

2016

Solomon Islands

Solomon Islands Remuneration Report

2016

Generously sponsored by:

Pacific Islands Forum Fisheries Agency (FFA), Solomon Islands Chamber of Commerce and Industry (SICCI), and Solomon Islands National University (SINU).



Table of Contents

Executive Summary	1
1 Introduction	3
Introduction	5
Survey Parameters	6
Survey Database	7
Index of JobWise® Pathways	9
2 Salary Increases	11
Actual Salary Increases Awarded During the Past Year (2013-2014)	13
Forecast Increases for the Coming Year	14
Basis of Salary Increases	15
3 Employment Policies and Practices	17
Benefits Offered	19
Vehicle Benefits	21
Superannuation	24
Solomon Islands National Provident Fund (SINPF)	24
Shift Work and Stand-by / On Call	25
Work / Life Balance Initiatives	26
Variable Pay / Incentive Schemes	27
Annual Leave	31
Sick Leave	31
Other Leave	32
Staff Turnover	33
Recruitment	33
Hot Skills	34
Retention Strategies	35
Redundancy	35
Executive Management	36
4 Remuneration Market Data	37
General Information	39
Detailed Analysis by JobWise® Band	39
Summary Table and Detailed Data Pages	43
Customer and Business Support	45
Operations	55
Technical / Specialist	65
Leadership	75
5 Appendices	89
Appendix A: Participating Organisations	91
Appendix B: Explanation of Terms and Statistics	92
Appendix C: Strategic Pay Vehicle Use Methodology	93
Appendix D: The Strategic Pay Approach to Job Mapping and Sizing	94
Appendix E: About Strategic Pay Limited	96

Executive Summary

Highlights of the Solomon Islands Remuneration Report 2016 are as follows:

Data for 3,418 individual employees was submitted by 29 participating organisations.

The overall average salary increase for employees provided by participants in the past year was 3.9%, a decrease from the 5% reported in 2014.

The overall average salary increase forecast for the coming year is also 3.6%, also down from 5% reported in 2014.

Seventy-five percent of participants have a formal annual salary review, with January being the most popular month for salary reviews to become effective, followed closely by July.

Amongst participants, performance remains the strongest driver for determining salary increases.

Forty-six percent of participating organisations indicated they offer some form of variable pay / incentive scheme to their employees, with profit share or other bonus scheme being the most prevalent.

Sixty-four percent of participants offer vehicle benefits of some kind. Tool-of-trade vehicles with or without personal use continue to be the most common vehicle benefit offered.

Of participating organisations, 80% provide car parks for employees.

The most common annual leave entitlement across the majority of employee levels continues to be 20 to 22 days.

Sick leave entitlements provided to employees were reported by 96% of participating organisations, with 63% of those organisations offering between 21 to 25 days per annum.

This year, overall turnover in participating organisations has decreased to 9% from 12% reported in 2014.

The majority (64%) of participants expect staff numbers to stay about the same in the coming 12 months and the number of participants expecting to increase staff numbers in the year ahead has decreased to 27%. Only 9% of participants are expecting to decrease overall staff numbers next year.

Finance and accounting continue to be skills in high demand as reported in each survey since 2012. Other functions with some difficulty across one or more staff levels include information and technology, trades, and engineering.

Sixty-four percent of participants have formal retention strategies in place, up from 56% reported in 2014. The most popular approaches being mentoring and enhanced training.

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

Introduction

Introduction

Strategic Pay is pleased to present the Solomon Islands Remuneration Report for 2016 and again we wish to thank the sponsors; Pacific Islands Forum Fisheries Agency (FFA), Solomon Islands Chamber of Commerce and Industry (SICCI), and Solomon Islands National University (SINU).

This is the fourth Solomon Islands Remuneration Survey conducted by Strategic Pay and this year we have 29 participating organisations. This report provides insight into pay levels and practices in the Solomon Islands in an understandable and user-friendly format. As such it will greatly assist organisations to make informed decisions when setting market-related pay or undertaking pay reviews on individuals in their roles in the future.

This year we have actioned key changes to the analysis of two remuneration benefits. The first is in relation to the treatment of Leave Passage and the second is the valuing of vehicle benefits provided to employees, details of the changes are below.

Leave Passage:

In previous Solomon Islands Remuneration Surveys, this benefit was included as part of fixed remuneration. This year we have removed the values for this benefit from remuneration calculations as the value of this benefit is not directly related to an employee's role or performance. Analysis of this benefit has been reported separately at the bottom of the market data chart.

Vehicle Value Methodology:

This year we have implemented a methodology to calculate a dollar value for the benefit to an employee for use of a vehicle provided by the organisation. This methodology has been successfully used in other pacific island remuneration surveys conducted by Strategic Pay. Please see appendix C for further information.

As in previous years, this 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 – Leadership, Technical, Operations, and Business Support, as shown in the diagram below. 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. Please see appendix D for more information on the JobWise® methodology.

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

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				L9	K
J	21-22	592-675				L8	J
I	19-20	521-591			T7	L7	I
H	17-18	456-520			T6	L6	H
G	15-16	395-455			T5	L5	G
F	13-14	335-394		S6	T4	L4	F
E	11-12	286-334		S5	T3	L3	E
D	9-10	236-285		S4	T2	L2	D
C	7-8	191-235		S3	T1	L1	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 Solomon Islands Remuneration Survey is to provide a credible, reliable and consistent methodology for analysing rates of employee remuneration within Solomon Islands organisations.

Timing

The data is reported as at 1 October 2016. The Solomon Islands Remuneration Survey reports annually.

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 Solomon Islands 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 D 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, excluding leave passage payments). The fixed remuneration and total remuneration lines calculate all remuneration items for which a benefit value has been assigned by participants.

Currency

All dollar values are quoted in Solomon Islander Dollars (SBD).

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.

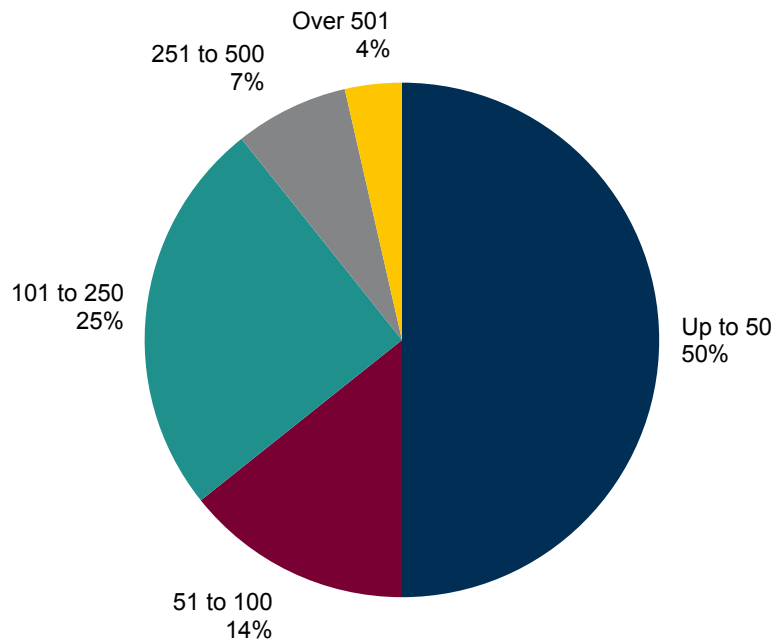
Feedback

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

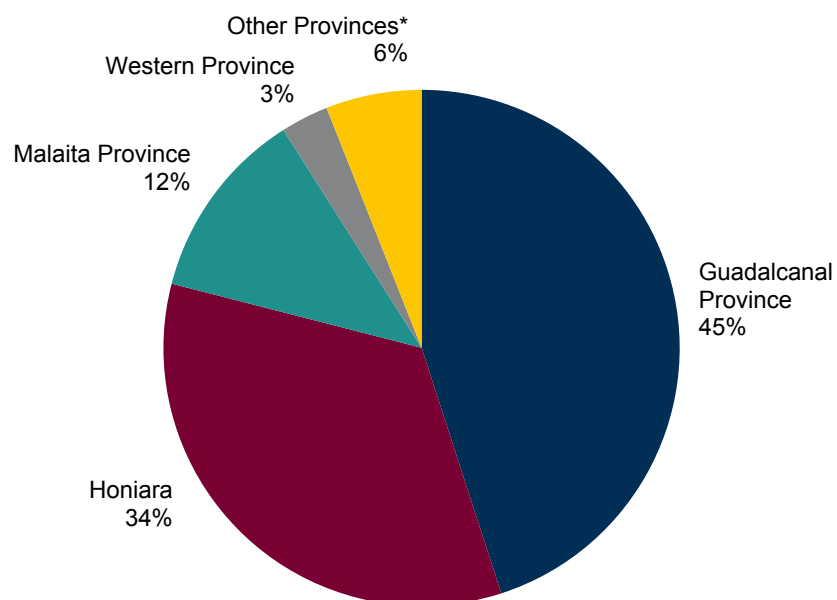
Survey Database

Data for 3,418 individual employees was submitted by the 29 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 (FTE)



Distribution of Employees by Region



* Other Provinces;

+ Central Province

+ Choiseul Province

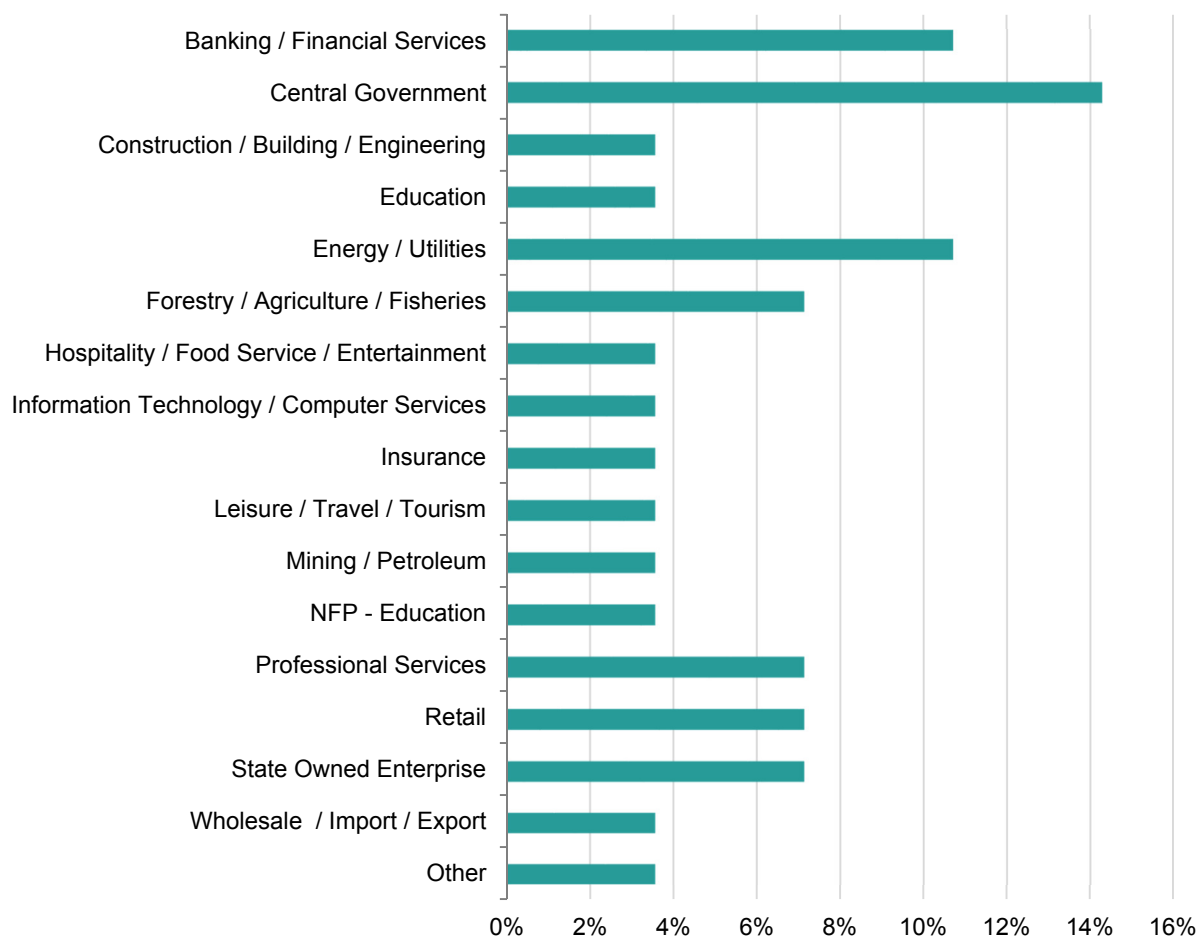
+ Isabel Province

+ Makira, Ulawa Province

+ Renbel Province

+ Temotu Province

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			
S1	Band A	Task Support	49
S2	Band B	Office Support	50
S3	Band C	Administration / Customer Support	51
S4	Band D	Technical Admin / Customer Focus	52
S5	Band E	Specialised Admin / Customer Focus	53
S6	Band F	Senior Specialised Business Support	54
Operations			
O1	Band A	Manual Labour 1	59
O2	Band B	Manual Labour 2	60
O3	Band C	Trades 1	61
O4	Band D	Trades 2	62
O5	Band E	Technician 1	63
Technical / Specialist			
T1	Band D	Technical Support	68
T2	Band E	Technical / Entry Level Specialist	69
T3	Band F	First Level Specialist	70
T4	Band G	Mid-level Specialist	71
T5	Band H	Senior Specialist	72
T6	Band I	Advanced Specialist	73
Leadership			
L1	Band D	Leading Hand	79
L2	Band E	Working Supervisor	80
L3	Band F	Supervisor I	81
L4	Band G	Supervisor II	82
L5	Band H	Team Leader	83
L6	Band I	Team Manager	84
L7	Band J	Section Leader	85
L8	Band K	Function Manager	86
L9	Band L	Senior Manager	87

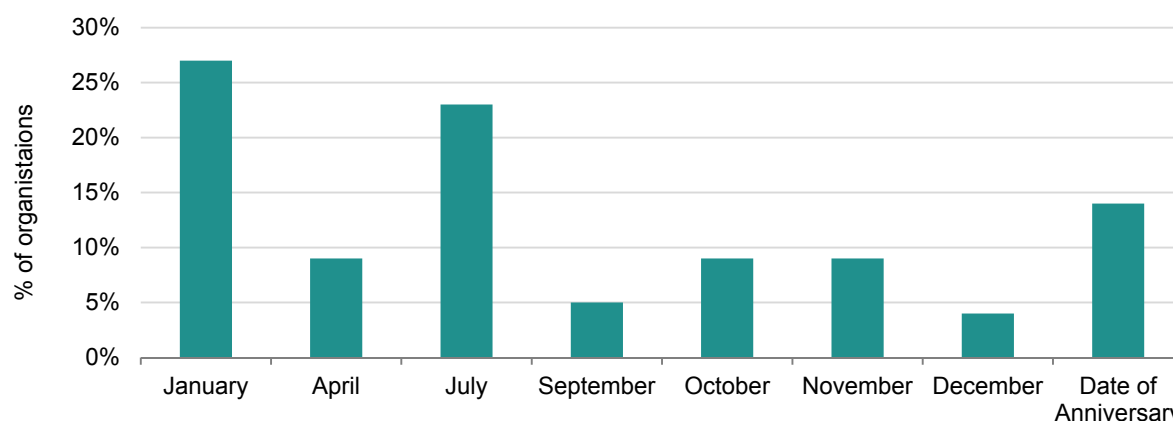
Please note: Due to lack of data we were unable to report the following JobWise® pathway levels: O6, and T7.

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 28 organisations.

Seventy-five percent of participants have a formal annual salary review process in place with January and July being the most popular months for salary reviews to become effective. As shown in the chart below, a total of 36% of participants choose a variety of other months throughout the year for salary reviews to become effective.



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

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.

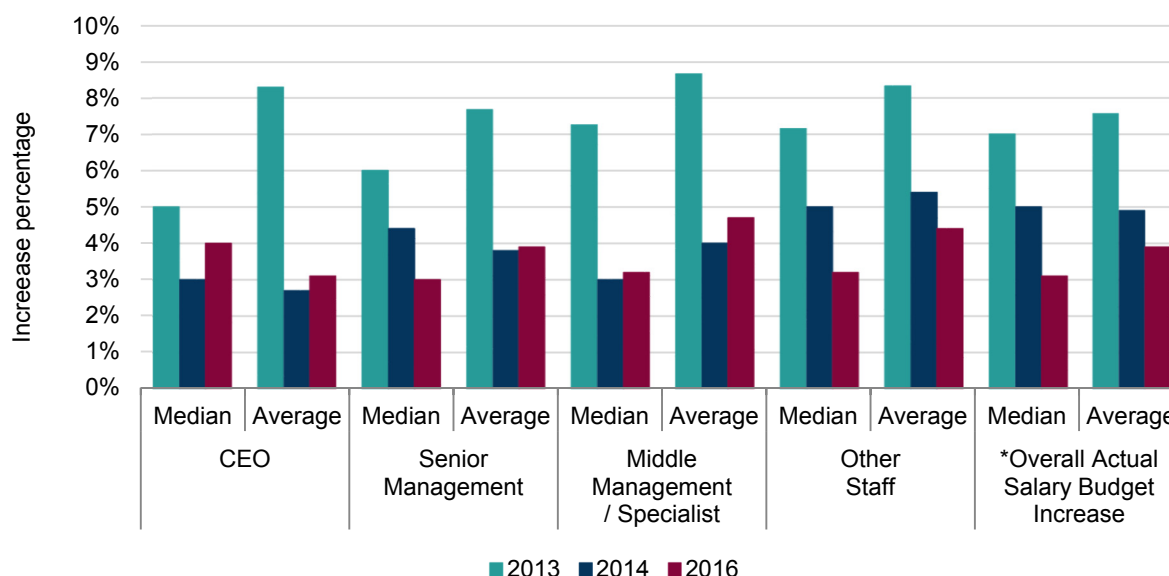
Employee Category	Actual Salary Increase (%)					
	Minimum	Lower Quartile	Median	Upper Quartile	Average	Maximum
CEO	0.0%	1.5%	4.0%	5.0%	3.1%	5.0%
Senior Management	0.0%	1.7%	3.0%	5.0%	3.9%	15.0%
Middle Management / Specialist	0.0%	2.0%	3.2%	6.0%	4.7%	15.0%
General Staff	0.0%	2.0%	3.2%	5.0%	4.4%	15.0%
*Overall Salary Budget	0.0%	1.7%	3.1%	5.0%	3.9%	15.0%

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

Of those who responded, 31% reported that their recent salary increases were higher than last year and 42% stated they were about the same as last year; the remaining 27% reported salary increases were lower than in 2015.

Actual Salary Increases 2013-2016 comparison

The graph below provides a graphical display of yearly salary increases at each employee category from the past three Solomon Islands surveys conducted by Strategic Pay (2013, 2014, 2016).



*The 'Overall Actual' increase is a discretely reported figure and not an average of the other figures.

Forecast Increases for the Coming Year

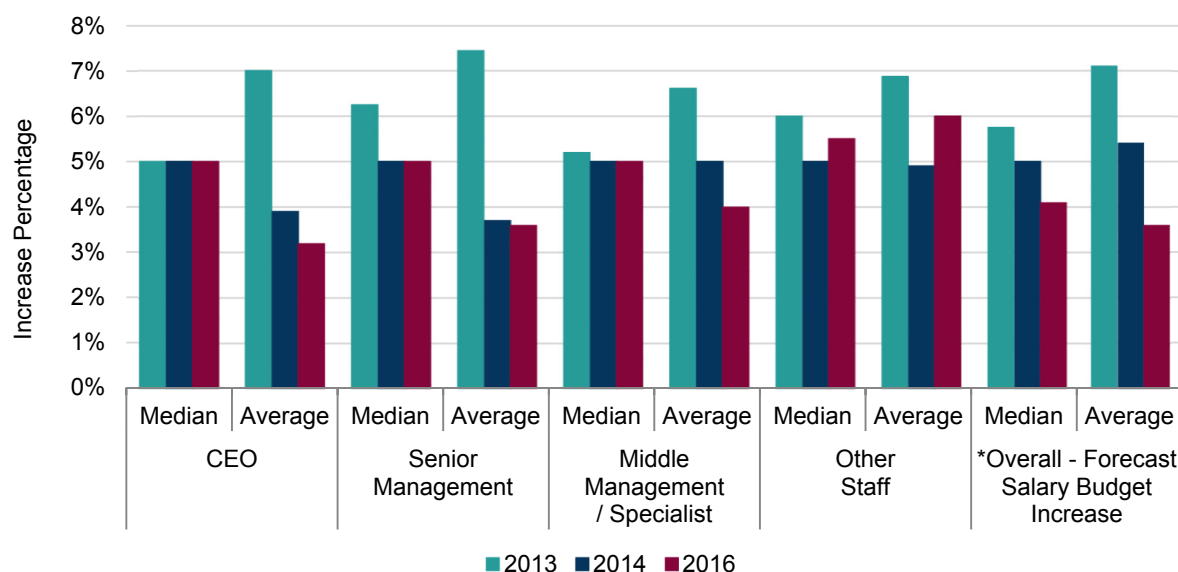
The median forecast for overall salary increases for the coming year, 2016 / 2017, is 4.1% while the average forecast increase has remained at 5%.

Employee Category	Forecast Salary Increase (%)					
	Minimum	Lower Quartile	Median	Upper Quartile	Average	Maximum
CEO	0.0%	0.8%	5.0%	5.0%	3.2%	5.0%
Senior Management	0.0%	1.5%	5.0%	5.0%	3.6%	10.0%
Middle Management / Specialist	0.0%	2.0%	5.0%	5.0%	4.0%	10.0%
General Staff	0.0%	2.0%	4.5%	5.0%	6.2%	50.0%
*Overall Salary Budget	0.0%	1.8%	4.1%	5.0%	3.6%	10.0%

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

Forecast Increases 2013-2016 comparison

The graph below shows a history of projected increases from the 2013 and 2014 reports with a comparison of projected increases for 2016 / 2017.



*The 'Overall Forecast' increase is 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	13	21	22	26
Performance	92%	86%	82%	77%
Market Data	54%	38%	36%	38%
Cost of Living (CPI)	46%	52%	59%	65%
Affordability	38%	38%	27%	31%
Tenure	15%	10%	9%	8%
Union Agreements	-	-	5%	12%
Other	15%	10%	5%	8%

A range of methods are used by all participants when deciding on the level of salary increases with performance being the most popular across all employee categories. Strategic Pay strongly recommends that performance be a major consideration in any remuneration decisions.

Eighty-six percent of organisations indicated they have a formal performance appraisal system in place to assess employee performance.

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 28 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
Transport Benefits								
Car park	57%	36%	32%	18%	-	11%	36%	-
Tool-of-trade vehicle	57%	25%	32%	32%	11%	29%	31%	-
Fuel card	43%	29%	18%	11%	-	-	44%	-
Transport to and from office	36%	14%	14%	18%	7%	25%	30%	-
Transport allowance	36%	7%	14%	11%	-	21%	30%	10%
Perquisite "perk" vehicle	32%	29%	21%	7%	-	-	44%	-
Transport service for family	11%	7%	7%	-	-	4%	-	-
Vehicle allowance	7%	7%	4%	4%	-	-	-	-
Superannuation and Insurances								
Health insurance	64%	43%	46%	43%	11%	43%	61%	6%
SINPF above statutory minimum	50%	29%	32%	39%	14%	43%	57%	21%
Death & disability and / or life insurance	46%	32%	29%	29%	11%	29%	46%	15%
Superannuation other than SINPF	29%	18%	21%	25%	7%	18%	75%	13%
Income protection insurance	14%	11%	7%	14%	7%	11%	75%	25%
Telecommunications Benefits								
Home telephone rental	36%	32%	29%	21%	-	-	30%	-
Home internet connection	21%	18%	14%	11%	-	-	-	-

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	46%	21%	29%	39%	14%	29%	38%	15%
Professional Association Fees	32%	18%	25%	21%	4%	11%	44%	-
Staff Discounts	25%	18%	21%	14%	11%	18%	29%	29%
Expense Allowances	25%	18%	14%	7%	4%	7%	14%	29%
Airline club	18%	18%	7%	7%	-	4%	20%	-
Study Allowances	11%	4%	7%	7%	7%	11%	33%	33%
Gym	11%	7%	7%	4%	-	-	33%	-
Other Benefits								
Annual Leave Passage	89%	57%	71%	79%	25%	82%	56%	12%
Uniform	61%	25%	43%	39%	14%	50%	24%	12%
Subsidised Utility Bills	46%	36%	25%	25%	-	18%	31%	8%
Free Housing or Furniture	43%	36%	32%	32%	4%	18%	42%	8%
Low Interest Loans	18%	14%	14%	18%	11%	18%	20%	20%
In-kind Benefit	18%	14%	14%	7%	4%	11%	20%	20%
Service Payment	7%	4%	7%	4%	4%	4%	50%	50%
Other	14%	11%	11%	11%	7%	14%	-	-

*Other benefits include free lunch, meal allowance, housing allowance, location allowance, representational allowance, domestic assistance allowance, retention incentive on completion of contract.

Vehicle Benefits

When asked if company vehicles are purchased or leased, 90% of respondents stated that they purchase the vehicles used within the organisations and/or provided to employees for use. Five percent lease vehicles while the remaining 5% purchase and lease the vehicles provided.

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-one percent of participants offer vehicle benefits of some kind. Of those, the table below shows the percentages of organisations offering various types of vehicle benefits to employees. Tool-of-trade vehicles with or without personal use continue to be the most common vehicle benefit offered.

Vehicle Benefit Offered	% of Organisations Offering Vehicle Benefits
Tool-of-trade vehicle with no personal use	55%
Tool-of-trade vehicle with personal use, either full or limited	55%
Perquisite 'perk' vehicle	45%
Vehicle allowances	25%
A choice between a vehicle ('perk' and / or tool-of-trade) and a vehicle allowance	5%

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 group.

Vehicle Use Policy	Employee Category				
	CEO	Senior Management	Middle Management / Specialist	Sales	General Staff
Full use	88%	60%	15%	-	-
Full use except holidays	-	7%	8%	-	7%
Working week use	-	13%	15%	-	14%
Limited mileage	-	-	15%	-	-
Business use only	12%	27%	54%	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, the table below shows the percentages of organisations with each type of car park policy.

Car Park Policy	% Providing
Car parking is provided within the organisation complex but no additional charges incurred	70%
Car parking is paid for by the organisation	10%
Car parking is supplied but paid for by the employee	-
Cost of parking benefit is included in the employee's package	-
No car park is provided	20%

Fuel Cards

Forty-three percent of participants offer fuel cards to employees. The table below shows which employee groups are offered fuel cards, no organisation indicated they provide fuel cards to sales staff.

Some organisations indicated that they provide a refuelling point on site for company vehicles.

Fuel Card Policy	Employee Category				
	CEO	Senior Management	Middle Management / Specialist	Sales	Other Staff
Employees with perquisite ('perk') vehicles	80%	75%	40%	-	33%
Employees with tool-of-trade vehicles	10%	13%	40%	-	100%
Employees with vehicle allowances	10%	-	20%	-	-
Employees who are required to travel on behalf of the organisation	-	-	-	-	33%
Other	10%	13%	-	-	-

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

Fuel Cards

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

Fuel Card Policy	% of Organisations
No restrictions	8%
Fuel and oil purchases only (i.e. no foodstuffs, etc.)	31%
Limited to registration (i.e. petrol for company vehicle only)	85%
Limited to named card holder	8%
Weekday use only	23%
No holiday use	8%

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

Superannuation

Participants were asked whether they offer a superannuation scheme, in addition to the Solomon Islands National Provident Fund (SINPF), to some or all employees. Sixty-four percent of participating organisations responded to this question. Of this 64%, 33% have a current, active superannuation scheme while 61% neither offer one nor plan to.

Superannuation Scheme	% of Organisations
Do not currently have a company superannuation scheme	61%
Have an active company superannuation scheme	33%
Do not currently have a company superannuation scheme but plan to offer one	6%
Have a legacy company superannuation scheme – closed to new participants	-

Eligibility

Of organisations with an active superannuation scheme, most allow all employees to join.

Solomon Islands National Provident Fund (SINPF)

Seventy-nine percent of participating organisations indicated they are making contributions to the SINPF scheme and almost all of those organisations make payments as a flat percentage of the employee's gross salary.

The median employer contribution remains at 7.5% of base salary.

Staff Category	Flat % Contribution to SINPF Only (% of base salary)			
	Minimum	Median	Average	Maximum
CEO	5.0%	7.5%	7.3%	10.0%
Senior Management	5.0%	7.5%	7.4%	7.5%
Middle Management / Specialist	5.0%	7.5%	7.4%	10.0%
Other Staff	5.0%	7.5%	7.5%	12.5%

SINPF Funding

Participants were asked how SINPF contributions are treated in relation to total remuneration. Two thirds (67%) of organisations stated that they include SINPF contributions in addition to or 'on top of' total remuneration while the remaining third (33%) treat contributions as part of their definition of total remuneration.

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	5%	28%
8 hours x 5.5 days	5%	11%
8 hours x 5 days	42%	22%
7.5 hours x 5 days	37%	22%
Other*	11%	17%

Shift Work

Of responding organisations, 32% have employees working regular shifts, this percentage has remained unchanged from the 2015 report. Of those organisations, the most common functional areas to have employees working regular shifts are production / manufacturing and property management / security.

Functional Area	Operate in Shifts
Production / Manufacturing	67%
Property Management/Security	50%
IT Operations	17%
IT Support	17%

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

Only 21% of participating organisations indicated they have staff on standby or on call with property management / security and general operations the most common functional area to have employees on stand-by or on call.

Work / Life Balance Initiatives

Thirty-nine percent of the participating organisations offer some type of benefit which reflects work / life balance policies. The most common offerings are flexible work hours and job-share.

Work/Life Balance Initiative	% of Orgs	% of Employees (in organisations offering work/life balance initiatives)		
		Senior Management	Middle Management / Specialist	Other Staff
Flexible Hours	29%	55%	64%	64%
Job-share	14%	18%	18%	36%
Working from home	11%	18%	18%	9%
Part time Work	11%	-	-	27%

Other benefits offered that contribute to work-life balance include; time off in lieu when extra hours are worked, staff club on two nights a week for family and guests.

Health and Wellbeing Benefits

The most common health and wellbeing benefit offered continues to be health checks which are offered by 61% of participants, followed by flu vaccinations which are offered by 18% of participants.

Wellness Benefit	% of Orgs	% of Employees (in organisations offering wellness benefits)				
		CEO	Senior Mgmt	Middle Mgmt / Specialist	Sales	Other Staff
Health Checks	61%	39%	39%	43%	11%	43%
Flu Vaccinations	18%	11%	18%	18%	11%	18%
Onsite gym, massage, fitness classes	14%	11%	14%	14%	7%	14%
EAP (Employee Assistance Program)	11%	11%	7%	11%	4%	7%

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 dollar 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 dollar, percentage of gross margin or a dollar 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

Forty-six percent of participating organisations indicated they offer some form of variable pay / incentive scheme to their employees. 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: 29% of participating organisations offer profit share or other bonus schemes; of those organisations, 63% offer profit share or other bonus schemes to CEOs and to senior management, 50% offer them to middle management staff, 38% offer them to sales staff, and 63% offer them to 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 scheme	29%	63%	63%	50%	38%	63%
STI other than commission	21%	83%	50%	50%	17%	67%
Commission scheme	11%	-	33%	-	67%	-
Long term incentive scheme	4%	100%	-	-	-	-

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

Profit share or other bonus schemes continue to be the most frequently offered schemes across all employee levels.

Short-term Incentive Schemes

Of those participants who offer an incentive scheme of some kind, 46% offer short-term incentives (STIs).

Almost all the participants with a short-term incentive describe their incentive scheme as 'cherry on the top'. 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.

All participating organisations who offer STIs base their reward payments on a combination of performance measures. Across all employee levels, Balanced Scorecard Outcomes 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
Balanced Scorecard Outcomes	100%	100%	100%	80%
Customer Satisfaction	25%	25%	-	40%
Profit or Margin	25%	25%	-	20%
Revenue	25%	25%	-	20%

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

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)

Target amounts as a percentage of base salary were reported by 21% of participants, the table below shows the spread of targets reported.

Staff Category	Target (% of base salary)		
	Lower Quartile	Median	Upper Quartile
CEO	20%	24%	32%
Senior Management	9%	10%	10%
Middle Management / Specialist	8%	8%	12%
Other Staff	6%	11%	16%

Commission Schemes

Eleven percent of participating organisations offer commission schemes to some or all employee levels and use a range of performance or outcome measures to determine commissions paid. Those measures include individual performance, team / business unit performance, revenue, profit or margin.

Bonus Schemes

Participants were asked to describe the nature of the bonus scheme offered to employees. Fifty-eight percent of respondents reported bonuses are company-wide i.e. either all eligible employees receive a bonus or no employees receive a bonus. For the remaining 42%, 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.

Bonus Scheme	% of Organisations with Bonus Schemes
Bonuses are company-wide (i.e. either all eligible staff receive a bonus or no staff do)	58%
Bonuses are not company-wide (factors such as individual or team performance are taken into account when deciding who receive a bonus)	42%

Based on past history, 70% of organisations with bonus schemes generally pay bonuses every year, while 30% 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)	70%
Based on past history - bonuses are only paid in a successful year (for eligible staff)	30%

Long-Term Incentive Schemes

Long-term incentives are 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). Most organisations use a combination of short and long-term incentives to balance short and long-term decision making.

Long-term incentives are not common amongst participating organisations.

Annual Leave

Annual leave entitlements at the start of employment are shown below for each employee group. The most common entitlement across the majority of employee levels is 20 to 22 days.

Number of Days Leave	% of Organisations Offering			
	CEO	Senior Management	Middle Management / Specialist	Other Staff
Less than 20 days	6%	9%	14%	22%
20 – 22 days	56%	41%	32%	44%
23 – 29 days	13%	14%	23%	19%
More than 29 days	25%	36%	32%	15%

Amongst participants, it remains uncommon for leave entitlements to increase based on length of service and only 18% of participants reported they provide extra leave days to employees.

Organisations that do provide extra leave days base the number of days on lengths of service which range between four and twenty years.

Sixty-four 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.

Long service leave is not common amongst participants with just 18% indicating that this benefit is provided to employees.

The most common milestones of years of service for long service leave to be awarded are after 10, 15, and 20 years and the number of days awarded range from 2 days up to as much as 60 days.

Sick Leave

Sick leave entitlements provided by participants to employees are reported in the table below with 63% of those organisations offering between 21 to 25 days per annum. No organisation indicated they offer unlimited sick leave or sick leave as required to employees.

Sick Leave Entitlements	% of Organisations
5 – 10 days	8%
11 – 15 days	11%
16 – 20 days	11%
21 – 25 days	63%
26 – 40 days	7%

For organisations that reported sick leave entitlements can be accumulated, the median number of days to be accumulated is 22 days per annum.

Other Leave

Additional leave of various types is offered by 96% of participating organisations. The table below shows the percentage offering each type of additional leave.

Additional Leave	% of Organisations Offering			
	CEO	Senior Management	Middle Management / Specialist	Other Staff
Compassionate Leave	94%	90%	90%	93%
Maternity Leave	83%	95%	95%	96%
Family Leave	33%	24%	33%	30%
Three days between Christmas and New Year	22%	19%	14%	19%
Birthday Leave	11%	10%	10%	7%
Other*	28%	19%	29%	22%

*Other includes; additional sick leave, flexi leave day.

Seventy-five percent of participating organisations provide other leave to employees over and above the statutory entitlement. The table below shows the percentage of participants offering each type of additional leave.

Additional Leave	% of Organisations
Bereavement Leave	54%
Study Leave	43%
Parental Leave	29%
Jury Leave	7%
Volunteer Leave	7%
Domestic Leave [additional to Sick Leave]	7%
Other Leave*	18%

*Other leave includes special leave by arrangement at executive / managers discretion, family leave.

Staff Turnover

The total average staff turnover for the past year among survey participants was 8.7%, this has decreased from the 12% reported in 2014. The total average turnover for each employee category as decreased this year and the senior management category saw no involuntary turnover.

The following table summarises turnover by staff category.

Employee Category	Average Turnover		
	Voluntary	Involuntary	Total
Senior Management	8.5%	0.0%	8.5%
Middle Management / Specialist	8.3%	1.3%	9.6%
Other Staff	2.4%	6.9%	9.3%
All Staff	3.3%	5.3%	8.7%

This year 22% of participants have seen an increase in voluntary turnover while 48% stated it stayed about the same. Just 13% reported voluntary turnover had decreased and 17% reported there was no discernible pattern.

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 for this year's survey as well as results reported in 2014 for comparison.

The majority (64%) of participants expect staff numbers to stay about the same in the coming 12 months and the number of participants expecting to increase staff numbers in the year ahead has decreased to 27%. Only 9% of participants are expecting to decrease overall staff numbers next year.

Pattern % of Total Organisations	Reported 2014		Reported 2016	
	Last Year 2013 / 2014	Expected Next Year 2014 / 2015	Last Year 2015 / 2016	Expected Next Year 2016 / 2017
Increase in overall staff numbers	14%	40%	26%	27%
Decrease in overall staff numbers	22%	5%	17%	9%
Staff numbers about the same	64%	55%	57%	64%

Recruitment

When reporting on their recruitment activities; 46% of participants are just as busy with recruitment as a year ago and 15% have less recruitment happening than a year ago. Twenty-seven percent of participants have no vacancies and just 12% currently have a freeze on recruitment.

Hot Skills

Participants were requested to indicate which areas they are currently experiencing difficulty in recruiting/retaining staff. The table below shows the percentages of organisations experiencing difficulty in each job function.

Finance and accounting continue to be skills in high demand as reported in each survey since 2012. Other functions with some difficulty across one or more staff levels include information and technology, trades, and engineering.

Function	% of Organisations with Difficulty Recruiting		
	Senior Management	Middle Management / Specialist	General Staff
Administration and Support	-	7%	11%
Engineering	7%	11%	7%
Finance and Accounting	14%	25%	14%
Human Resources	4%	7%	-
Information Technology	7%	18%	11%
Legal / Corporate Affairs / Strategic Planning	4%	7%	-
Policy and Planning	4%	7%	-
Marketing and Communications	4%	11%	-
Process Improvement	-	4%	-
Production / Manufacturing	-	-	4%
Property Management	-	4%	-
Sales	-	7%	7%
Customer Service and Call Centre	-	4%	-
Logistics / Supply Chain / Procurement	-	7%	-
Research / Science / Laboratory	-	-	-
Trades	-	14%	11%
Regulatory	-	-	-
Other	4%	4%	-

Retention Strategies

Sixty-four 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.

Organisations indicated retention approaches as being either valuable or unable to be measured. No organisation reported seeing no long-term impact for any of the retention approaches.

Retention Approach	% of Organisations Using Approach	% of Organisations Finding Valuable		
		Valuable	No Long-term Impact	Unable to Measure
Mentoring	56%	90%	-	10%
Enhanced training	50%	89%	-	11%
Accelerated Salary Progression	33%	83%	-	17%
Enhanced benefits	33%	100%	-	-
Enhanced Induction Process	33%	33%	-	67%
Flexible working arrangements	28%	100%	-	-
Enhanced management training	22%	75%	-	25%
Relocation Allowance	17%	67%	-	33%
Additional holidays	11%	50%	-	50%
Retention Bonus	11%	50%	-	50%
Sign-on Bonus	-	-	-	-
Other (please specify below)	-	-	-	-

Redundancy

Redundancy provisions with respect to pay-outs are not common with just 32% of participants providing these. Those with policies in place provide a range of pay-outs based on length of service.

Executive Management

The average employment agreement for CEOs is 3 years with 47% of organisations opting for open ended contracts. For top executives (corporate) the average contract term is 3 years with 55% of organisations opting for open ended contracts. For top executive (business / line) the average contract term is 3 years, a decrease from 4 years reported in 2014, with 67% of organisations opting for open ended contracts.

Executive Group	Years of Term			Open Ended
	Minimum	Average	Maximum	% of Total Organisations
CEO	2	3	6	47%
Top Executive (Corporate)	2	3	6	55%
Top Executive (Business / Line)	2	3	6	67%

For CEOs and top executives (business / line and corporate), termination payments of any type are rare. Just 7% of participants have CEOs who are eligible for a termination payment and 11% of participants have top executives (business / line and corporate) eligible for a termination payment.

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.

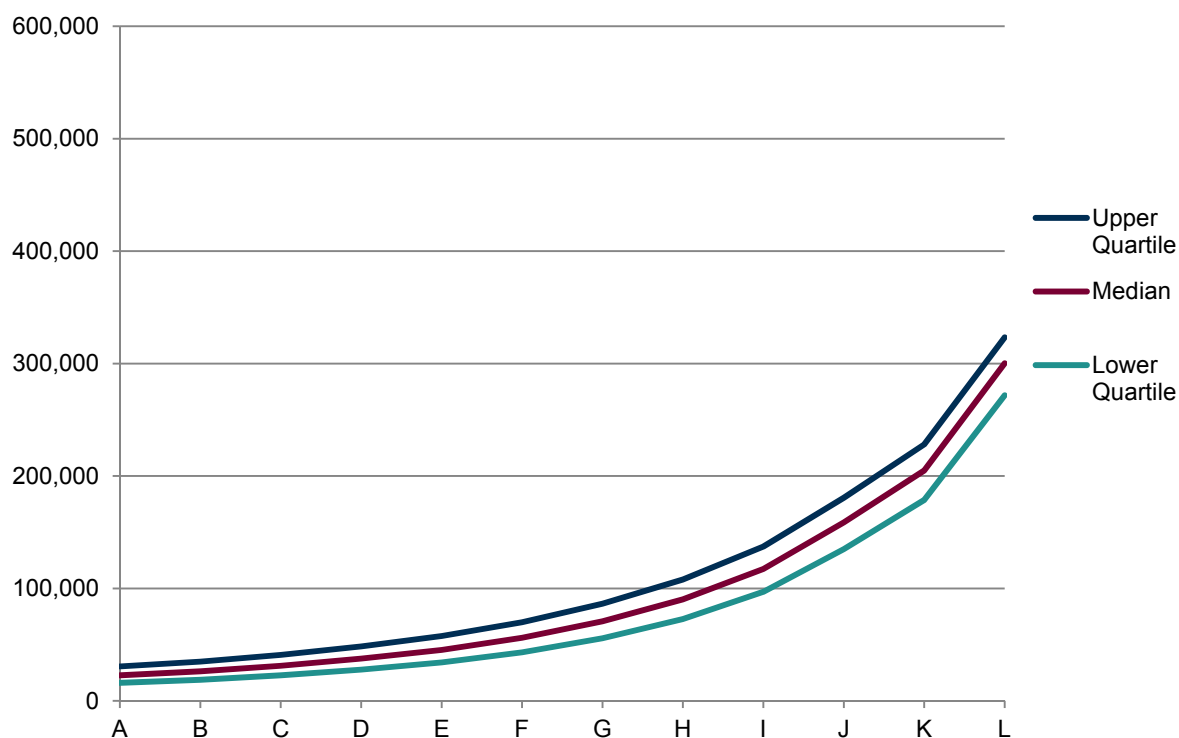
Due to lack of data we were unable to report the following JobWise® pathway levels:

- + O6 – Technician 2
- + T7 – Leading Expert

Detailed analysis by JobWise® Band

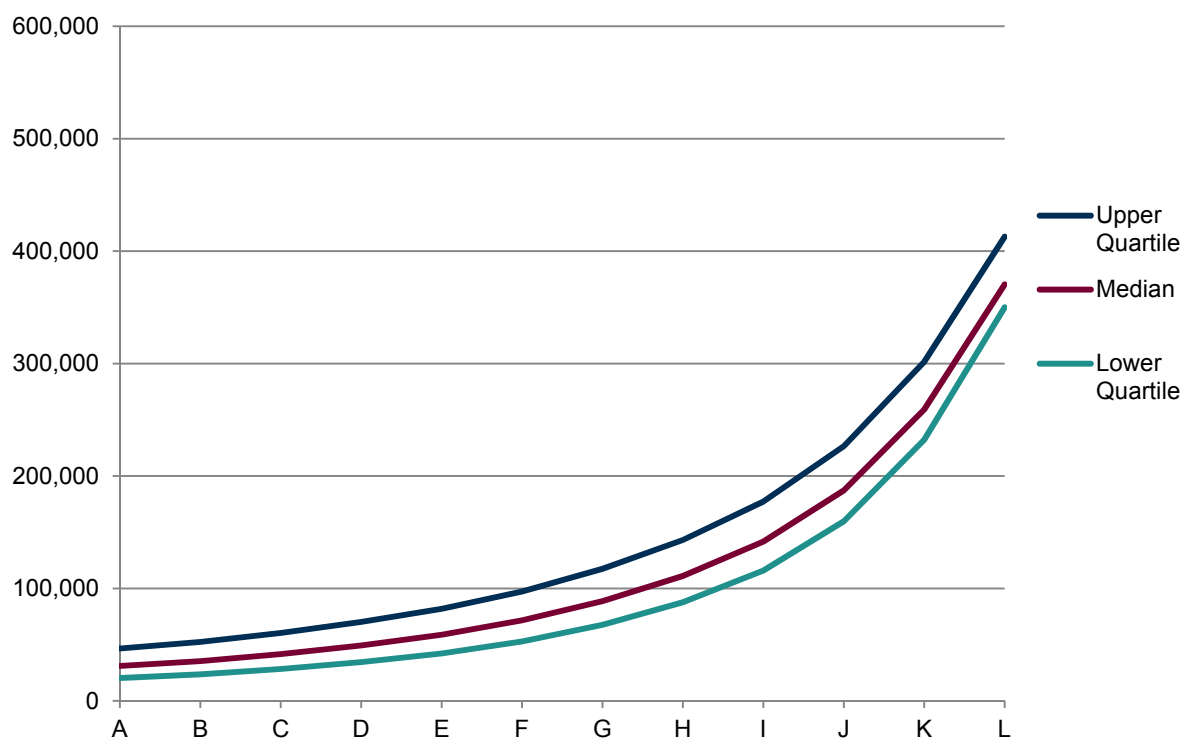
The following data is firstly delineated by JobWise® Code – the trend-line analysis details market remuneration values based on JobWise® Band. The data is published in quartiles and median for base salary, fixed remuneration, and total remuneration.

Base Salary Summary



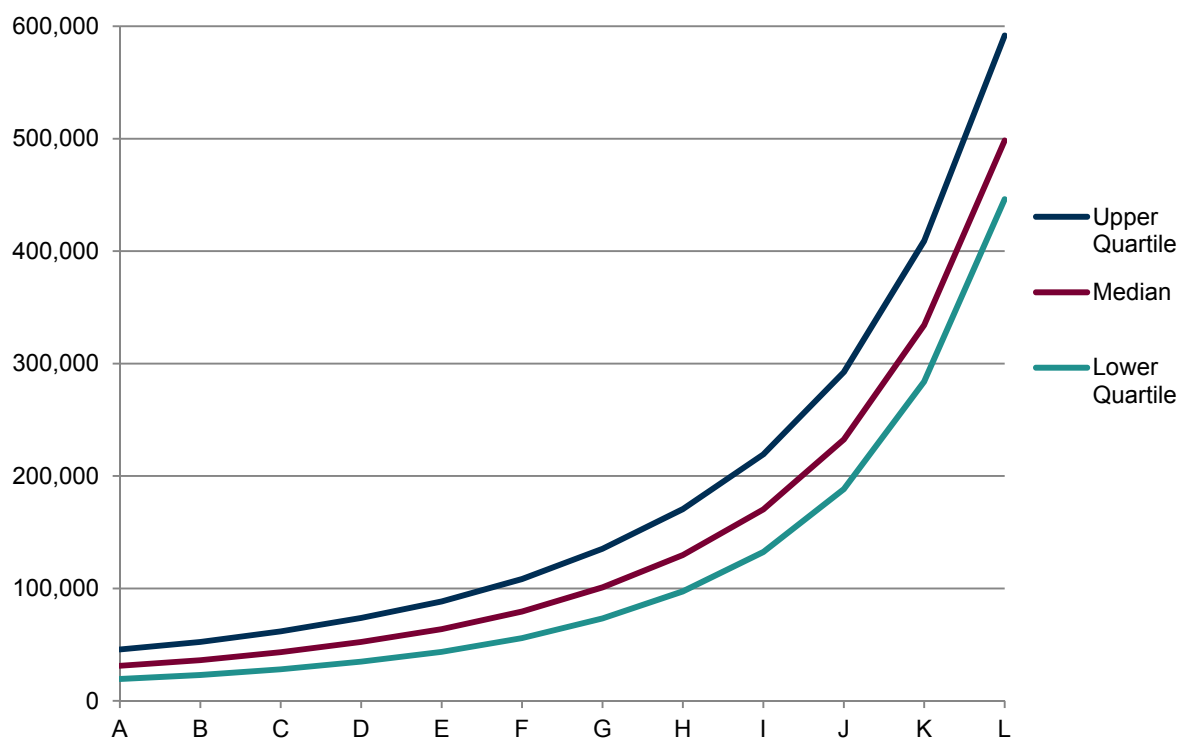
Band	JobWise®	SP10 Midpoint	Lower Quartile	Median	Upper Quartile
A	S1, O1	131	16 004	22 714	30 659
B	S2, O2	168	18 722	26 206	34 933
C	S3, O3	213	22 658	31 184	40 941
D	S4, O4, T1, L1	261	27 772	37 541	48 493
E	S5, O5, T2, L2	310	34 185	45 368	57 640
F	S6, O6, T3, L3	365	43 163	56 114	69 979
G	T4, L4	425	55 667	70 759	86 470
H	T5, L5	488	72 712	90 268	107 984
I	T6, L6	556	97 011	117 402	137 249
J	T7, L7	634	135 036	158 709	180 708
K	L8	725	178 642	204 827	228 069
L	L9	825	271 820	300 306	323 369

Fixed Remuneration Summary



Band	JobWise®	SP10 Midpoint	Lower Quartile	Median	Upper Quartile
A	S1, O1	131	20 223	31 005	46 615
B	S2, O2	168	23 544	35 389	52 364
C	S3, O3	213	28 325	41 565	60 319
D	S4, O4, T1, L1	261	34 500	49 345	70 142
E	S5, O5, T2, L2	310	42 195	58 791	81 821
F	S6, O6, T3, L3	365	52 893	71 563	97 261
G	T4, L4	425	67 680	88 681	117 447
H	T5, L5	488	87 674	111 078	143 166
I	T6, L6	556	115 934	141 641	177 280
J	T7, L7	634	159 731	187 186	226 534
K	L8	725	232 149	259 143	301 544
L	L9	825	350 109	370 490	412 909

Total Remuneration Summary



Band	JobWise®	SP10 Midpoint	Lower Quartile	Median	Upper Quartile
A	S1, O1	131	19 423	31 197	45 690
B	S2, O2	168	22 956	36 164	52 375
C	S3, O3	213	28 129	43 282	61 837
D	S4, O4, T1, L1	261	34 938	52 426	73 822
E	S5, O5, T2, L2	310	43 592	63 755	88 456
F	S6, O6, T3, L3	365	55 882	79 412	108 363
G	T4, L4	425	73 275	100 909	135 223
H	T5, L5	488	97 391	129 770	170 620
I	T6, L6	556	132 400	170 251	219 292
J	T7, L7	634	188 309	232 459	292 445
K	L8	725	284 022	334 307	409 169
L	L9	825	446 154	498 368	591 815

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	Median	Median
Customer and Business Support							
S1	Band A	Task Support	4	55	13 728	17 242	17 242
S2	Band B	Office Support	5-6	80	24 076	30 900	31 806
S3	Band C	Administration / Customer Support	7-8	190	36 286	52 933	54 306
S4	Band D	Technical Admin / Customer Focus	9-10	79	49 238	68 455	74 359
S5	Band E	Specialised Admin / Customer Focus	11-12	35	62 150	76 325	83 473
S6	Band F	Senior Specialised Business Support	13-14	10	81 856	99 188	100 120
Operations							
O1	Band A	Manual Labour 1	4	136	17 506	24 308	24 889
O2	Band B	Manual Labour 2	5-6	317	20 805	25 759	25 759
O3	Band C	Trades 1	7-8	296	25 168	29 217	30 732
O4	Band D	Trades 2	9-10	127	39 697	48 792	49 204
O5	Band E	Technician 1	11-12	40	53 523	76 550	90 007
Technical / Specialist							
T1	Band D	Technical Support	9-10	32	37 448	52 373	54 288
T2	Band E	Technical / Entry Level Specialist	11-12	72	51 246	67 073	71 996
T3	Band F	First Level Specialist	13-14	151	72 030	96 890	104 125
T4	Band G	Mid-level Specialist	15-16	113	87 373	117 175	126 175
T5	Band H	Senior Specialist	17-18	64	110 145	139 750	149 525
T6	Band I	Advanced Specialist	19-20	8	135 868	148 036	153 536
Leadership							
L1	Band D	Leading Hand	9-10	47	29 149	33 869	34 453
L2	Band E	Working Supervisor	11-12	46	50 042	56 571	56 571
L3	Band F	Supervisor I	13-14	64	66 483	92 576	101 660
L4	Band G	Supervisor II	15-16	28	83 382	97 582	98 352
L5	Band H	Team Leader	17-18	24	110 122	149 793	155 798
L6	Band I	Team Manager	19-20	15	138 965	163 130	176 500
L7	Band J	Section Leader	21-22	36	164 000	236 400	240 399
L8	Band K	Function Manager	23-24	14	180 988	245 751	245 751
L9	Band L	Senior Manager	25-26	8	273 946	450 289	469 026

Please note: Due to lack of data we were unable to report the following JobWise® pathway levels: O6, 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

Customer and Business Support

Index of JobWise® Pathways

JobWise® Pathway Level	Band	JobWise® Pathway Title	Page
S1	Band A	Task Support	49
S2	Band B	Office Support	50
S3	Band C	Administration / Customer Support	51
S4	Band D	Technical Admin / Customer Focus	52
S5	Band E	Specialised Admin / Customer Focus	53
S6	Band F	Senior Specialised Business Support	54

Task Support
S1

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

Band A

Grades 4

Note: General Market Data

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
5	55					
Base Salary			11 266	13 728	16 039	13 904
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		87%	1 050	1 203	1 283	1 206
Additional Leave		0%	-	-	-	-
Housing Assistance		2%	-	-	-	-
Rental Assistance		36%	1 771	2 018	2 097	2 005
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
Other Benefits		36%	5 200	5 200	5 200	5 590
Fixed Remuneration			14 291	17 242	20 888	18 154
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		31%	422	422	528	468
Target Bonus / Incentive		40%	422	495	531	499
Commission		4%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			14 291	17 242	20 991	18 309
Overtime		9%	-	500	-	1 100
Leave Passage		51%	300	500	1 000	1 050
Annual Leave		100%	15	25	30	23

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
14	80					
Base Salary			19 027	24 076	29 270	26 292
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		3%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		94%	1 558	1 880	2 485	2 445
Additional Leave		0%	-	-	-	-
Housing Assistance		23%	8 640	12 000	13 000	12 203
Rental Assistance		29%	3 231	5 285	8 640	8 137
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		1%	-	-	-	-
Other Benefits		25%	5 200	6 500	7 800	6 630
Fixed Remuneration			22 360	30 900	44 260	35 757
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		35%	718	1 123	2 421	2 004
Target Bonus / Incentive		26%	725	946	1 355	1 120
Commission		1%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			22 360	31 806	45 594	36 462
Overtime		13%	2 368	5 000	7 564	4 790
Leave Passage		46%	500	500	2 000	1 734
Annual Leave		95%	15	24	30	22

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
24	190					
Base Salary			26 605	36 286	45 669	38 406
<i>Benefits</i>						
Phone Allowance	1%	-	-	-	-	-
Health Insurance	48%	2 600	6 020	6 020	6 020	5 655
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	5%	345	841	1 740	2 025	2 025
Superannuation	98%	1 824	2 989	5 383	3 640	3 640
Additional Leave	0%	-	-	-	-	-
Housing Assistance	15%	8 580	12 620	20 046	14 762	14 762
Rental Assistance	55%	4 656	14 000	20 359	15 883	15 883
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	1%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	3%	-	7 800	-	7 800	7 800
Other Benefits	24%	650	650	7 800	2 918	2 918
Fixed Remuneration			35 857	52 933	74 593	58 404
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	29%	3 158	9 826	15 431	9 578	9 578
Target Bonus / Incentive	9%	891	1 114	1 265	1 345	1 345
Commission	4%	300	300	2 100	1 757	1 757
Callout / Shift Allowance	1%	-	-	-	-	-
Total Remuneration			35 857	54 306	86 393	61 252
Overtime	31%	500	737	1 222	1 421	1 421
Leave Passage	74%	1 636	3 500	4 000	3 296	3 296
Annual Leave	96%	21	24	25	23	23

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
17	79					
Base Salary			39 936	49 238	61 601	51 024
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		30%	2 900	6 020	7 000	6 938
Income Protection Insurance		0%	-	-	-	-
Life Insurance		3%	-	-	-	-
Superannuation		96%	3 001	3 855	6 172	4 878
Additional Leave		0%	-	-	-	-
Housing Assistance		25%	5 824	8 640	13 421	9 760
Rental Assistance		43%	8 980	34 411	48 000	32 564
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		1%	-	-	-	-
Other Benefits		11%	650	650	7 800	3 828
Fixed Remuneration			51 605	68 455	97 538	75 842
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		49%	4 950	6 900	7 875	6 838
Target Bonus / Incentive		6%	-	1 862	-	3 242
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			56 178	74 359	97 773	79 218
Overtime		25%	423	730	1 700	1 457
Leave Passage		78%	2 000	2 000	4 967	3 555
Annual Leave		94%	22	25	30	25

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
14	35					
Base Salary			42 000	62 150	71 000	63 891
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		23%	3 500	13 210	20 400	13 692
Income Protection Insurance		0%	-	-	-	-
Life Insurance		46%	416	416	719	1 689
Superannuation		94%	4 875	5 663	6 563	6 934
Additional Leave		0%	-	-	-	-
Housing Assistance		49%	9 600	10 500	10 500	14 838
Rental Assistance		14%	-	36 000	-	46 382
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		3%	-	-	-	-
Other Benefits		6%	-	-	-	-
Fixed Remuneration			59 478	76 325	98 996	88 502
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		20%	10 238	10 650	15 620	13 354
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			59 478	83 473	108 953	91 173
Overtime		11%	-	-	-	-
Leave Passage		71%	2 000	2 500	5 050	3 873
Annual Leave		91%	24	25	26	25

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
7	10					
Base Salary			74 648	81 856	91 036	79 453
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		70%	4 510	6 020	8 552	9 637
Income Protection Insurance		0%	-	-	-	-
Life Insurance		20%	-	-	-	-
Superannuation		80%	3 978	6 328	7 329	6 025
Additional Leave		0%	-	-	-	-
Housing Assistance		20%	-	-	-	-
Rental Assistance		60%	-	23 305	-	25 203
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
Fixed Remuneration			83 140	99 188	141 755	112 472
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		40%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			85 637	100 120	152 274	117 024
Overtime		30%	-	-	-	-
Leave Passage		90%	3 000	4 000	5 650	5 159
Annual Leave		80%	22	22	26	24

Operations

Operations

Index of JobWise® Pathways

JobWise® Pathway Level	Band	JobWise® Pathway Title	Page
O1	Band A	Manual Labour 1	59
O2	Band B	Manual Labour 2	60
O3	Band C	Trades 1	61
O4	Band D	Trades 2	62
O5	Band E	Technician 1	63

Manual Labour 1
O1

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	136					
Base Salary			11 440	17 506	23 962	18 939
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		11%	2 000	2 500	3 800	2 807
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		96%	858	1 275	1 797	1 457
Additional Leave		0%	-	-	-	-
Housing Assistance		13%	5 824	8 000	8 000	7 917
Rental Assistance		18%	2 945	7 300	21 674	13 084
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		16%	7 800	7 800	7 800	7 845
Other Benefits		6%	5 200	5 200	5 200	4 631
Fixed Remuneration			12 372	24 308	32 604	25 725
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		25%	2 550	3 750	4 350	2 991
Target Bonus / Incentive		6%	365	444	465	468
Commission		1%	-	-	-	-
Callout / Shift Allowance		1%	-	-	-	-
Total Remuneration			12 372	24 889	33 559	26 478
Overtime		7%	125	268	500	293
Leave Passage		53%	1 645	2 000	2 775	2 253
Annual Leave		95%	20	21	30	23

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	317					
Base Salary			11 532	20 805	27 134	20 928
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		5%	2 600	2 600	2 600	6 702
Income Protection Insurance		0%	-	-	-	-
Life Insurance		1%	-	-	-	-
Superannuation		98%	865	1 615	2 120	1 737
Additional Leave		0%	-	-	-	-
Housing Assistance		14%	8 320	13 000	18 000	12 732
Rental Assistance		16%	2 059	6 743	14 084	9 582
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		11%	4 772	7 800	7 800	6 931
Other Benefits		13%	650	5 200	5 200	4 233
Fixed Remuneration			12 569	25 759	38 700	27 898
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		21%	729	3 750	5 400	4 467
Target Bonus / Incentive		12%	440	465	656	609
Commission		2%	-	300	-	300
Callout / Shift Allowance		2%	-	119	-	567
Total Remuneration			12 569	25 759	39 430	28 829
Overtime		11%	337	856	5 000	3 525
Leave Passage		42%	900	1 860	2 100	1 937
Annual Leave		95%	20	21	25	22

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
17	296					
Base Salary			17 160	25 168	36 000	27 068
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		3%	5 000	7 000	7 000	8 657
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		99%	1 287	1 964	3 466	2 540
Additional Leave		1%	-	-	-	-
Housing Assistance		6%	11 863	12 000	18 000	13 948
Rental Assistance		20%	14 000	22 516	30 599	22 632
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		6%	7 800	7 800	7 800	7 800
Other Benefits		4%	5 200	7 800	7 800	6 441
Fixed Remuneration			18 447	29 217	52 971	36 133
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		17%	3 078	3 750	4 050	4 104
Target Bonus / Incentive		4%	708	795	1 238	1 024
Commission		0%	-	-	-	-
Callout / Shift Allowance		3%	144	900	1 403	921
Total Remuneration			18 447	30 732	52 971	36 838
Overtime		23%	480	1 126	3 316	4 183
Leave Passage		39%	1 490	2 000	4 000	2 682
Annual Leave		98%	20	21	25	22

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
15	127					
Base Salary			33 075	39 697	47 117	40 181
<i>Benefits</i>						
Phone Allowance		2%	-	-	-	-
Health Insurance		13%	2 600	2 600	2 600	3 150
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		99%	2 368	3 033	5 002	4 040
Additional Leave		1%	-	-	-	-
Housing Assistance		20%	5 824	13 500	19 000	11 136
Rental Assistance		20%	18 281	44 017	47 052	36 041
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		9%	1 500	7 800	7 800	4 936
Other Benefits		12%	650	650	650	1 127
Fixed Remuneration			38 688	48 792	68 261	55 043
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		17%	6 938	16 181	17 235	12 692
Target Bonus / Incentive		1%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		9%	1 041	1 605	2 113	1 670
Total Remuneration			38 688	49 204	75 881	57 399
Overtime		53%	758	1 842	3 790	4 407
Leave Passage		45%	1 300	2 120	4 000	2 634
Annual Leave		93%	21	24	30	24

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
8	40					
Base Salary			47 795	53 523	60 394	55 528
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		43%	2 600	2 600	2 600	2 859
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		100%	4 752	6 391	8 168	6 690
Additional Leave		3%	-	-	-	-
Housing Assistance		38%	975	2 678	19 000	9 358
Rental Assistance		43%	17 631	22 093	58 327	35 755
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		5%	-	-	-	-
Other Benefits		40%	650	650	650	650
Fixed Remuneration			62 116	76 550	89 443	83 771
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		40%	13 972	16 002	16 427	14 653
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		30%	13 965	15 111	17 154	13 799
Total Remuneration			77 323	90 007	100 607	93 771
Overtime		70%	551	1 686	5 028	4 853
Leave Passage		55%	3 100	4 578	5 960	4 681
Annual Leave		98%	21	24	25	23

Technical / Specialist

Technical / Specialist

Index of JobWise® Pathways

JobWise® Pathway Level	Band	JobWise® Pathway Title	Page
T1	Band D	Technical Support	68
T2	Band E	Technical / Entry Level Specialist	69
T3	Band F	First Level Specialist	70
T4	Band G	Mid-level Specialist	71
T5	Band H	Senior Specialist	72
T6	Band I	Advanced Specialist	73

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
8	32					
Base Salary			30 884	37 448	40 651	37 131
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		19%	-	29 075	-	23 484
Income Protection Insurance		0%	-	-	-	-
Life Insurance		16%	-	1 082	-	1 078
Superannuation		100%	2 138	2 700	3 742	3 247
Additional Leave		0%	-	-	-	-
Housing Assistance		22%	18 500	19 000	19 000	16 975
Rental Assistance		44%	36 000	36 000	40 500	33 599
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
Fixed Remuneration			41 119	52 373	91 294	64 665
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		53%	4 950	5 400	9 826	6 613
Target Bonus / Incentive		3%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		3%	-	-	-	-
Total Remuneration			43 865	54 288	93 327	68 410
Overtime		22%	5 254	9 599	16 361	11 815
Leave Passage		63%	2 000	2 000	3 130	4 073
Annual Leave		78%	22	30	30	26

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
20	72					
Base Salary			33 954	51 246	66 500	53 365
<i>Benefits</i>						
Phone Allowance	6%	-	-	-	-	-
Health Insurance	43%	2 600	6 020	6 510	8 036	
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	8%	-	1 254	-	1 345	
Superannuation	94%	2 436	3 750	5 197	4 179	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	11%	12 272	18 500	24 068	18 146	
Rental Assistance	43%	7 072	30 000	36 000	25 922	
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Clubs / Professional Fees	1%	-	-	-	-	-
Other Cash Payment	11%	7 800	7 800	7 800	7 147	
Other Benefits	11%	650	650	650	650	
Fixed Remuneration			51 317	67 073	99 076	75 802
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	40%	4 718	7 500	9 826	8 143	
Target Bonus / Incentive	1%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	3%	-	-	-	-	-
Total Remuneration			51 317	71 996	106 719	79 096
Overtime	22%	665	1 197	2 255	2 975	
Leave Passage	71%	2 000	4 000	5 450	4 671	
Annual Leave	96%	21	22	25	24	

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
17	151					
Base Salary			55 622	72 030	84 500	72 624
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		46%	2 600	5 000	7 000	7 707
Income Protection Insurance		0%	-	-	-	-
Life Insurance		4%	-	2 058	-	1 932
Superannuation		97%	4 352	5 925	7 705	6 181
Additional Leave		0%	-	-	-	-
Housing Assistance		14%	6 498	13 000	19 000	12 243
Rental Assistance		44%	14 368	29 675	46 200	32 151
Car Allowance		1%	-	-	-	-
Motor Vehicle		1%	-	-	-	-
Clubs / Professional Fees		5%	1 500	1 500	1 500	1 500
Other Cash Payment		0%	-	-	-	-
Other Benefits		15%	650	650	650	1 385
Fixed Remuneration			68 325	96 890	122 081	100 518
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		67%	7 950	11 325	13 350	10 795
Target Bonus / Incentive		5%	5 283	8 405	12 491	9 221
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			75 950	104 125	131 266	107 738
Overtime		24%	705	962	1 456	1 940
Leave Passage		87%	2 000	2 000	4 000	3 867
Annual Leave		97%	22	25	30	26

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	113					
Base Salary			75 061	87 373	109 782	92 657
<i>Benefits</i>						
Phone Allowance	5%	-	1 200	-	-	1 200
Health Insurance	50%	3 500	5 000	7 000	-	5 322
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	1%	-	-	-	-	-
Superannuation	95%	5 925	7 315	9 030	-	7 526
Additional Leave	0%	-	-	-	-	-
Housing Assistance	19%	3 536	17 835	21 644	-	14 778
Rental Assistance	42%	13 431	35 000	54 000	-	36 358
Car Allowance	1%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Clubs / Professional Fees	4%	-	-	-	-	-
Other Cash Payment	2%	-	-	-	-	-
Other Benefits	10%	650	650	650	-	1 536
Fixed Remuneration			93 212	117 175	144 925	122 443
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	57%	10 481	12 750	16 350	-	12 796
Target Bonus / Incentive	1%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	1%	-	-	-	-	-
Total Remuneration			101 744	126 175	152 985	129 692
Overtime	21%	501	784	1 575	-	2 032
Leave Passage	91%	2 000	3 600	5 000	-	3 752
Annual Leave	96%	22	25	30	-	26

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
14	64					
Base Salary			99 477	110 145	130 004	113 468
<i>Benefits</i>						
Phone Allowance		9%	-	1 200	-	2 600
Health Insurance		47%	5 000	7 000	7 000	7 906
Income Protection Insurance		0%	-	-	-	-
Life Insurance		5%	-	-	-	-
Superannuation		100%	8 113	9 474	10 825	9 442
Additional Leave		0%	-	-	-	-
Housing Assistance		22%	13 380	16 197	23 755	18 769
Rental Assistance		25%	35 000	36 000	61 085	46 101
Car Allowance		2%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		2%	-	-	-	-
Other Cash Payment		2%	-	-	-	-
Other Benefits		6%	-	-	-	-
Fixed Remuneration			117 981	139 750	178 821	146 034
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		52%	11 850	16 500	19 500	15 466
Target Bonus / Incentive		3%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		2%	-	-	-	-
Total Remuneration			125 703	149 525	185 226	154 167
Overtime		25%	689	1 411	2 205	6 458
Leave Passage		91%	2 000	4 000	5 000	3 731
Annual Leave		98%	24	24	30	26

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
4	8					
Base Salary			112 369	135 868	146 796	132 715
<i>Benefits</i>						
Phone Allowance		13%	-	-	-	-
Health Insurance		63%	-	6 020	-	5 963
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		75%	-	9 025	-	10 357
Additional Leave		0%	-	-	-	-
Housing Assistance		25%	-	-	-	-
Rental Assistance		50%	-	-	-	-
Car Allowance		0%	-	-	-	-
Motor Vehicle		25%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
Other Benefits		25%	-	-	-	-
Fixed Remuneration			141 011	148 036	241 746	196 852
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		63%	-	8 000	-	11 667
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			141 761	153 536	246 819	204 143
Overtime		13%	-	-	-	-
Leave Passage		63%	-	4 000	-	6 968
Annual Leave		63%	-	22	-	23

Leadership

Leadership

Index of JobWise® Pathways

JobWise® Pathway Level	Band	JobWise® Pathway Title	Page
L1	Band D	Leading Hand	79
L2	Band E	Working Supervisor	80
L3	Band F	Supervisor I	81
L4	Band G	Supervisor II	82
L5	Band H	Team Leader	83
L6	Band I	Team Manager	84
L7	Band J	Section Leader	85
L8	Band K	Function Manager	86
L9	Band L	Senior Manager	87

Leading Hand	L1
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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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	47					
Base Salary			24 161	29 149	36 390	29 897
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		100%	1 902	2 293	2 923	2 352
Additional Leave		0%	-	-	-	-
Housing Assistance		23%	10 750	18 000	19 000	15 980
Rental Assistance		21%	3 511	4 925	7 767	5 778
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		17%	4 772	7 800	9 750	8 615
Other Benefits		21%	5 200	7 800	7 800	6 760
Fixed Remuneration			28 786	33 869	53 475	40 123
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		21%	818	1 056	1 116	1 429
Target Bonus / Incentive		21%	900	1 046	1 278	1 072
Commission		9%	-	-	-	-
Callout / Shift Allowance		4%	-	-	-	-
Total Remuneration			28 786	34 453	54 022	40 459
Overtime		9%	-	-	-	-
Leave Passage		45%	500	1 000	3 000	1 512
Annual Leave		94%	21	21	26	24

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
10	46					
Base Salary			41 243	50 042	55 973	50 892
<i>Benefits</i>						
Phone Allowance		4%	-	-	-	-
Health Insurance		20%	2 600	2 600	3 800	3 947
Income Protection Insurance		0%	-	-	-	-
Life Insurance		2%	-	-	-	-
Superannuation		100%	3 093	3 867	4 284	4 456
Additional Leave		0%	-	-	-	-
Housing Assistance		20%	2 678	21 000	21 000	16 312
Rental Assistance		22%	6 904	20 854	32 357	19 857
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		13%	-	7 800	-	6 929
Other Benefits		22%	650	650	7 800	3 510
Fixed Remuneration			48 152	56 571	78 981	65 685
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		24%	1 670	9 826	16 903	10 202
Target Bonus / Incentive		9%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		11%	-	999	-	8 475
Total Remuneration			48 152	56 571	81 171	69 046
Overtime		48%	1 034	2 570	2 999	2 323
Leave Passage		59%	1 690	3 500	5 050	4 834
Annual Leave		93%	20	25	30	24

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
12	64					
Base Salary			61 601	66 483	83 382	73 067
<i>Benefits</i>						
Phone Allowance	6%	-	-	-	-	-
Health Insurance	56%	2 600	2 600	6 020	6 539	
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	6%	-	-	-	-	-
Superannuation	98%	4 934	7 741	10 913	7 898	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	34%	1 066	2 678	7 364	6 060	
Rental Assistance	42%	17 579	26 619	47 163	34 781	
Car Allowance	3%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	5%	-	-	-	-	-
Other Benefits	41%	650	650	650	1 675	
Fixed Remuneration			78 723	92 576	129 562	104 376
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	52%	9 826	16 739	17 817	13 852	
Target Bonus / Incentive	5%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	23%	1 175	2 100	11 725	6 981	
Total Remuneration			80 751	101 660	136 406	113 154
Overtime	53%	901	1 938	3 834	3 875	
Leave Passage	70%	2 000	4 000	5 500	4 724	
Annual Leave	95%	24	25	30	25	

Supervisor II	L4
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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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
12	28					
Base Salary			73 414	83 382	88 973	82 931
<i>Benefits</i>						
Phone Allowance		4%	-	-	-	-
Health Insurance		36%	2 600	2 600	6 020	5 464
Income Protection Insurance		0%	-	-	-	-
Life Insurance		7%	-	-	-	-
Superannuation		86%	5 135	5 891	8 685	7 227
Additional Leave		0%	-	-	-	-
Housing Assistance		39%	2 782	13 000	28 500	16 287
Rental Assistance		18%	-	13 584	-	16 609
Car Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Other Cash Payment		11%	-	-	-	-
Other Benefits		29%	650	650	3 088	3 088
Fixed Remuneration			90 115	97 582	105 348	102 700
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		32%	4 487	16 914	19 475	13 434
Target Bonus / Incentive		11%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		4%	-	-	-	-
Total Remuneration			90 115	98 352	121 192	107 031
Overtime		39%	539	1 009	2 301	1 666
Leave Passage		68%	1 680	4 000	4 750	3 939
Annual Leave		82%	21	25	25	24

Team Leader
L5

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
8	24					
Base Salary			90 884	110 122	122 938	108 476
<i>Benefits</i>						
Phone Allowance	8%	-	-	-	-	-
Health Insurance	54%	2 600	6 020	6 020	6 020	4 870
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
Superannuation	100%	6 890	8 498	12 904	12 904	9 745
Additional Leave	0%	-	-	-	-	-
Housing Assistance	33%	9 726	30 038	36 000	36 000	23 685
Rental Assistance	63%	17 103	24 517	40 328	40 328	34 555
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	13%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Other Cash Payment	4%	-	-	-	-	-
Other Benefits	38%	650	650	650	650	2 817
Fixed Remuneration			124 791	149 793	190 560	165 084
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	54%	3 500	6 000	19 101	19 101	11 664
Target Bonus / Incentive	8%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	8%	-	-	-	-	-
Total Remuneration			127 032	155 798	194 171	171 535
Overtime	25%	-	1 636	-	-	2 625
Leave Passage	67%	1 575	4 000	6 494	6 494	5 719
Annual Leave	92%	22	25	25	25	24

Team Manager	L6
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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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
8	15					
Base Salary			101 908	138 965	163 963	132 317
<i>Benefits</i>						
Phone Allowance		27%	-	-	-	-
Health Insurance		40%	-	2 630	-	2 739
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
Superannuation		87%	7 850	10 422	12 531	11 872
Additional Leave		0%	-	-	-	-
Housing Assistance		40%	-	23 044	-	22 519
Rental Assistance		33%	-	48 000	-	53 648
Car Allowance		0%	-	-	-	-
Motor Vehicle		27%	-	-	-	-
Clubs / Professional Fees		7%	-	-	-	-
Other Cash Payment		7%	-	-	-	-
Other Benefits		27%	-	-	-	-
Fixed Remuneration			135 408	163 130	261 413	199 185
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		47%	15 423	25 182	25 544	21 201
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Total Remuneration			135 408	176 500	281 917	209 078
Overtime		40%	-	1 919	-	7 152
Leave Passage		67%	4 039	5 615	7 829	6 647
Annual Leave		93%	20	24	25	22

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	36					
Base Salary			129 394	164 000	176 000	161 104
<i>Benefits</i>						
Phone Allowance	42%	3 000	4 800	4 800	3 770	
Health Insurance	39%	7 000	7 000	7 000	6 016	
Income Protection Insurance	0%	-	-	-	-	
Life Insurance	0%	-	-	-	-	
Superannuation	100%	12 300	13 594	17 419	14 824	
Additional Leave	0%	-	-	-	-	
Housing Assistance	47%	41 184	41 184	41 184	41 760	
Rental Assistance	25%	96 000	99 999	180 000	122 889	
Car Allowance	0%	-	-	-	-	
Motor Vehicle	8%	-	-	-	-	
Clubs / Professional Fees	0%	-	-	-	-	
Other Cash Payment	0%	-	-	-	-	
Other Benefits	36%	11 375	11 375	11 375	8 900	
Fixed Remuneration			197 458	236 400	262 593	247 117
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	50%	24 600	26 153	26 400	25 739	
Target Bonus / Incentive	0%	-	-	-	-	
Commission	0%	-	-	-	-	
Callout / Shift Allowance	0%	-	-	-	-	
Total Remuneration			213 637	240 399	289 400	259 987
Overtime	11%	-	-	-	-	
Leave Passage	81%	2 000	3 756	7 000	4 766	
Annual Leave	92%	24	25	30	26	

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	14					
Base Salary			159 441	180 988	213 541	188 016
<i>Benefits</i>						
Phone Allowance	50%	6 000	6 000	6 000	5 314	
Health Insurance	57%	6 755	7 000	7 000	6 248	
Income Protection Insurance	0%	-	-	-	-	
Life Insurance	0%	-	-	-	-	
Superannuation	86%	17 661	19 573	21 254	19 339	
Additional Leave	0%	-	-	-	-	
Housing Assistance	14%	-	-	-	-	
Rental Assistance	21%	-	-	-	-	
Car Allowance	0%	-	-	-	-	
Motor Vehicle	7%	-	-	-	-	
Clubs / Professional Fees	0%	-	-	-	-	
Other Cash Payment	0%	-	-	-	-	
Other Benefits	43%	-	17 000	-	14 275	
Fixed Remuneration			204 525	245 751	312 616	270 998
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	36%	-	31 308	-	31 842	
Target Bonus / Incentive	0%	-	-	-	-	
Commission	0%	-	-	-	-	
Callout / Shift Allowance	0%	-	-	-	-	
Total Remuneration			216 426	245 751	319 313	282 370
Overtime	7%	-	-	-	-	
Leave Passage	79%	3 000	7 000	7 000	5 275	
Annual Leave	86%	24	24	30	26	

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 Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	8					
Base Salary			252 500	273 946	325 000	288 952
<i>Benefits</i>						
Phone Allowance	13%	-	-	-	-	-
Health Insurance	38%	-	-	-	-	-
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
Superannuation	88%	17 075	19 926	23 365	18 074	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	38%	-	-	-	-	-
Rental Assistance	13%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Motor Vehicle	38%	-	-	-	-	-
Clubs / Professional Fees	13%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
Other Benefits	25%	-	-	-	-	-
Fixed Remuneration			369 797	450 289	479 554	420 978
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	75%	-	32 625	-	-	40 248
Target Bonus / Incentive	13%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Total Remuneration			417 965	469 026	515 733	451 164
Overtime	13%	-	-	-	-	-
Leave Passage	88%	2 000	7 000	16 561	10 160	
Annual Leave	100%	21	25	30	25	

Appendices

Appendices

Appendix A: Participating Organisations

Australia and New Zealand Banking Group (Solomon Islands) Limited	Pacific Islands Forum Fisheries Agency
Australian High Commission	QBE Insurance Limited - Solomon Islands Branch
Axiom Mining Limited	QQQ Holdings Limited
British High Commission	Ricoh Solomon Islands Limited
Central Bank of Solomon Islands	Secretariat of the Pacific Community
Guadalcanal Plains Palm Oil Limited	Solomon Breweries Limited
Guadalcanal Travel Solomons	Solomon Islands Chamber Of Commerce and Industry
Hastings Deering (SI) Limited	Solomon Islands Electricity Authority T/A Solomon Power
Hatanga Limited	Solomon Islands National University
Heritage Park Hotel	Solomon Islands Ports Authority
HKL Global Services (SI) Limited	Solomon Islands Postal Corporation
Liberty Holding Limited T/A Bulk Shop	Solomon Islands Water Authority
Literacy Association of Solomon Islands	The World Bank
Morris and Sojnocki Chartered Accountants	
New Zealand High Commission	
Origin Energy Limited	

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 Jobs	The total number of employees in this sample.
Remuneration Definitions	Base Salary	The annual base pay without the inclusion of any additional payments or benefits (such as allowances, superannuation, bonus etc.).
	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 receiving.
	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	Actual Bonus	Performance bonus. Actual amounts paid to recognise the achievement of individual, team or organisation goals.
	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.
	SINPF / Superannuation	Actual dollar amount that the organisation contributes to Solomon Island National Provident Fund or a superannuation scheme
	Telephone	Actual dollar amount paid toward telephone rental.
	Other allowances	The sum total of all other benefits. These range from housing subsidy to clothing allowances, service bonuses, professional fees, and other cash allowances. The totals shown represent the actual dollar amount paid by the employer.

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		S6			F
E	11-12	286-334		S5			E
D	9-10	236-285		S4			D
C	7-8	191-235		S3			C
B	5-6	145-190		S2			B
A	4	117-144	S1	O1			A
				O2			
				O3			
				O4			
				O5			
				O6			
					T1		
					T2		
					T3		
					T4		
					T5		
					T6		
					T7		
						L1	
						L2	
						L3	
						L4	
						L5	
						L6	
						L7	
						L8	
						L9	

Senior Executives are not normally in the structure

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.

www.strategicpay.co.nz

