



## PRESS RELEASE

### 2010 HKSAR PAY LEVEL SURVEY



The 2010 HKSAR Pay Level Survey was conducted by the **Hong Kong People Management Association (HKPMA)** in collaboration with the **Centre for Human Resources Strategy and Development (CHRSD)** of **School of Business, Hong Kong Baptist University** between July and September 2010 through a mailed questionnaire. Its main purpose is to collect information on 11 areas related to human resources management; namely, **Salary Adjustment, Employee Turnover, Staff Redundancy, Increase of Manpower, Cost-saving Measures, Staff Retention Strategies, Starting Salaries for Fresh Graduates, Incentive Scheme, Benefits Offered to Employees, Remuneration Mix and Annual Cash Compensation Packages** for 79 benchmark jobs.

A total of **93** organizations participated in the 2010 Survey, including **12** business sectors; namely, Construction, Electronics & Electrical, Engineering, Food & Beverage, Logistics, Manufacturing, Non-Government Organization, Property Management, Retail, Textiles & Garment, Trading and Others. A separate category of "Others" was used to cover various industries such as Cleaning Service & Pest Control, Consultancy Services, E-business, Education, Information Technology, Property Agents, Security Services and Telecommunication.

The survey covered a total of **62,802** employees and **79** benchmark jobs at four staff levels: Manager and above, Supervisory/Technical Staff, General Staff and Operative Staff.

#### **SALARY REVIEW**

Survey results showed that the overall actual average salary adjustment of the **93** organizations for the period of July 2009 to June 2010 ranged from **2.1% to 2.6%**. 24 responding organizations reported salary freeze for one or more levels of their employees.

For the 2011 projected salary adjustment, only **66** organizations supplied usable data for analysis. The overall average projected salary adjustment for **2011** ranged from **2.9% to 3.2%**. A follow-up survey will be conducted in December 2010 to provide the latest projected salary adjustment figures for 2011.

Staff Level	2006 Overall Average Salary Increase	2007 Overall Average Salary Increase	2008 Overall Average Salary Increase	2009 Overall Average Salary Increase	2010 Overall Average Salary Increase	2011 Overall Projected Salary Increase <sup>#</sup>
Manager and above	3.7%	3.6%	4.6%	0.4%	2.3%	2.9%
Supervisory / Technical Staff	3.6%	3.6%	4.7%	0.5%	2.6%	3.1%
General Staff	3.5%	3.4%	4.5%	0.7%	2.3%	3.1%
Operative Staff	2.9%	2.9%	4.0%	0.7%	2.1%	3.2%

<sup>#</sup> The analysis on 2011 Overall Projected Salary Increase was based on 66 responding organizations.

The overall rankings of salary review criteria were similar to last year's, with "Company Overall Performance" and "Individual Performance" ranking at the top.

## EMPLOYEE TURNOVER

The overall average turnover rate ranged from **7.1% to 32.2%** for the survey period. Operative Staff with the least experience recorded the highest turnover rate at **46.1%**. The three highest turnover positions identified from the Survey were Clerk, Accounts Clerk and Engineer.

The two main reasons of turnover were:

1. Dissatisfied with career/promotion prospect
2. Dissatisfied with pay

## REDUNDANCY

A total of **881** employees were made redundant in **41** organizations, that was **44.1%** of the participating organizations. Industry that retrenched the largest number of employee was the Trading Sector, which cut down a total of **327** employees, accounting for 37.1% of total retrenched population, followed by the Construction Sector, which retrenched **290** employees or 32.9% of the total number.

Staff Level	Manager and above	Supervisory / Technical Staff	General Staff	Operative Staff
No. of Employees made Redundant (Total : 881)	79 (9.0%)	254 (28.8%)	350 (39.7%)	198 (22.5%)

## INCREASE OF MANPOWER

There were **6,594** new positions added to the work force of the surveyed organizations. The largest growth among all sectors, **1,846** new positions, was in the Property Management Sector, of which **1,404** (or 76.1%) were Operative Staff.

## COST-SAVING MEASURES

27 out of 93 participating organizations reported that they had adopted cost-saving measures in 2010. Different measures were taken by organizations to reduce their operating expenses.

## STAFF RETENTION

Among the participating organizations, **77 (82.8%)** indicated that they had adopted staff retention measures. Organizations used a variety of measures to retain their employees. "Salary Adjustment" was the most frequently used measure among all, followed by "Training & Development".

In terms of resources devoted to staff development as retention strategies, the Property Management Sector spent 1.8% of total payroll in training and developing their staff, followed by the Manufacturing Sector at 1.7%. Overall, most of the business sectors of all sizes of operation in the survey responded that they intended to spend more in Training & Development in the coming year.

## INCENTIVE SCHEME

About **77.4%** of the participating organizations, **72** out of the total **93**, indicated that they offered incentive scheme to their employees. "Performance related to Company Business" was the most important criterion for incentive scheme for all levels of staff. For organizations offering year-end cash bonus as an incentive, the bonus ranged from **1.3 months to 2.1 months** of the average monthly salary.

## ENTRY PAY RATES FOR FRESH GRADUATES

Monthly starting salaries for fresh graduates varied according to entry qualifications and the nature of the job. Except the "Others" function, the lowest average starting salary for Matriculated school graduates was recorded in "Production" positions at **HK\$7,536**, while the highest figure reported was an average of **HK\$14,291** in the functional area of "Engineering" for Master degree or above graduates. On average, the starting salary with fresh graduates of all entry qualifications across most job functions and business sectors was slightly higher than that of last year.

Qualification	2010 Average Starting Monthly Salary (HKD)								
	Construction	Engineering	Production	Marketing	Sales	IT	Finance & A/C	HR & Admin	Others
Matriculated	\$7,850	\$8,156	\$7,536	\$7,792	\$7,741	\$7,955	\$7,998	\$7,711	\$7,606
Diploma/ Higher Diploma/ Associate Degree	\$9,792	\$10,387	\$8,878	\$9,287	\$8,933	\$9,716	\$9,024	\$9,152	\$9,130
Bachelor Degree	\$12,438	\$12,069	\$11,213	\$11,303	\$10,956	\$11,813	\$10,951	\$10,642	\$10,770
Master Degree or above	\$13,283	\$14,291	\$13,067	\$12,616	\$12,057	\$13,291	\$12,331	\$12,301	\$11,886

## EMPLOYEE BENEFITS

In general, the employee benefit provisions remained relatively unchanged. The benefits offered in 2010 are summarized below:

### 1. *Bonus*

Bonus was classified into Guaranteed Bonus and Non-Guaranteed Bonus both of which were expressed in terms of number of months. In this year's survey, the amount of Non-Guaranteed Bonus was higher than Guaranteed Bonus.

### 2. *Education*

A good percentage of participating organizations provided financial assistance or subsidies to their staff for educational purposes. Education allowance for employees' children was not common for all levels of staff.

### 3. *Tax Effective Benefits*

Tax effective benefits would not incur additional cost to the organization while employees could benefit from paying lower salary tax. These were given in the form of rental reimbursement, usually for Manager & above staff.

### 4. *Retirement Benefits*

A detailed breakdown was made for each of the two prevailing retirement protection schemes; namely, MPF and ORSO. Minimum MPF for all employees and MPF with top-up for all employees were the most commonly adopted retirement protection plans.

### 5. *Medical Benefits*

Around 40% of the participating organizations offered fully covered outpatient and hospitalization benefits to their employees and around 50% of the participating organizations offered premium subsidized outpatient and hospitalization benefits.

## REMUNERATION MIX

The pattern was quite similar to that of last year. Basic salary was the major component in the remuneration package offered to all categories of staff. For all levels of staff, about 80% of the remuneration was basic salary. For Manager and above positions, 11.3% of the remuneration was variable pay.

## 2010 CASH COMPENSATION PACKAGES BY JOB

A total of 79 positions were selected as benchmark jobs for pay and benefit analysis in this year's survey. Among the 79 benchmark jobs, 25 were classified under Manager and above, 27 were under Supervisory/Technical Staff, 20 were under General Staff and 7 were under Operative Staff.

<u>Manager and above</u>	<u>Supervisory/Technical Staff</u>	<u>General Staff</u>
01 Compliance Manager	03 Accountant	05 Accounts Clerk
02 Accounting Manager	04 Assistant Accountant	09 Executive Secretary
06 Admin. Manager/ General	07 Admin. Officer/ General	10 Secretary
17 HR/Personnel Manager	08 Safety Officer	11 Clerk
18 Training Manager	19 Training Officer	12 Receptionist
22 IT Manager	20 HR/Personnel Officer	21 HR/Personnel Assistant
27 Sales Manager	23 Systems Analyst	25 Programmer
28 Marketing Manager	24 Analyst Programmer	26 Computer Operator
35 Customer Services Manager	29 Sales Supervisor/ Retail Sales	31 Sales Executive
37 Property / Estate Manager	30 Sales Engineer	32 Marketing Executive
40 Factory / General Manager	36 Customer Services Supervisor	33 Sales Coordinator/Administrator
41 Operations Manager	38 Property / Estate Officer	48 Merchandiser
42 Product Development	39 Building Supervisor /	50 Production Planner/Scheduler
43 Production Planning	47 Senior Merchandiser	63 Assistant Engineer
44 Production Manager	49 Production Supervisor	64 Senior Technician
45 Merchandising Manager	53 Quality Control Supervisor	65 Technician
46 Sample Room Manager	54 Quality Control Engineer	66 Electrician
52 Quality Control Manager	58 Senior Engineer	68 Assistant Site Foreman
55 Engineering Manager	59 Engineer	73 Buyer
56 Project Manager	60 Building Services Engineer	78 Storekeeper
57 Building Services Manager	61 Project / Site Coordinator	
69 Logistics Manager	62 Site Quantity Surveyor	<u>Operative Staff</u>
71 Purchasing Manager	67 Site Foreman	13 Security Guard
74 Materials Manager	70 Logistics Officer	14 Company Driver
75 Warehouse Manager	72 Purchasing Officer	15 Office Assistant/Messenger
	76 Shipping Supervisor	16 Cleaner/Amah
	77 Warehouse Supervisor	34 Retail Sales Assistant
		51 Production Operator/Worker
		79 Truck Driver

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## 2010 年度香港特別行政區薪酬及福利調查

由香港人才管理協會及香港浸會大學工商管理學院人力資源策略及發展研究中心合辦的「2010 年度香港特別行政區薪酬及福利調查報告」已經完成。該調查在本年 7 至 9 月間以問卷調查方式，從 93 間自願參與此項調查的本港工商機構收集數據，加以整理及分析，從而完成報告。調查的主要範圍包括香港僱員薪酬調整的幅度、僱員流失率、機構裁員情況、增聘人手、節流措施、挽留僱員策略、應屆畢業生的入職薪金、獎勵計劃、僱員享有的福利項目、薪酬福利組合及 79 個職位的薪酬及津貼資料分析。

今年參與調查的機構主要來自 12 個行業：建築、電子及電器、工程、飲食、物流、製造、非政府組織、物業管理、零售、紡織及製衣、貿易和其他。「其他」行業則包括清潔及滅蟲服務、諮詢服務、網上商貿、教育、資訊科技、物業代理、保安服務、電訊等行業。參與調查的僱員總人數為 62,802 人，分別屬於四個職級：經理級或以上、主任/專業人員、職員及基層員工。

### 薪酬調整

調查結果顯示，本年度(即由 2009 年 7 月至 2010 年 6 月) 93 間參與調查機構的平均薪金調整幅度介乎 2.1% 至 2.6%。有 24 間機構表示至少有一個職級的員工曾凍薪。

至於 2011 年度的預測薪金調整幅度，共有 66 間機構提供數據。各級的整體調整幅度介乎 2.9% 至 3.2% 之間。另一個跟進問卷調查將於 2010 年 12 月展開，以提供 2011 年度薪金調整幅度預測的最新數據。

職級	2006 平均加薪 幅度	2007 平均加薪 幅度	2008 平均加薪 幅度	2009 平均加薪 幅度	2010 平均加薪 幅度	2011 預測平均 加薪幅度#
經理級或以上	3.7%	3.6%	4.6%	0.4%	2.3%	2.9%
主任/專業人員	3.6%	3.6%	4.7%	0.5%	2.6%	3.1%
職員	3.5%	3.4%	4.5%	0.7%	2.3%	3.1%
基層員工	2.9%	2.9%	4.0%	0.7%	2.1%	3.2%

# 2011 年度平均加薪幅度預測資料來自 66 間機構。

大部份機構在調整薪金幅度時，與去年的調查一樣，普遍將「機構整體業績」及「個人表現」列為最主要的考慮因素。

## 僱員流失情況

調查亦顯示，2009年7月至2010年6月期間的僱員平均流失率介乎**7.1%至32.2%**。年資少於三個月的基層員工流失率最高，達**46.1%**。本年度文員的流失率最高，其次是會計文員和工程師。

僱員流失的兩大原因是：

1. 對職位的晉升機會不滿意
2. 對薪酬不滿意

## 裁減僱員

在**93**間參與調查的機構中，有**41**間表示曾經裁員，佔機構總數**44.1%**，共裁減員工**881**人。「貿易」業裁減的僱員人數最多，達**327**人，佔被裁減總人數的**37.1%**；其次是「建築」業，裁減了**290**人，為總數的**32.9%**。

職級	經理	主任/專業人員	職員	基層員工
裁減人數 (總數共 881 名)	79 (9.0%)	254 (28.8%)	350 (39.7%)	198 (22.5%)

## 增聘人手

本年度共有**6,594**名新聘員工加入參加調查的機構。「物業管理」業錄得最多新增職位，為數達**1,846**人；其中**1,404**人（**76.1%**）屬基層員工。

## 節流措施

在**93**間參與調查的機構中，有**27**間表示有採用節流措施的策略，各機構採用不同的策略以減低營運成本。

## 挽留僱員策略

在**93**間參與調查的機構中，有**77**間表示有採用挽留僱員的策略，佔機構總數**82.8%**。各機構採用不同的策略挽留員工，「市場薪酬調整」是挽留策略的首選，其次為「培訓及發展計劃」。

員工培訓及發展是一個日趨普及的挽留員工策略。本年度「物業管理」業投放了佔薪金總額**1.8%**的資源於培訓員工方面，其次為「製造」業（**1.7%**）。整體而言，大部分參加調查的機構均表示，來年會投放更多資源於「培訓及發展」方面。

## 獎勵計劃

本年度有**72**間（**77.4%**）參與調查的機構表示有實施員工獎勵計劃。各機構均以「公司整體業績表現」為決定獎勵計劃的最重要因素。表示會以花紅作為獎勵的機構，其平均月薪等值獎勵是**1.3**個月至**2.1**個月。

## 應屆畢業生的平均入職月薪

應屆畢業生的平均入職薪金因應不同的學歷及職能而有所調整。除了「其他」職能外，最低平均起薪點為從事「生產」職能的預科畢業生，為港幣 7,536 元；而最高則是從事「工程」的碩士或以上畢業生，平均起薪點為港幣 14,291 元。整體而言，不同資歷的應屆畢業生在各職能界別的平均入職薪金，大致上均較去年略高。

學歷	2010 年度平均入職月薪 (港幣)								
	建築	工程	生產	市場拓展	銷售	科技/ 傳訊	財務會計	人力資源及 行政總務	其他
預科	\$7,850	\$8,156	\$7,536	\$7,792	\$7,741	\$7,955	\$7,998	\$7,711	\$7,606
文憑	\$9,792	\$10,387	\$8,878	\$9,287	\$8,933	\$9,716	\$9,024	\$9,152	\$9,130
學士	\$12,438	\$12,069	\$11,213	\$11,303	\$10,956	\$11,813	\$10,951	\$10,642	\$10,770
碩士及以上	\$13,283	\$14,291	\$13,067	\$12,616	\$12,057	\$13,291	\$12,331	\$12,301	\$11,886

## 僱員福利

整體上，2010 年度的僱員福利項目與去年相若，細列如下：

### 1. 獎金

本年度在獎金方面，我們分為「固定花紅」和「非固定花紅」兩項，以 12 個月為計算基數。按資料顯示，本年度的獎金比例，「非固定花紅」稍比「固定花紅」高。

### 2. 教育

多數參與機構都有為各職級的僱員提供教育資助。為僱員的子女提供教育資助的並不普遍。

### 3. 稅務安排計劃

此計劃不會為機構帶來額外成本，但卻可令僱員減少稅款的負擔。這計劃較常見於經理級或以上職級員工的租金報銷安排方面。

### 4. 退休福利

本報告就現行兩大主要退休保障計劃類別：強積金和職業退休計劃，作詳細分析。資料顯示大多數機構對所有員工實施強積金制或加上自願性供款計劃。

### 5. 醫療福利

大約四成的參與機構表示已為員工支付全部的門診醫療和住院費用，而大約五成的參與機構表示為員工支付部份的門診醫療和住院費用。

## 薪酬福利組合

整體上，各福利在組合中的比例跟去年相若。在所有四個職級中，「底薪」佔薪酬福利組合約八成。經理或以上職級有 11.3%是非固定收入。

## 2010 年度各職位的薪酬及津貼

本年度調查報告中細列 79 個職位的薪酬及津貼。其中包括 25 個屬於經理或以上職級，27 個是主任/專業人員職級，20 個是職員職級，另外 7 個屬於基層員工：

職位 <b>經理級或以上</b>	職位 <b>主任/專業人員</b>	職位 <b>職員</b>	職位 <b>基層員工</b>
編號	編號	編號	編號
01 稽查經理	03 會計主任	05 會計文員	13 保安員
02 會計經理	04 助理會計主任	09 行政秘書	14 客車司機
06 行政/總務經理	07 行政/總務主任	10 秘書	15 外勤/辦公室助理
17 人力資源/人事經理	08 安全主任	11 文員	16 清潔工人
18 培訓經理	19 培訓主任	12 接待員	34 銷售員/零售員
22 資訊科技經理	20 人力資源/人事主任	21 人力資源/人事助理	51 生產工人/工人
27 營業經理	23 系統分析員	25 電腦程式員	79 貨車司機
28 市務經理	24 程式分析員	26 電腦操作員	
35 客戶服務經理	29 銷售主任	31 業務代表	
37 物業及屋苑經理	30 銷售工程師	32 市場推廣員	
40 工廠總經理	36 客戶服務主任	33 業務後勤/行政員	
41 營運經理	38 物業及屋苑主任	48 跟單	
42 產品開發經理	39 大廈主管	50 生產策劃員	
43 生產排期經理	47 高級跟單	63 助理工程師	
44 生產經理	49 生產主任	64 高級技術員	
45 跟單經理	53 品質控制主任	65 技術員	
46 辦房經理	54 品控工程師	66 電氣技工	
52 品質控制經理	58 高級工程師	68 地盤助理管工	
55 工程經理	59 工程師	73 採購員	
56 項目經理	60 屋宇裝備工程師	78 倉務員	
57 屋宇裝備經理	61 項目聯絡員		
69 物流經理	62 地盤計量員		
71 採購經理	67 地盤管工		
74 物料經理	70 物流主任		
75 倉務經理	72 採購主任		
	76 船務主任		
	77 倉務主任		

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