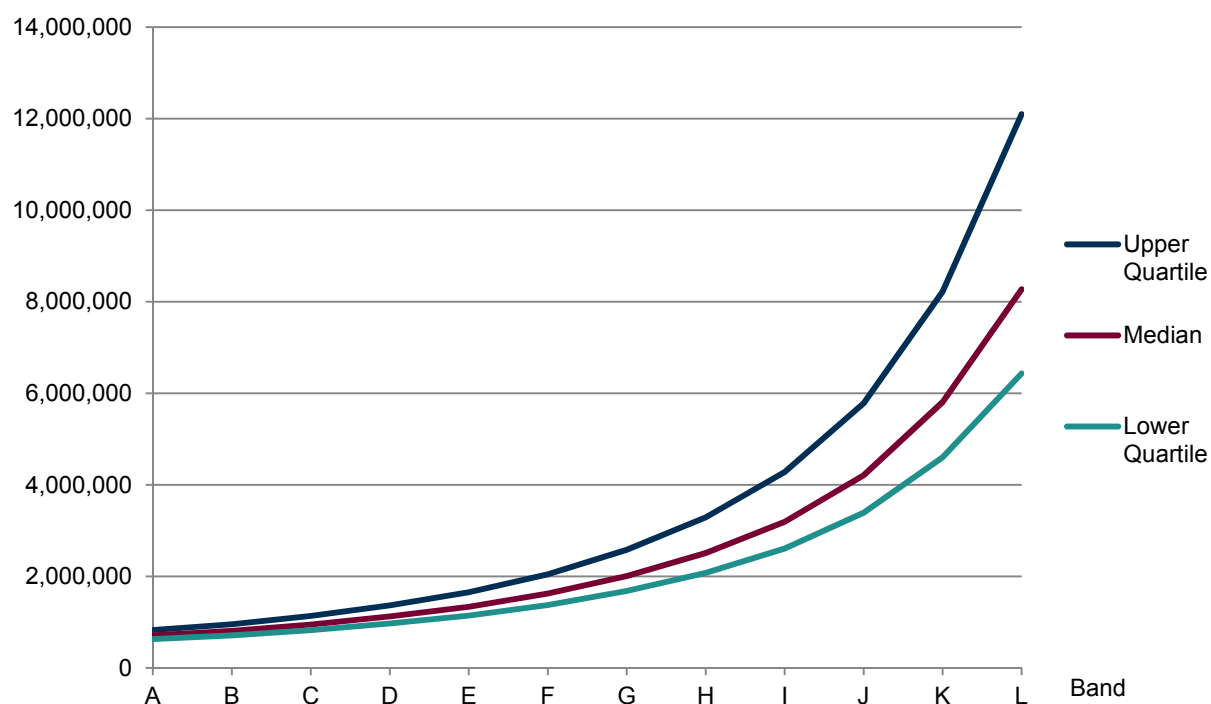
General Market – Fixed Remuneration Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	624 039	708 747	826 320
B	S2, O2	168	706 654	807 959	953 143
C	S3, O3	213	822 008	947 522	1 133 901
D	S4, O4, T1, L1	261	965 880	1 123 060	1 364 647
E	S5, O5, T2, L2	310	1 138 753	1 335 840	1 648 698
F	S6, O6, T3, L3	365	1 369 909	1 623 053	2 038 532
G	T4, L4	425	1 675 910	2 007 242	2 569 649
H	T5, L5	488	2 071 036	2 508 882	3 276 859
I	T6, L6	556	2 602 682	3 191 903	4 260 116
J	T7, L7	634	3 382 577	4 207 236	5 756 314
K	L8	725	4 592 460	5 806 779	8 178 143
L	L9	825	6 426 536	8 273 968	12 029 521

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis.

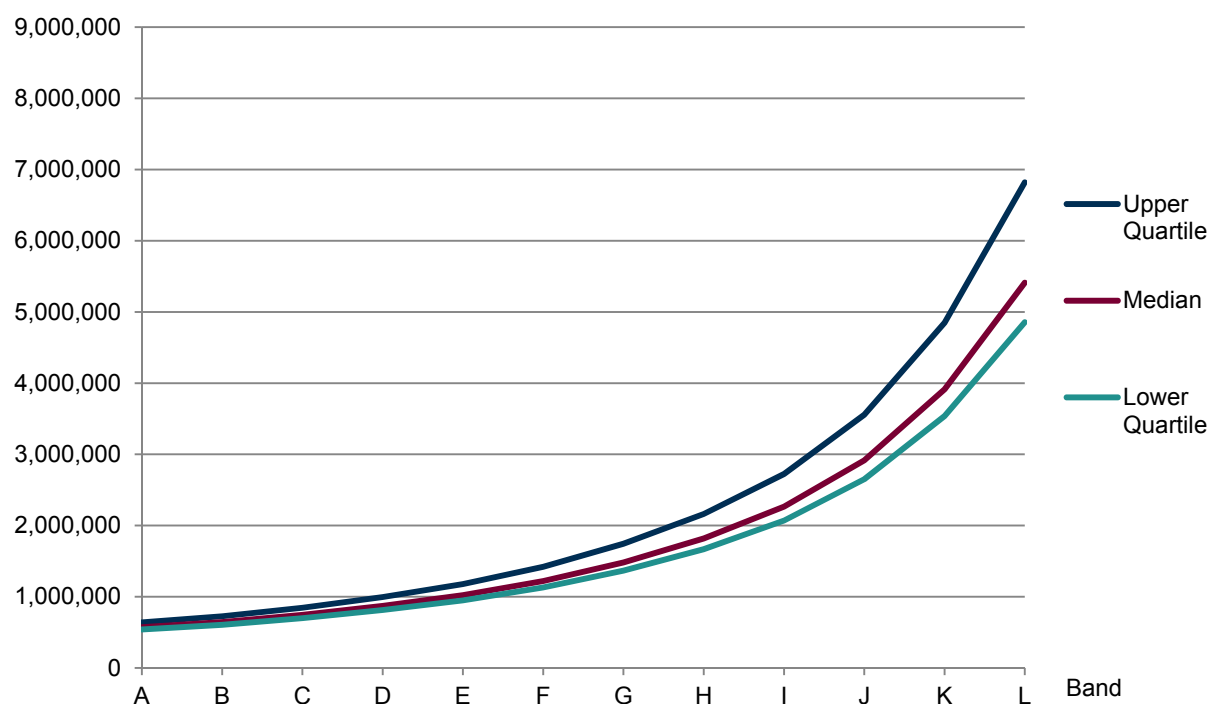
General Market – Total Remuneration Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	627 414	709 477	828 005
B	S2, O2	168	710 318	808 752	955 270
C	S3, O3	213	826 049	948 397	1 136 697
D	S4, O4, T1, L1	261	970 350	1 124 027	1 368 353
E	S5, O5, T2, L2	310	1 143 689	1 336 904	1 653 596
F	S6, O6, T3, L3	365	1 375 396	1 624 229	2 045 173
G	T4, L4	425	1 682 020	2 008 539	2 578 824
H	T5, L5	488	2 077 805	2 510 297	3 289 636
I	T6, L6	556	2 610 129	3 193 418	4 278 238
J	T7, L7	634	3 390 677	4 208 805	5 783 144
K	L8	725	4 600 959	5 808 253	8 220 146
L	L9	825	6 434 588	8 274 986	12 097 589

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis.

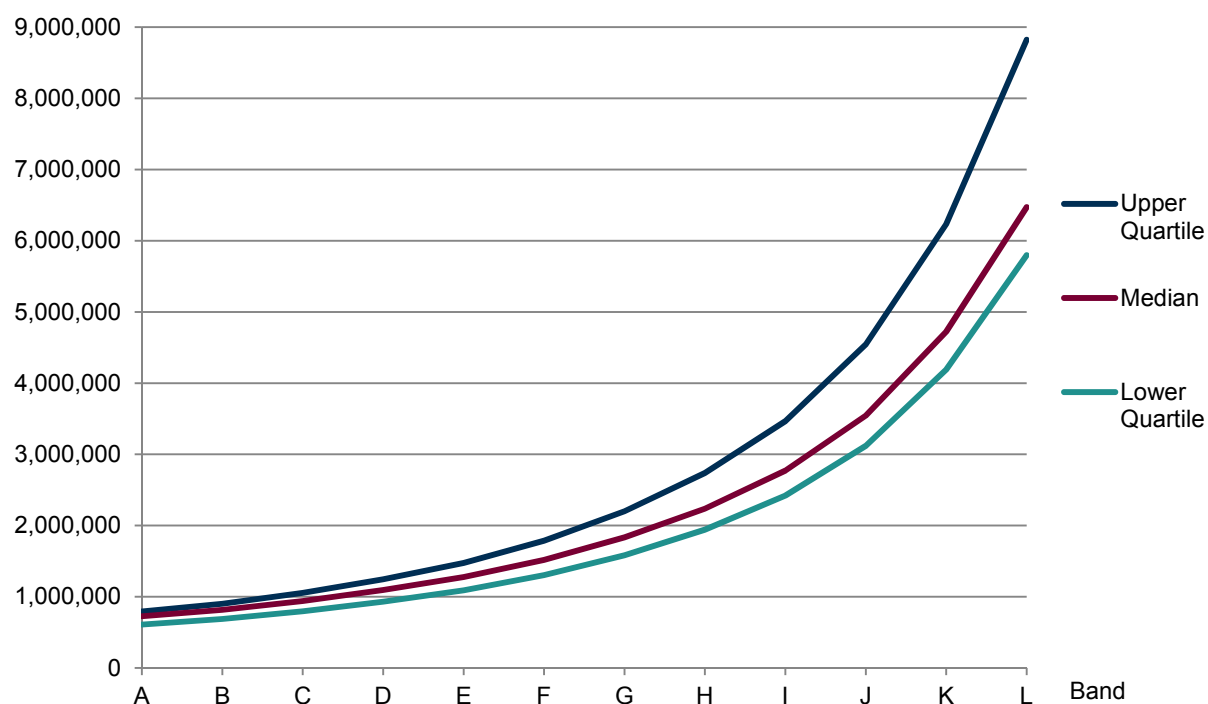
Public Sector – Base Salary Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	538 241	572 373	639 723
B	S2, O2	168	605 215	645 190	725 753
C	S3, O3	213	697 999	746 348	846 125
D	S4, O4, T1, L1	261	812 700	871 790	996 604
E	S5, O5, T2, L2	310	949 253	1 021 617	1 177 856
F	S6, O6, T3, L3	365	1 130 038	1 220 670	1 420 848
G	T4, L4	425	1 366 744	1 482 301	1 743 444
H	T5, L5	488	1 668 825	1 817 571	2 161 283
I	T6, L6	556	2 070 224	2 265 034	2 725 337
J	T7, L7	634	2 650 877	2 915 509	3 555 812
K	L8	725	3 537 179	3 914 059	4 849 652
L	L9	825	4 856 392	5 409 922	6 820 424

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis.

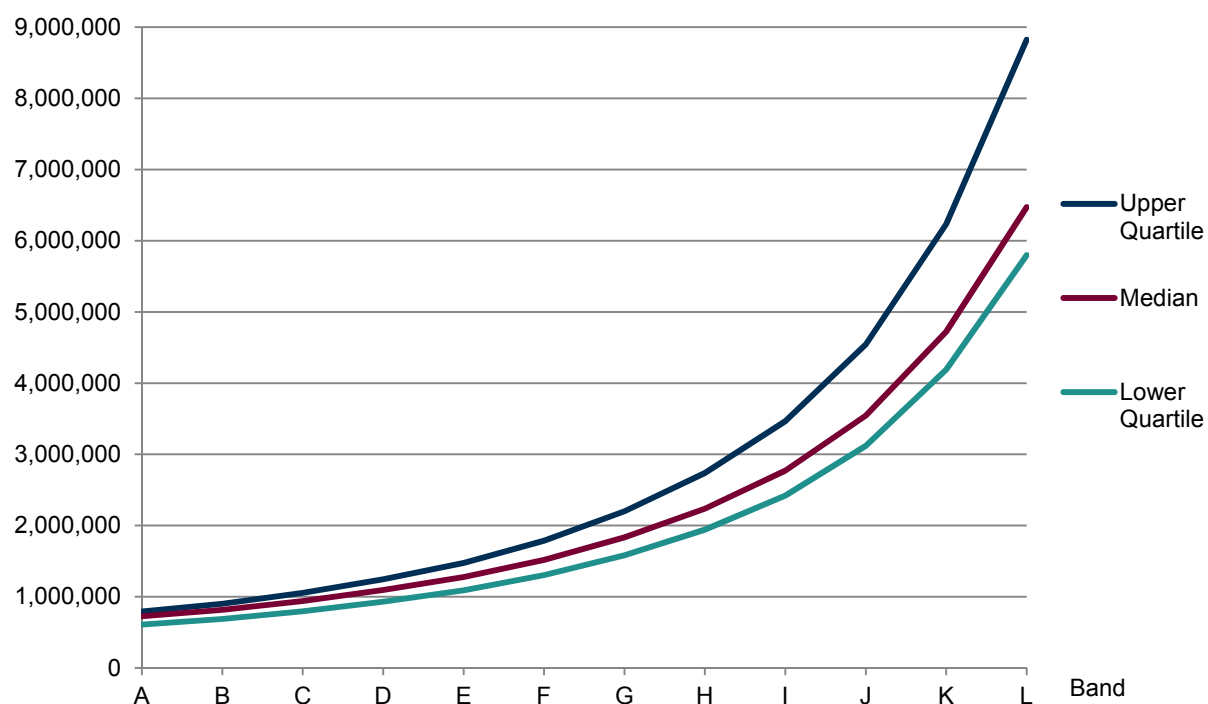
Public Sector – Fixed Remuneration Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	609 797	726 048	792 424
B	S2, O2	168	687 588	815 869	901 071
C	S3, O3	213	795 693	940 217	1 053 480
D	S4, O4, T1, L1	261	929 802	1 093 812	1 244 566
E	S5, O5, T2, L2	310	1 090 046	1 276 516	1 475 427
F	S6, O6, T3, L3	365	1 303 030	1 518 184	1 785 938
G	T4, L4	425	1 583 109	1 834 288	2 199 662
H	T5, L5	488	1 942 204	2 237 268	2 737 600
I	T6, L6	556	2 421 728	2 772 131	3 466 768
J	T7, L7	634	3 119 238	3 544 867	4 545 285
K	L8	725	4 190 754	4 722 631	6 234 528
L	L9	825	5 797 213	6 472 759	8 823 064

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis.

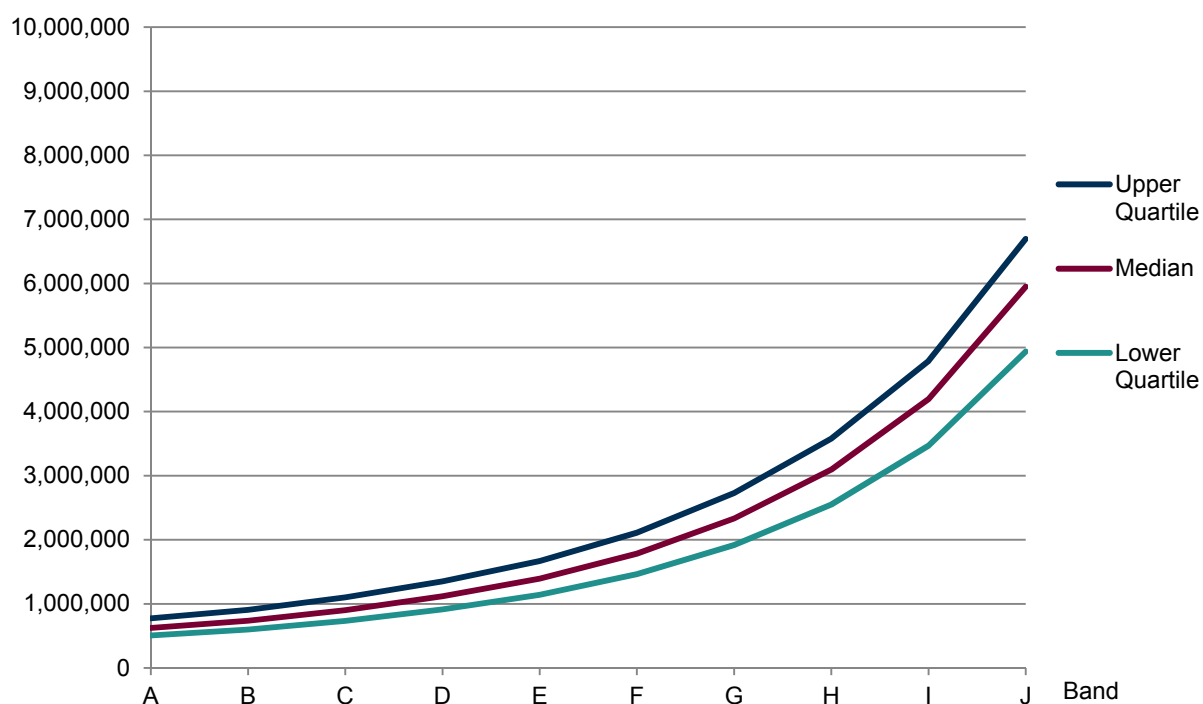
Public Sector – Total Remuneration Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	609 797	726 048	792 424
B	S2, O2	168	687 588	815 869	901 071
C	S3, O3	213	795 693	940 217	1 053 480
D	S4, O4, T1, L1	261	929 802	1 093 812	1 244 566
E	S5, O5, T2, L2	310	1 090 046	1 276 516	1 475 427
F	S6, O6, T3, L3	365	1 303 030	1 518 184	1 785 938
G	T4, L4	425	1 583 109	1 834 288	2 199 662
H	T5, L5	488	1 942 204	2 237 268	2 737 600
I	T6, L6	556	2 421 728	2 772 131	3 466 768
J	T7, L7	634	3 119 238	3 544 867	4 545 285
K	L8	725	4 190 754	4 722 631	6 234 528
L	L9	825	5 797 213	6 472 759	8 823 064

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis.

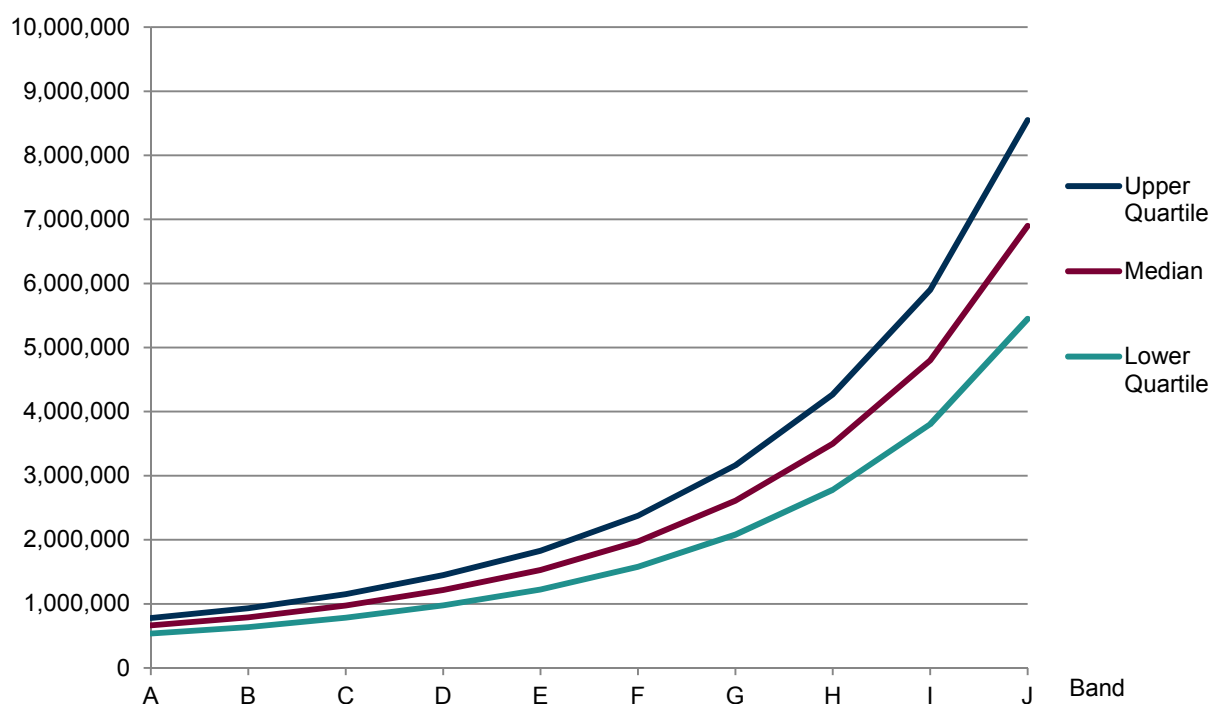
Private Sector – Base Salary Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	507 318	625 164	773 893
B	S2, O2	168	599 758	737 855	906 985
C	S3, O3	213	735 174	902 631	1 100 070
D	S4, O4, T1, L1	261	913 478	1 119 142	1 351 539
E	S5, O5, T2, L2	310	1 140 174	1 393 817	1 667 630
F	S6, O6, T3, L3	365	1 462 287	1 783 193	2 111 284
G	T4, L4	425	1 918 305	2 333 013	2 730 908
H	T5, L5	488	2 550 922	3 093 657	3 578 125
I	T6, L6	556	3 469 768	4 195 209	4 789 799
J	T7, L7	634	4 938 001	5 949 607	6 692 769

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis. Due to lack of data we were unable to report the following Bands; K and L.

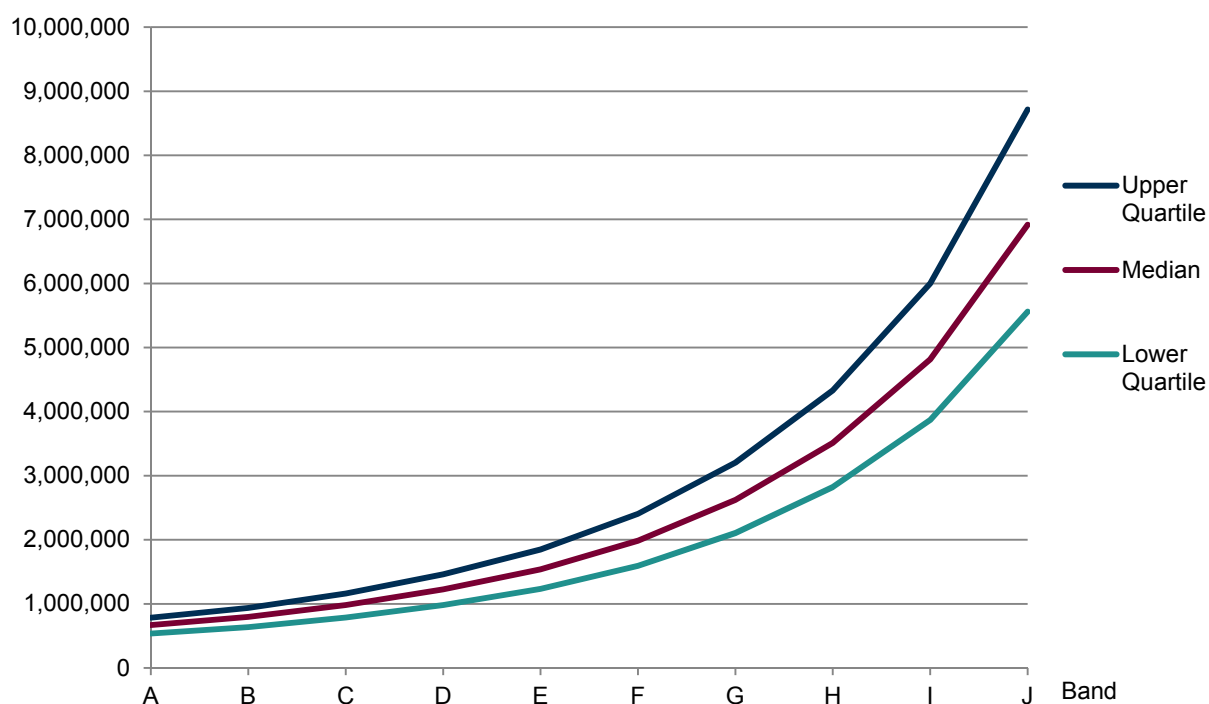
Private Sector – Fixed Remuneration Summary



Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	536 563	664 667	779 995
B	S2, O2	168	636 309	789 507	930 221
C	S3, O3	213	782 933	973 352	1 152 445
D	S4, O4, T1, L1	261	976 755	1 216 873	1 448 293
E	S5, O5, T2, L2	310	1 224 186	1 528 412	1 828 774
F	S6, O6, T3, L3	365	1 577 310	1 974 048	2 376 118
G	T4, L4	425	2 079 663	2 609 616	3 161 646
H	T5, L5	488	2 780 179	3 498 295	4 267 374
I	T6, L6	556	3 803 284	4 799 962	5 898 550
J	T7, L7	634	5 448 256	6 899 574	8 550 746

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis. Due to lack of data we were unable to report the following Bands; K and L.

Private Sector – Total Remuneration Summary



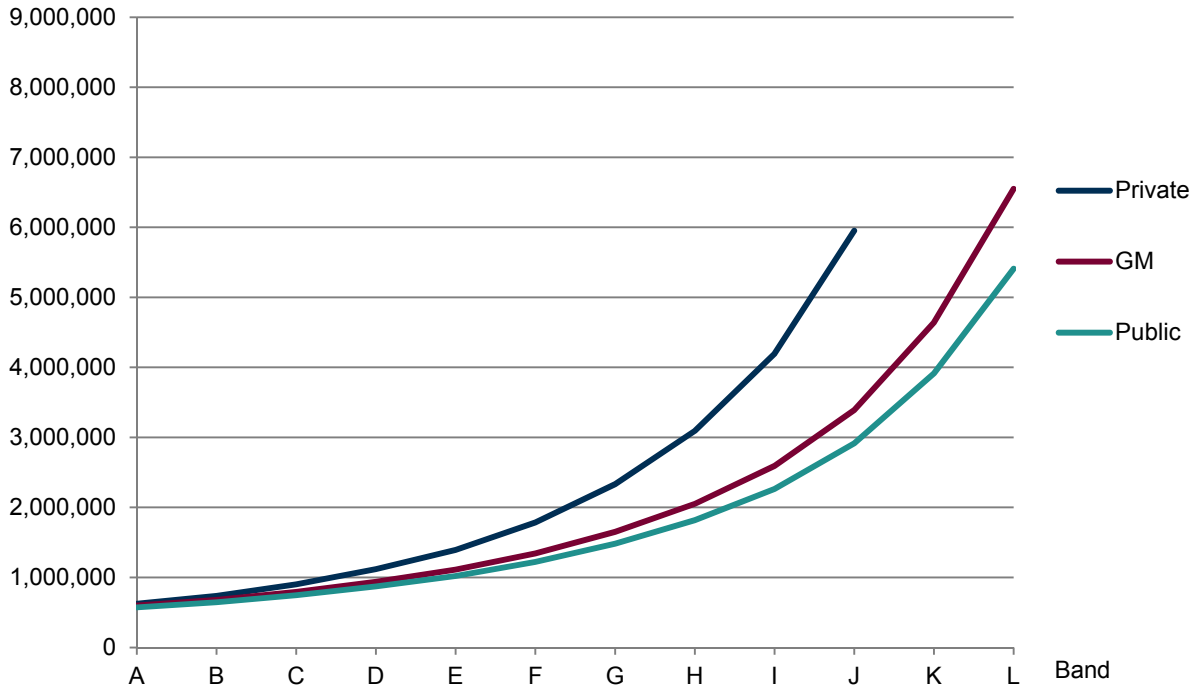
Band	JobWise® Code in Band	SP10 Midpoint	Lower Quartile (vt)	Median (vt)	Upper Quartile (vt)
A	S1, O1	131	536 807	670 252	784 106
B	S2, O2	168	637 535	795 788	936 072
C	S3, O3	213	785 846	980 568	1 161 123
D	S4, O4, T1, L1	261	982 262	1 225 189	1 461 116
E	S5, O5, T2, L2	310	1 233 488	1 537 956	1 847 442
F	S6, O6, T3, L3	365	1 592 774	1 985 067	2 403 990
G	T4, L4	425	2 105 067	2 622 299	3 203 990
H	T5, L5	488	2 821 197	3 512 646	4 331 990
I	T6, L6	556	3 869 843	4 815 732	5 999 021
J	T7, L7	634	5 560 818	6 915 783	8 714 978

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. However data supplied for roles with these codes has been included in the Band analysis. Due to lack of data we were unable to report the following Bands; K and L.

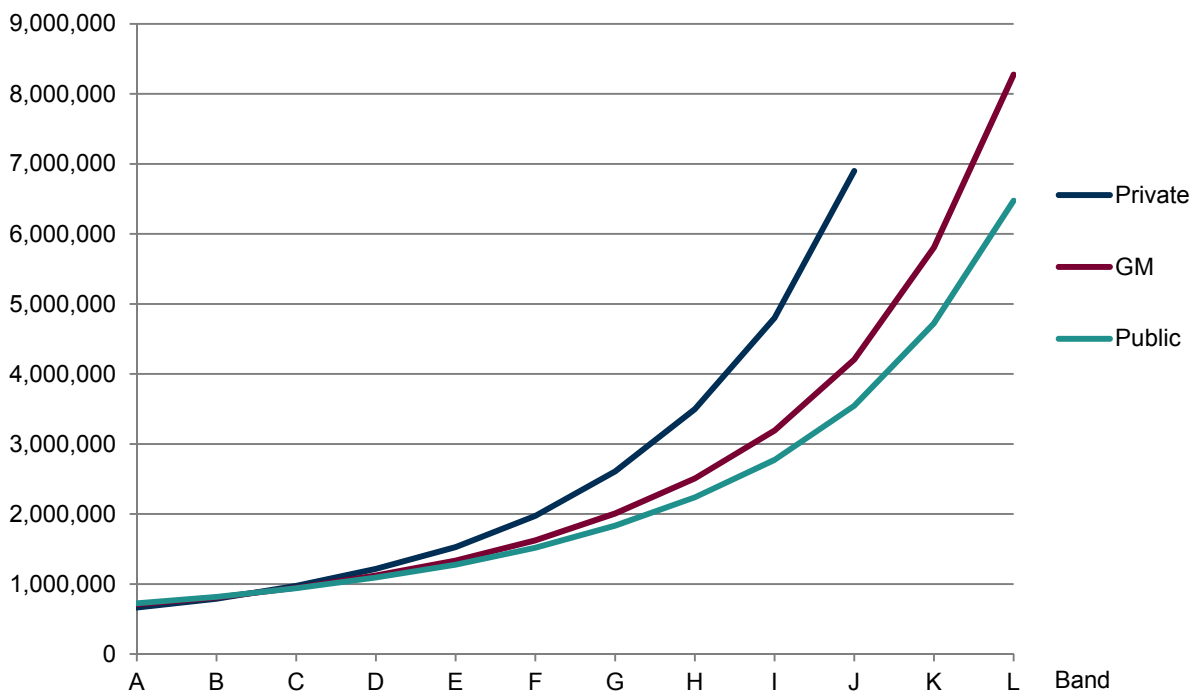
Sector Comparison Charts

The following charts compare median values for General Market (GM), Public Sector, and Private Sector for base salary, fixed remuneration, and total remuneration.

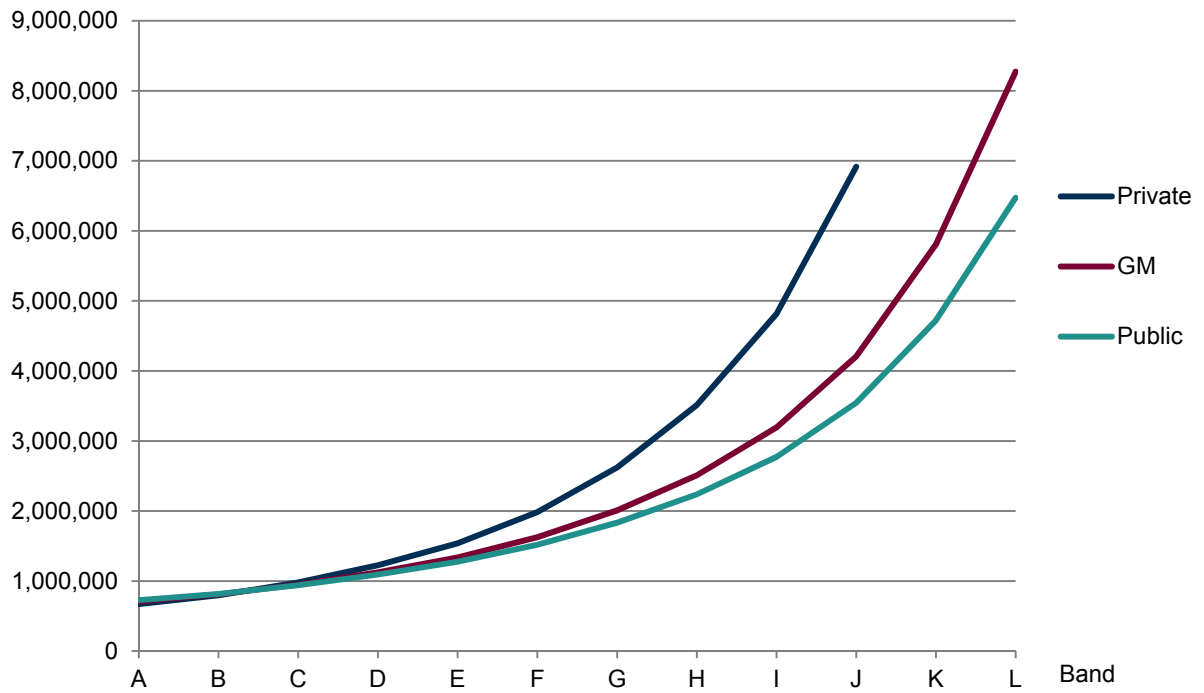
Base Salary



Fixed Remuneration



Total Remuneration



Summary Table and Detailed Data Pages (General Market data)

The table below provides a summary of median base salary, fixed remuneration and total remuneration by JobWise® pathway level. More detailed information for each job can be found in the following detailed data pages.

JobWise® Pathway Level	Band	JobWise® Pathway Title	Grade	Sample size	Base Salary	Fixed Remuneration	Total Remuneration
					Median (vt)	Median (vt)	Median (vt)
Customer and Business Support							
S2	Band B	Office Support	5-6	175	635 040	827 070	827 070
S3	Band C	Administration / Customer Support	7-8	339	894 400	1 048 452	1 063 452
S4	Band D	Technical Admin / Customer Focus	9-10	277	1 093 680	1 328 736	1 328 736
S5	Band E	Specialised Admin / Customer Focus	11-12	73	1 411 200	1 517 040	1 525 611
S6	Band F	Senior Specialised Business Support	13-14	16	1 807 492	2 014 606	2 032 280
Operations							
O1	Band A	Manual Labour 1	4	109	493 920	561 765	561 765
O2	Band B	Manual Labour 2	5-6	161	529 200	767 059	767 059
O3	Band C	Trades 1	7-8	222	740 880	974 515	974 515
O4	Band D	Trades 2	9-10	33	1 020 000	1 218 502	1 218 502
O5	Band E	Technician 1	11-12	18	1 405 600	1 567 892	1 567 892
O6	Band F	Technician 2	13-14	5	1 799 280	2 018 016	2 018 016
Technical / Specialist							
T1	Band D	Technical Support	9-10	65	1 016 117	1 181 971	1 181 971
T2	Band E	Technical / Entry Level Specialist	11-12	177	1 164 240	1 375 920	1 375 920
T3	Band F	First Level Specialist	13-14	158	1 517 040	1 764 000	1 764 000
T4	Band G	Mid-level Specialist	15-16	201	1 776 931	2 062 560	2 062 560
T5	Band H	Senior Specialist	17-18	87	2 222 640	2 514 854	2 514 854
T6	Band I	Advanced Specialist	19-20	15	3 026 400	3 279 562	3 279 562
Leadership							
L1	Band D	Leading Hand	9-10	25	1 128 960	1 354 118	1 354 118
L2	Band E	Working Supervisor	11-12	65	1 411 200	1 695 648	1 695 648
L3	Band F	Supervisor I	13-14	42	1 764 000	1 981 912	1 985 251
L4	Band G	Supervisor II	15-16	54	2 270 459	2 569 777	2 569 777
L5	Band H	Team Leader	17-18	49	2 504 880	2 927 000	2 957 386
L6	Band I	Team Manager	19-20	41	2 766 803	3 407 109	3 407 109
L7	Band J	Section Leader	21-22	28	3 045 000	3 641 592	3 641 592
L8	Band K	Function Manager	23-24	23	3 633 840	4 283 194	4 283 194
L9	Band L	Senior Manager	25-26	24	6 514 800	9 572 684	9 572 684

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels; S1 and T7. Some JobWise® pathway levels have not been published due to small sample sizes. Even some of the above have relatively small samples and that can cause a problem because one organisation's internal policy can impact on the outcomes. Where the samples noted in the table above are small, care should be taken in how that data is utilised.

Customer and Business Support

General Market Data

Customer and Business Support

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Office Support

S2

These are likely to be clerical or semi-skilled positions in support roles where accountability is limited to achievement of own day-to-day tasks, set and monitored by others. May also include customer-facing roles, routine tasks.

Band

B

Grades

5-6

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
27	175					
Base Salary			529 200	635 040	733 200	648 517
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	2%	-	-	-	-	-
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	97%	21 168	25 402	29 407	51 624	
Additional Leave	7%	19 125	21 938	23 344	22 406	
Housing Assistance	31%	179 400	180 000	180 000	177 973	
Rental Assistance	23%	180 000	180 000	180 000	193 171	
Utilities Allowance (water)	0%	-	-	-	-	
Utilities Allowance (electricity)	0%	-	-	-	-	
Transport Allowance	0%	-	-	-	-	
Car Allowance	0%	-	-	-	-	
Motor Vehicle	0%	-	-	-	-	
Education Allowance	1%	-	-	-	-	
Child Support Allowance	47%	24 000	48 000	48 000	41 583	
Travel Allowance	1%	-	-	-	-	
Clubs / Professional Fees	0%	-	-	-	-	
Other Cash Payment	2%	-	-	-	-	
Other Benefits	0%	-	-	-	-	
Fixed Remuneration			623 750	827 070	925 133	823 975
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	3%	-	60 000	-	45 833	
Target Bonus / Incentive	8%	61 640	74 038	79 954	71 310	
Commission	0%	-	-	-	-	
Callout / Shift Allowance	0%	-	-	-	-	
Total Remuneration			623 750	827 070	925 133	825 546
Overtime	2%	-	-	-	-	
Annual Leave (days)	98%	21	21	21	20	

Administration / Customer Support

S3

Process-focused administrative or support roles with accountability for own day-to-day tasks requiring knowledge of procedures and processes within a work area. This level may also include customer facing roles with varied transactions, explaining, resolving enquiries.

Band

C

Grades

7-8

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
30	339					
Base Salary			811 440	894 400	995 251	919 980
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		42%	50 000	50 000	75 000	56 031
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		86%	35 200	42 336	71 552	53 445
Additional Leave		1%	-	28 125	-	27 675
Housing Assistance		28%	180 000	180 000	180 000	179 975
Rental Assistance		11%	180 000	180 000	180 000	214 444
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		30%	24 000	24 000	48 000	33 074
Travel Allowance		8%	20 000	27 500	58 250	39 500
Clubs / Professional Fees		3%	21 000	21 000	21 000	19 800
Other Cash Payment		3%	13 200	15 840	20 000	18 950
Other Benefits		1%	-	-	-	-
Fixed Remuneration			950 515	1 048 452	1 177 872	1 078 954
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		13%	19 000	24 000	42 568	32 361
Target Bonus / Incentive		6%	74 958	80 246	97 188	90 237
Commission		1%	-	-	-	-
Callout / Shift Allowance		5%	10 000	13 750	16 875	15 139
Total Remuneration			950 515	1 063 452	1 181 971	1 083 973
Overtime		22%	8 105	23 798	52 833	47 191
Annual Leave (days)		92%	20	21	21	20

Technical Admin / Customer Focus

S4

Technical administrative roles with accountability for results of and processes within portions of work or projects. Varied problems requiring judgment and interpretation within recognised patterns.

Band

D

Grades

9-10

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
25	277					
Base Salary			900 000	1 093 680	1 411 200	1 199 025
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	21%	50 000	50 000	100 000	74 044	
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	88%	36 691	45 158	60 682	58 968	
Additional Leave	1%	-	-	-	-	-
Housing Assistance	27%	180 000	180 000	180 000	179 976	
Rental Assistance	37%	180 000	180 000	180 000	209 425	
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	1%	-	-	-	-	-
Child Support Allowance	52%	47 840	48 000	48 000	43 128	
Travel Allowance	1%	-	-	-	-	-
Clubs / Professional Fees	1%	-	-	-	-	-
Other Cash Payment	1%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			1 084 589	1 328 736	1 671 648	1 419 779
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	13%	32 380	41 750	54 333	62 384	
Target Bonus / Incentive	8%	55 466	80 235	104 757	95 313	
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			1 088 261	1 328 736	1 671 648	1 427 923
Overtime	7%	8 972	25 770	141 125	100 056	
Annual Leave (days)	100%	21	21	21	21	

Specialised Admin / Customer Focus

S5

Jobs at this level tend to be more self-directed. Accountable for a specialist area of administration for the organisation with measurable impact. Varied problems of moderate complexity, requiring judgment and interpretation and perhaps analysis and research.

Band

E

Grades

11-12

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	73					
Base Salary			1 100 000	1 411 200	1 764 000	1 575 185
<i>Benefits</i>						
Phone Allowance	1%	-	-	-	-	-
Medical / Health Insurance	37%	75 000	75 000	75 000	75 000	76 887
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	88%	44 433	57 154	79 540	79 540	75 799
Additional Leave	3%	-	-	-	-	-
Housing Assistance	30%	180 000	180 000	180 000	180 000	179 973
Rental Assistance	10%	180 000	180 000	180 000	180 000	205 714
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	1%	-	-	-	-	-
Child Support Allowance	34%	48 000	48 000	48 000	48 000	45 114
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	1%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			1 295 501	1 517 040	1 882 560	1 765 078
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	16%	46 750	57 500	94 650	94 650	79 532
Target Bonus / Incentive	3%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			1 295 501	1 525 611	1 936 000	1 778 152
Overtime	3%	-	-	-	-	-
Annual Leave (days)	100%	20	21	21	21	21

Senior Specialised Business Support

S6

Accountability for a specialist area of admin or customer support, involving conflicting and diverse activities requiring high level of individual judgment. Problems of moderate scope and complexity requiring analytical and creative input, initiative and judgment.

Band

F

Grades

13-14

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
9	16					
Base Salary			1 741 664	1 807 492	1 933 750	2 061 968
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	44%	75 000	75 000	75 000	75 000	78 571
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	81%	70 560	72 756	83 261	83 261	117 085
Additional Leave	6%	-	-	-	-	-
Housing Assistance	19%	-	-	-	-	-
Rental Assistance	19%	-	-	-	-	-
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	13%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	25%	-	-	-	-	-
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			1 913 475	2 014 606	2 103 541	2 291 420
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	13%	-	-	-	-	-
Target Bonus / Incentive	0%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			1 913 475	2 032 280	2 103 541	2 303 889
Overtime	0%	-	-	-	-	-
Annual Leave (days)	100%	20	21	21	21	20

Operations

General Market Data

Operations

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Manual Labour 1

01

Task-focused manual roles where the work is limited to clearly defined and straightforward tasks governed by simple rules or detailed instructions.

Band

A

Grades

4

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
25	109					
Base Salary			423 360	493 920	529 200	507 936
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		4%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		88%	18 304	19 757	21 168	21 792
Additional Leave		14%	19 125	20 250	22 500	20 850
Housing Assistance		27%	179 400	179 400	180 000	178 306
Rental Assistance		16%	180 000	180 000	180 000	222 353
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		28%	24 000	47 840	48 000	39 448
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		2%	-	-	-	-
Other Benefits		0%	-	-	-	-
Fixed Remuneration			456 804	561 765	741 677	624 499
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		4%	-	-	-	-
Target Bonus / Incentive		5%	-	44 003	-	39 657
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			456 804	561 765	741 677	624 866
Overtime		2%	-	-	-	-
Annual Leave (days)		98%	20	21	21	20

Manual Labour 2

O2

Unskilled or semi-skilled roles where accountability is limited to achievement of straightforward day-to-day tasks under close supervision in routine situations.

Band

B

Grades

5-6

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
20	161					
Base Salary			529 200	529 200	599 760	563 169
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		4%	75 000	100 000	100 000	85 714
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		99%	21 168	21 168	23 990	23 704
Additional Leave		2%	-	-	-	-
Housing Assistance		56%	179 400	180 000	180 000	177 508
Rental Assistance		17%	180 000	180 000	180 000	186 667
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		45%	47 840	47 840	48 000	42 421
Travel Allowance		1%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		1%	-	-	-	-
Other Benefits		0%	-	-	-	-
Fixed Remuneration			586 994	767 059	840 442	740 816
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		1%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		1%	-	-	-	-
Total Remuneration			586 994	767 059	840 442	742 738
Overtime		2%	-	-	-	-
Annual Leave (days)		100%	21	21	21	21

Trades 1

O3

Skilled or semi-skilled roles working more independently on a varied range of well-defined tasks requiring a broader understanding of processes, procedures and work routines. May be required to operate machinery requiring proficiency.

Band

C

Grades

7-8

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
14	222					
Base Salary			670 320	740 880	811 440	737 709
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	6%	50 000	50 000	100 000	67 776	
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	100%	27 649	29 635	33 869	31 360	
Additional Leave	7%	22 500	24 188	27 000	26 719	
Housing Assistance	73%	180 000	180 000	180 000	180 714	
Rental Assistance	10%	180 000	180 000	360 000	250 435	
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	59%	24 000	24 000	24 000	29 615	
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			926 837	974 515	1 047 898	951 669
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	0%	-	-	-	-	-
Target Bonus / Incentive	2%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			926 837	974 515	1 047 898	951 669
Overtime	5%	12 854	19 133	29 354	31 949	
Annual Leave (days)	100%	21	21	21	20	

Trades 2

O4

Skilled trades or technical roles with accountability for results of and processes within portions of work or projects. Works under limited supervision performing moderately complex and varied tasks requiring judgment and interpretation.

Band

D

Grades

9-10

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
11	33					
Base Salary			882 000	1 020 000	1 093 680	1 032 901
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	6%	-	-	-	-	-
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	91%	35 280	39 451	43 626	43 223	
Additional Leave	6%	-	-	-	-	-
Housing Assistance	52%	180 000	180 000	180 000	179 965	
Rental Assistance	15%	-	180 000	-	216 000	
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	33%	47 840	48 000	48 000	45 760	
Travel Allowance	3%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	3%	-	-	-	-	-
Other Benefits	9%	-	-	-	-	-
Fixed Remuneration			1 108 589	1 218 502	1 317 427	1 237 337
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	0%	-	-	-	-	-
Target Bonus / Incentive	0%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			1 108 589	1 218 502	1 317 427	1 237 337
Overtime	3%	-	-	-	-	-
Annual Leave (days)	100%	21	21	21	20	

Technician 1

O5

Specialist technical roles at advanced trades or certificate level accountable for moderately complex tasks with some impact on the work unit or wider organisation. Jobs at this level tend to involve more complex problem-solving, requiring judgment, interpretation and perhaps analysis and research.

Band

E

Grades

11-12

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	18					
Base Salary			1 158 390	1 405 600	1 767 773	1 461 613
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		78%	45 781	55 124	71 618	62 126
Additional Leave		0%	-	-	-	-
Housing Assistance		56%	180 000	180 000	180 000	180 000
Rental Assistance		6%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		6%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		17%	-	-	-	-
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
Other Benefits		6%	-	-	-	-
Fixed Remuneration			1 370 301	1 567 892	1 955 770	1 644 451
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		6%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			1 370 301	1 567 892	1 955 770	1 644 451
Overtime		0%	-	-	-	-
Annual Leave (days)		100%	21	21	21	21

Technician 2

O6

Specialist technical roles accountable for complex tasks requiring analytical and creative input, initiative, judgment, and elements of research. As senior technicians, jobs at this level assess, investigate, analyse and interpret information.

Band

F

Grades

13-14

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
3	5					
Base Salary			-	1 799 280	-	-
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		80%	-	-	-	-
Additional Leave		0%	-	-	-	-
Housing Assistance		20%	-	-	-	-
Rental Assistance		20%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		40%	-	-	-	-
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		20%	-	-	-	-
Other Benefits		0%	-	-	-	-
Fixed Remuneration			-	2 018 016	-	-
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			-	2 018 016	-	-
Overtime		0%	-	-	-	-
Annual Leave (days)		100%	-	21	-	21

Technical / Specialist

General Market Data

Technical / Specialist

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Technical Support

T1

Entry level technician or technical support roles with accountability for results of and processes within portions of work or projects. Varied problems requiring judgment and interpretation within recognised patterns.

Band

D

Grades

9-10

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
9	65					
Base Salary			811 440	1 016 117	1 199 520	1 005 901
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	8%	-	100 000	-	-	90 000
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	97%	32 458	36 691	48 686	41 820	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	55%	179 400	180 000	180 000	176 478	
Rental Assistance	6%	-	-	-	-	-
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	40%	47 840	47 840	48 000	43 292	
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			925 133	1 181 971	1 390 810	1 179 493
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	2%	-	-	-	-	-
Target Bonus / Incentive	3%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			925 133	1 181 971	1 390 810	1 180 339
Overtime	0%	-	-	-	-	-
Annual Leave (days)	98%	21	21	21	21	

Technical / Entry Level Specialist

T2

Jobs at this level are accountable for results of and processes within portions of work or projects or for providing specialised technical service in their own right. Varied problems requiring judgment and interpretation and perhaps analysis.

Band

E

Grades

11-12

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
23	177					
Base Salary			1 058 400	1 164 240	1 438 632	1 273 631
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	16%	50 000	75 000	75 000	75 000	68 563
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	75%	42 336	46 570	60 625	60 625	53 319
Additional Leave	0%	-	-	-	-	-
Housing Assistance	27%	180 000	180 000	180 000	180 000	177 928
Rental Assistance	28%	180 000	180 000	180 000	180 000	205 714
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	1%	-	-	-	-	-
Child Support Allowance	40%	24 000	48 000	48 000	48 000	40 894
Travel Allowance	2%	-	-	-	-	-
Clubs / Professional Fees	1%	-	-	-	-	-
Other Cash Payment	2%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			1 128 960	1 375 920	1 650 750	1 448 106
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	5%	42 625	63 500	98 728	98 728	69 006
Target Bonus / Incentive	6%	128 741	155 000	165 925	165 925	150 306
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			1 128 960	1 375 920	1 650 750	1 451 225
Overtime	2%	-	-	-	-	-
Annual Leave (days)	99%	21	21	21	21	21

First Level Specialist

T3

First level of technical specialisation. Problems of moderate scope and complexity requiring analytical and creative input, initiative and judgment. Jobs at this level assess, investigate, analyse and interpret information.

Band

F

Grades

13-14

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
26	158					
Base Salary			1 411 200	1 517 040	1 764 000	1 584 482
<i>Benefits</i>						
Phone Allowance	3%	-	26 000	-	-	34 000
Medical / Health Insurance	16%	75 000	75 000	100 000	-	84 972
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	77%	56 448	60 682	72 814	-	91 001
Additional Leave	0%	-	-	-	-	-
Housing Assistance	38%	180 000	180 000	180 000	-	180 896
Rental Assistance	19%	180 000	180 000	360 000	-	246 000
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	1%	-	-	-	-	-
Child Support Allowance	36%	24 000	48 000	48 000	-	40 824
Travel Allowance	1%	-	-	-	-	-
Clubs / Professional Fees	1%	-	-	-	-	-
Other Cash Payment	3%	-	180 000	-	-	285 396
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			1 671 648	1 764 000	2 014 560	1 813 830
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	7%	69 000	74 000	125 000	-	107 415
Target Bonus / Incentive	8%	114 888	130 990	180 625	-	154 428
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			1 671 648	1 764 000	2 014 560	1 821 308
Overtime	4%	6 259	23 739	30 976	-	44 521
Annual Leave (days)	98%	21	21	21	-	21

Mid-level Specialist

T4

Jobs at this level are likely to provide independent specialised technical service requiring general application of practices, techniques, concepts and theoretical principles from the relevant discipline. They will develop solutions to a variety of problems of moderate scope and complexity.

Band

G

Grades

15-16

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
24	201					
Base Salary			1 481 760	1 776 931	1 975 680	1 851 053
<i>Benefits</i>						
Phone Allowance	1%	-	-	-	-	-
Medical / Health Insurance	12%	50 000	75 000	100 000	73 531	
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	89%	59 270	71 513	83 261	80 803	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	47%	180 000	180 000	180 000	204 422	
Rental Assistance	25%	180 000	180 000	315 000	236 400	
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	53%	24 000	48 000	48 000	41 203	
Travel Allowance	1%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	2%	-	-	-	-	-
Other Benefits	1%	-	-	-	-	-
Fixed Remuneration			1 769 030	2 062 560	2 288 000	2 111 984
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	0%	-	-	-	-	-
Target Bonus / Incentive	6%	168 343	198 947	212 500	191 097	
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			1 769 030	2 062 560	2 288 000	2 112 755
Overtime	1%	-	-	-	-	-
Annual Leave (days)	100%	21	21	21	21	

Senior Specialist

T5

Jobs at this level provide a specialised technical service, developing solutions to varied and complex problems. Analytical and creative reasoning required to explore alternative options and formulate solutions. Requires sound understanding of practices, techniques, concepts and theoretical principles from relevant discipline.

Band

H

Grades

17-18

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
20	87					
Base Salary			1 975 680	2 222 640	3 304 000	3 133 858
<i>Benefits</i>						
Phone Allowance		2%	-	-	-	-
Medical / Health Insurance		16%	100 000	200 000	383 424	243 566
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		82%	76 205	88 906	184 865	150 213
Additional Leave		0%	-	-	-	-
Housing Assistance		45%	180 000	298 974	480 000	440 449
Rental Assistance		22%	180 000	180 000	558 000	497 332
Utilities Allowance (water)		1%	-	-	-	-
Utilities Allowance (electricity)		1%	-	-	-	-
Transport Allowance		1%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		1%	-	-	-	-
Education Allowance		2%	-	-	-	-
Child Support Allowance		51%	24 000	48 000	48 000	59 000
Travel Allowance		5%	-	-	-	-
Clubs / Professional Fees		3%	-	-	-	-
Other Cash Payment		1%	-	-	-	-
Other Benefits		0%	-	-	-	-
Fixed Remuneration			2 114 331	2 514 854	4 251 234	3 669 726
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		5%	-	-	-	-
Target Bonus / Incentive		5%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			2 114 331	2 514 854	4 311 234	3 679 528
Overtime		1%	-	-	-	-
Annual Leave (days)		100%	21	21	21	21

Advanced Specialist

T6

Jobs at this level are likely to provide a specialised technical service at expert level, developing solutions to highly complex problems requiring a complete understanding of practices, techniques, concepts and theoretical principles from the relevant discipline.

Band

I

Grades

19-20

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	15					
Base Salary			2 010 960	3 026 400	6 630 000	4 596 939
<i>Benefits</i>						
Phone Allowance	7%	-	-	-	-	-
Medical / Health Insurance	20%	-	-	-	-	-
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	33%	-	264 000	-	-	326 732
Additional Leave	0%	-	-	-	-	-
Housing Assistance	0%	-	-	-	-	-
Rental Assistance	40%	-	1 470 000	-	-	1 252 000
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	7%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	13%	-	-	-	-	-
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			2 010 960	3 279 562	7 604 391	5 251 395
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	7%	-	-	-	-	-
Target Bonus / Incentive	0%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			2 010 960	3 279 562	7 604 391	5 268 061
Overtime	0%	-	-	-	-	-
Annual Leave (days)	100%	21	21	23	22	

Leadership

General Market Data

Leadership

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Leading Hand

L1

In addition to undertaking task-oriented/ manual work at skilled operator or trades level, roles at this level are responsible for allocating work and close supervision of staff performing similar tasks. Generally such roles work alongside the staff supervised.

Band

D

Grades

9-10

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	25					
Base Salary			1 017 120	1 128 960	1 164 240	1 134 419
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	36%	50 000	50 000	50 000	50 000	50 000
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	100%	45 158	46 570	81 370	63 368	
Additional Leave	8%	-	-	-	-	-
Housing Assistance	40%	180 000	180 000	180 000	176 300	
Rental Assistance	0%	-	-	-	-	-
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	28%	47 840	47 840	47 840	44 434	
Travel Allowance	8%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			1 209 200	1 354 118	1 401 958	1 306 792
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	4%	-	-	-	-	-
Target Bonus / Incentive	4%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	12%	-	-	-	-	-
Total Remuneration			1 209 200	1 354 118	1 401 958	1 310 616
Overtime	36%	13 780	49 090	192 180	107 783	
Annual Leave (days)	100%	21	21	21	22	

Working Supervisor

L2

First level supervisory roles undertaking some of the same duties as those supervised in a working supervisor capacity. Ensures decisions of management are articulated and implemented. Responsible for scheduling, rosters, work allocation and monitoring, and performance reviews.

Band

E

Grades

11-12

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	65					
Base Salary			1 128 960	1 411 200	1 592 789	1 404 523
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		25%	50 000	62 500	100 000	73 125
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		83%	45 158	56 448	71 971	73 003
Additional Leave		3%	-	-	-	-
Housing Assistance		46%	180 000	180 000	180 000	198 480
Rental Assistance		18%	180 000	180 000	180 000	186 875
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		2%	-	-	-	-
Child Support Allowance		46%	24 000	47 840	48 000	37 573
Travel Allowance		6%	-	-	-	-
Clubs / Professional Fees		2%	-	-	-	-
Other Cash Payment		2%	-	-	-	-
Other Benefits		2%	-	-	-	-
Fixed Remuneration			1 378 118	1 695 648	1 900 823	1 648 560
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		18%	40 000	47 160	49 900	46 948
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			1 378 118	1 695 648	1 900 823	1 657 227
Overtime		9%	-	267 795	-	429 156
Annual Leave (days)		100%	21	21	21	20

Supervisor I

L3

Supervisors at this level tend to be responsible for staff in task-focused roles. Likely to be responsible for budget. Emphasis on scheduling, work allocation and monitoring. Responsible for performance reviews and staff training.

Band

F

Grades

13-14

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	42					
Base Salary			1 411 200	1 764 000	1 908 360	1 761 113
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		19%	50 000	75 000	100 000	84 375
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		86%	56 448	73 382	103 521	94 185
Additional Leave		2%	-	-	-	-
Housing Assistance		55%	180 000	180 000	180 000	192 999
Rental Assistance		10%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		38%	24 000	24 000	48 000	38 645
Travel Allowance		10%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		2%	-	-	-	-
Other Benefits		2%	-	-	-	-
Fixed Remuneration			1 519 747	1 981 912	2 261 362	2 021 243
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		7%	-	-	-	-
Target Bonus / Incentive		5%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		2%	-	-	-	-
Total Remuneration			1 519 747	1 985 251	2 261 362	2 026 697
Overtime		5%	-	-	-	-
Annual Leave (days)		100%	21	21	21	21

Supervisor II L4

Supervisors at this level tend to be responsible for staff in process-focused or technical support roles. May be responsible for budgets. Emphasis on scheduling, work allocation and monitoring. Responsible for performance reviews and staff training.

Band	G
Grades	15-16

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
15	54					
Base Salary			2 055 060	2 270 459	3 055 125	2 568 963
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	35%	75 000	75 000	75 000	75 000	65 637
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	83%	83 261	92 742	126 360	126 360	113 676
Additional Leave	0%	-	-	-	-	-
Housing Assistance	26%	180 000	180 000	240 000	240 000	235 571
Rental Assistance	13%	360 000	360 000	360 000	360 000	360 000
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	22%	24 000	24 000	30 000	30 000	30 000
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	19%	240 000	240 000	240 000	240 000	240 000
Other Benefits	2%	-	-	-	-	-
Fixed Remuneration			2 332 090	2 569 777	3 462 330	2 847 813
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	17%	71 070	74 000	144 000	144 000	104 452
Target Bonus / Incentive	9%	-	164 480	-	-	146 446
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			2 332 090	2 569 777	3 492 157	2 865 221
Overtime	6%	-	-	-	-	-
Annual Leave (days)	100%	20	21	21	21	21

Team Leader	L5
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Team leaders at this level tend to fall into one of two types: either technical specialists with one or more assigned technical staff, or lower level specialists with a team of business or technical support staff. Planning, scheduling and monitoring work and associated budgets.

Band	H
Grades	17-18

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
18	49					
Base Salary			2 081 520	2 504 880	3 599 065	2 790 924
<i>Benefits</i>						
Phone Allowance	4%	-	-	-	-	-
Medical / Health Insurance	20%	75 000	75 000	75 000	75 000	73 865
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	92%	83 261	97 373	154 000	129 406	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	27%	180 000	247 000	322 900	285 940	
Rental Assistance	29%	300 000	330 000	540 000	388 286	
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	4%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	45%	48 000	48 000	48 000	44 713	
Travel Allowance	2%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	8%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			2 434 320	2 927 000	3 848 000	3 158 083
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	10%	-	124 000	-	-	139 240
Target Bonus / Incentive	12%	-	223 751	-	-	239 224
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			2 434 320	2 957 386	3 848 000	3 172 292
Overtime	4%	-	-	-	-	-
Annual Leave (days)	100%	21	21	21	21	

Team Manager		L6
Manages staff assigned to specified administrative, operational or technical roles who work independently as technical specialists. Ensures decisions of management are articulated and implemented. Manages and monitors work and associated budgets.		Band I
		Grades 19-20

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
13	41					
Base Salary			2 432 320	2 766 803	4 277 361	3 439 222
<i>Benefits</i>						
Phone Allowance	12%	-	120 000	-	-	84 400
Medical / Health Insurance	39%	75 000	100 000	100 000	100 000	117 085
Income Protection Insurance	5%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	85%	99 490	171 094	232 508	232 508	212 657
Additional Leave	0%	-	-	-	-	-
Housing Assistance	46%	240 000	240 000	480 000	480 000	375 587
Rental Assistance	7%	-	-	-	-	-
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	22%	120 000	120 000	120 000	120 000	126 667
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	5%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	24%	48 000	48 000	48 000	48 000	45 584
Travel Allowance	2%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	10%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			2 696 237	3 407 109	4 584 450	4 047 555
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	20%	200 000	227 625	315 063	315 063	265 125
Target Bonus / Incentive	20%	77 503	77 503	165 790	165 790	163 571
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			2 696 237	3 407 109	4 584 450	4 099 287
Overtime	5%	-	-	-	-	-
Annual Leave (days)	98%	21	21	21	21	21

Section Leader	L7
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Responsibility for managing a section or part of a division/department, where effective utilisation of staff is important and impact on stakeholder satisfaction is significant. Staff will include technical specialists and programme/ project roles, managed directly or through team leaders.

Band	J
Grades	21-22

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
11	28					
Base Salary			2 504 880	3 045 000	5 479 118	4 064 725
<i>Benefits</i>						
Phone Allowance	7%	-	-	-	-	-
Medical / Health Insurance	25%	150 000	250 000	295 500	229 286	
Income Protection Insurance	7%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	93%	100 195	177 916	328 747	216 937	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	36%	299 587	478 349	523 200	501 151	
Rental Assistance	18%	-	300 000	-	326 390	
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Transport Allowance	14%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	7%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	32%	47 840	48 000	48 000	42 640	
Travel Allowance	14%	-	-	-	-	-
Clubs / Professional Fees	14%	-	-	-	-	-
Other Cash Payment	7%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
Fixed Remuneration			3 031 801	3 641 592	5 807 865	4 782 014
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	7%	-	-	-	-	-
Target Bonus / Incentive	21%	-	109 582	-	107 327	
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			3 031 801	3 641 592	5 807 865	4 798 778
Overtime	0%	-	-	-	-	-
Annual Leave (days)	96%	21	21	22	21	

Function Manager

L8

Leadership of a single function or aspect of a larger function where the impact on overall organisation end results is significant. Typically managing managers or team leaders with staff in technical/ specialist roles requiring high levels of expertise.

Band

K

Grades

23-24

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
18	23					
Base Salary			2 522 520	3 633 840	5 364 642	4 233 397
<i>Benefits</i>						
Phone Allowance	26%	-	60 000	-	-	80 000
Medical / Health Insurance	26%	-	77 110	-	-	108 394
Income Protection Insurance	4%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	91%	101 606	145 354	213 168	-	183 881
Additional Leave	0%	-	-	-	-	-
Housing Assistance	52%	480 000	480 000	723 600	-	792 856
Rental Assistance	30%	450 000	960 000	960 000	-	720 000
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	4%	-	-	-	-	-
Transport Allowance	22%	-	120 000	-	-	120 000
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	9%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	48%	24 000	24 000	48 000	-	34 909
Travel Allowance	9%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	4%	-	-	-	-	-
Fixed Remuneration			3 121 860	4 283 194	6 576 567	5 290 561
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	4%	-	-	-	-	-
Target Bonus / Incentive	0%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			3 121 860	4 283 194	6 576 567	5 306 761
Overtime	0%	-	-	-	-	-
Annual Leave (days)	100%	21	21	21	21	21

Senior Manager

L9

Leadership of a single function or aspect of a larger function where the impact on overall organisation end results (political, strategic, and financial) is major and direct.

Band

L

Grades

25-26

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Incumbents	% Rec.	Lower Quartile	Median	Upper Quartile	Average
14	24					
Base Salary			6 000 000	6 514 800	10 533 099	7 976 716
<i>Benefits</i>						
Phone Allowance	33%	120 000	180 000	240 000	210 000	
Medical / Health Insurance	38%	75 000	123 000	272 228	171 359	
Income Protection Insurance	17%	-	-	-	-	
Life Insurance	4%	-	-	-	-	
VNPF / Superannuation	92%	240 000	240 000	439 924	392 455	
Additional Leave	0%	-	-	-	-	
Housing Assistance	63%	1 200 000	2 020 824	2 263 602	1 718 791	
Rental Assistance	13%	-	-	-	-	
Utilities Allowance (water)	0%	-	-	-	-	
Utilities Allowance (electricity)	17%	-	-	-	-	
Transport Allowance	25%	-	180 000	-	381 500	
Car Allowance	4%	-	-	-	-	
Motor Vehicle	25%	-	2 200 000	-	2 038 293	
Education Allowance	4%	-	-	-	-	
Child Support Allowance	38%	24 000	24 000	48 000	53 333	
Travel Allowance	25%	-	684 140	-	875 774	
Clubs / Professional Fees	0%	-	-	-	-	
Other Cash Payment	21%	-	240 000	-	336 000	
Other Benefits	0%	-	-	-	-	
Fixed Remuneration			7 735 774	9 572 684	12 185 380	10 751 668
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	13%	-	-	-	-	
Target Bonus / Incentive	13%	-	-	-	-	
Commission	0%	-	-	-	-	
Callout / Shift Allowance	0%	-	-	-	-	
Total Remuneration			7 735 774	9 572 684	12 185 380	10 819 084
Overtime	0%	-	-	-	-	
Annual Leave (days)	88%	21	21	21	21	

Appendices

Appendices

Appendix A: Participating Organisations

AJC	Ministry of Internal Affairs – Electoral Office
Auditor General's Office	Ministry of Internal Affairs – Immigration Department
Australia and New Zealand Bank (Vanuatu) Limited	Ministry of Internal Affairs – Labour Department
Bank of South Pacific Vanuatu Limited	Ministry of Internal Affairs – Malvatumari Council of Chiefs
Barrett and Partners	Ministry of Justice – Corporate Services Unit
BRED (Vanuatu) Limited	Ministry of Justice – Customary Land Management Office
Consulting Vanuatu Ltd	Ministry of Public Works and Infrastructure
Department Agriculture	Ministry of The Prime Minister
Department of Fisheries, Forestry, Biosecurity and Livestock	Ministry of Youth and Sports – Department of Youth and Sports
Department of Foreign Affairs and Trade - Australian High Commission Port Vila	National Bank of Vanuatu
Ministry of Education	New Zealand High Commission, Port Vila
Ministry of Finance and Economic Management	Office of the Chief Trade Adviser
Ministry of Foreign Affairs	Public Service Commission
Ministry of Health	QBE Insurance (Vanuatu) Limited
Ministry of Internal Affairs – Civil Status	Reserve Bank of Vanuatu
Ministry of Internal Affairs – Corporate Services Unit	Tower Insurance
Ministry of Internal Affairs – Correctional Department	Vanuatu Financial Services Commission
Ministry of Internal Affairs – Department Of Provincial Affairs	Vanuatu National Provident Fund
Ministry of Internal Affairs – Department of Woman's Affairs	Wantok Network Ltd
	Windsor Hotel International Limited T/A The Melanesian Port Vila Hotel

Appendix B: Explanation of Terms and Statistics

Job Size	Points	The job evaluation points total as a result of a SP10 or SP5 job evaluation.
	Grade	Strategic Pay Job Evaluation Grades, a range of points as a result of a job evaluation outcome via SP5 or SP10.
	Band	A broader range of points, effectively 2 grades, as derived from the job evaluation outcomes. Each Jobwise level is equivalent to a Band.
Total Sample	No. of Orgs	The number of firms which submitted data for this job.
	No. of Incumbents	The total number of employees in this sample.
Remuneration Definitions	Base Salary	The base pay paid weekly, fortnightly or monthly.
	Fixed Remuneration	Base Salary plus fixed benefits such as vehicles, allowances, additional leave, service payments, superannuation contributions.
	Total Remuneration	The sum of all remuneration items. This includes base salary, benefits and actual variable pay, such as incentive pay and bonus components actually paid. Total remuneration does not capture target amounts for bonus or incentives or any overtime payments.
Statistical Definitions	Upper Quartile (UQ)	The 75 th percentile at which 25% of the data is higher than this point.
	Median (Med)	The 50 th percentile at which 50% of the data is higher and 50% of the data is lower than this point.
	Average (Ave)	The arithmetic mean of the data; the sum of the data divided by the sample size.
	Lower Quartile (LQ)	The 25 th percentile at which 25% of the data is lower than this point.
	Percentage receiving (% Rec.)	For each remuneration item, the survey page identifies the percentage of participants receiving that item. The average cost for employees receiving that item is shown in the adjoining column.
Remuneration Item	Medical/Health Insurance	Payments made by the employer to cover all or some of the costs of a health care scheme, or other medical cover.
	VNPF / Superannuation	Actual dollar amount that the organisation contributes to Vanuatu National Provident Fund and/or separate company superannuation scheme.
	Other Benefits	The values shown represent the actual dollar amount paid by the employer for various allowances (housing/rental, utilities, transport, car, education, child support, travel).
	Motor Vehicle	Vehicles have been included in this analysis on the basis of the value to the employee reported by each organisation.
	Actual Bonus	Performance bonus. Actual amounts paid to recognise the achievement of individual, team or organisation goals.

Appendix C: Strategic Pay Vehicle Use Methodology

Valuing vehicle use as part of the remuneration package

Private use of an employer-provided vehicle does confer a benefit on the employee. The tricky question - what is the value of that benefit for remuneration purposes?

For the purposes of the current survey, vehicles for private use are valued as follows:

Company Car Level of Use	Value for Remuneration Purposes
Full use	40% of new vehicle purchase price
Full use except holidays	35% of new vehicle purchase price
Working week only	30% of new vehicle purchase price
Business use only (tool of trade)	0 (no remuneration value)
Business use plus home to work travel	10% of new vehicle purchase price

Appendix D: The Strategic Pay Approach to Job Mapping and Sizing

One of the challenges facing organisations today is the development of effective reward systems to ensure the very best organisational and individual outcomes. Equitable and competitive remuneration is critical to the attraction, motivation and retention of high calibre employees. In order to ensure equitable and competitive systems, an organisation must first establish the relative worth of its jobs. Analytical job evaluation is a useful and reasonably objective basis for assessing relative job worth.

Job sizing is an objective and systematic method of comparing one particular job, a group of jobs, or even a type of work with other jobs. It provides management with key information for identifying and establishing meaningful and dependable pay relationships between jobs, both within the organisation, and externally with the wider labour market.

JobWise® offers a cost effective starting point for the evaluation process, enabling organisations to speedily evaluate comparable roles in varying functions. The emphasis is on looking for the similarities between jobs rather than the differences.

JobWise®

Job evaluation is a tool for understanding how jobs and organisations function. It is evident that many roles at middle and lower levels are generic within and across organisations. We expect to see certain patterns in the job evaluation scores assigned to knowledge, experience, complexity and problem-solving. Strategic Pay has condensed this research and understanding into an analytical job matching tool. We call it JobWise®.

The JobWise® Framework

Band	Grades	SP10 Pts	Customer & Business Support Pathway	Operations Pathway	Technical/Specialist Pathway	Leadership Pathway	Band
L	25-26	774-875					L
K	23-24	676-773					K
J	21-22	592-675					J
I	19-20	521-591					I
H	17-18	456-520					H
G	15-16	395-455					G
F	13-14	335-394					F
E	11-12	286-334					E
D	9-10	236-285					D
C	7-8	191-235					C
B	5-6	145-190					B
A	4	117-144					A

The Banding Model

The JobWise® job sizing and placement tool is designed to clarify role expectations at different levels and confirm placement within 'bands'. Banding systems are designed to group roles of similar size for salary management purposes. The emphasis in broadbanding systems lies in understanding the similarities between jobs rather than the differences.

The 12 generic JobWise® bands (labelled A to L) represent an alternative to the narrow banding system that form the sizing output of the SP10® and SP5® system. They are also a response to Strategic Pay's research on the job design, how organisations are structured, and patterns in the job evaluation scores assigned to jobs at different career levels. They have been well tested in client situations.

With the exception of Band A, which is Grade 4 only, the 12 bands each consist of two Strategic Pay grades. They are designed to reflect the outcomes of each of the Strategic Pay job evaluation systems (the grade boundaries having been predetermined and assigned). While narrow-band models tend to suit many small organisations, the two-grade banding model was a natural response to the move to broadbanding by many medium-large organisations seeking pay structures that allowed for flexibility and ease of administration.

The bands and the various pathways within them are diagrammatically displayed above. This shows the pathways, the levels, the bands and the range of SP10® points and Strategic Pay Grades that inform each band.

The Career Pathways

JobWise® is a job sizing tool which enables organisations to analyse and size jobs in one of four standard Career Pathways:

- + Customer and Business Support
- + Operations
- + Technical / Specialist
- + Leadership

The career pathways are the starting point for the process. They define the role orientation in the first instance, with progressive levels of role contribution and expectation determined subsequently. These are the Job Levels within the pathways and are aligned with the Bands.

Each level is defined around the problem-solving and interpersonal skills as well as the organisation setting and expertise required for effective performance. Each level has been informed and developed based on extensive experience gained through implementation of the Strategic Pay job evaluation systems.

Jobs are sized by being assigned a career pathway along with the most appropriate level based on the role profile and set out guidelines. In the event that roles do not fit neatly into an appropriate career pathway and job level, we recommend a formal job evaluation using SP10®, Strategic Pay's formal points factor job evaluation system.

At Strategic Pay we use two Job Evaluation systems:

- + **SP10®** - A points factor system using 10 factors with pre-determined weightings. The separate definition of each factor and sub-levels within each factor allows the evaluator to explain the subtleties and nuances of roles more precisely than the SP5 methodology. This system was initially developed by PriceWaterhouseCoopers.
- + **SP5®** - A points factor system using 5 factors with pre-determined weightings. This system is designed to examine the similarities between jobs, rather than the minute differences. It does this by amalgamating some factors treated separately in SP10 (e.g. education and experience joined as the Expertise factor) and eliminating sub-levels within each factor. This makes it a simple system, ideal for broad-banded environments.

Both systems can evaluate jobs across all sectors and link directly to the Strategic Pay database and suite of surveys.

Appendix E: About Strategic Pay Limited

Strategic Pay provides innovative solutions to organisations for their strategic remuneration, performance development and performance improvement needs. We help improve your overall performance by ensuring employee effort, remuneration and rewards are closely aligned with business objectives.

Strategic Pay in the Pacific

Strategic Pay works across a number of Pacific Island countries including the Cook Islands, Federated States of Micronesia, Fiji, New Caledonia, Samoa, the Solomon Islands, and Vanuatu. In addition to working with the regional aid agencies (CROP) we conduct regular remuneration surveys in the following countries:

- | | |
|--|----------------------------------|
| + Cook Islands | + Federated States of Micronesia |
| + Fiji (this survey is conducted by PWC using SPL methodologies) | + Samoa |
| | + Solomon Islands |

Delivering strategic rewards

Our experienced team work alongside you to provide a compelling proposition that attracts, retains and motivates the best people.

Our adaptable solutions include:

- + Remuneration and reward strategy development
- + Executive remuneration and performance advice (including incentives)
- + Salary options using job evaluation, grades, bands or benchmarks
- + Salary review management, including processes, tools and training
- + Performance development systems, including customised design and implementation

Access New Zealand's largest remuneration data services

Strategic Pay offers an unrivalled suite of nation-wide and specialist industry and sector remuneration survey reports, based on a database of more than 140,000 employees from over 1,000 organisations.

Use smart technology

We understand busy HR practitioners' needs and offer a range of smart tools to manage remuneration and survey submissions:

- + RemWise®: software for managing every aspect of remuneration
- + Rem On-Demand®: online access to remuneration information and insights
- + PayCalculator: survey data at your fingertips

Drive organisation performance

Superior organisational performance is critical to delivering strategic business objectives. Speak to us today about using PLUS+ to develop a future proof strategy, an organisational model and structure that supports the strategy and the right people matched to the accountabilities best designed to deliver it in your organisation.

Build capability

Through a range of workshops and the Strategic Pay Academy we provide clients with comprehensive short courses in Remuneration, Performance Management and Organisational Performance. We also offer training programmes that can be tailored to meet your specific requirements.

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