# Hong Kong Institute of Human Resource Management_2 Hong Kong Institute of Human Resource Management

## 2021 PAY LEVEL SURVEY QUESTIONNAIRE

**Contact Details**

**Contact for Follow-up Enquiries**

|  |  |
| --- | --- |
| Company Name :  |       |
| Name of Contact Person : |       |
| Position / Title : |       |
| Telephone No. : |       |
| E-mail Address : |       |

**Contact for Report Delivery**

|  |  |
| --- | --- |
| Name : |       |
| Position / Title : |       |
| E-mail Address : |       |

Please return the completed questionnaire **NO LATER THAN 15 October, 2021** to :-

Research & Development Department

Hong Kong Institute of Human Resource Management

**Fax:** 2881-6062

**E-mail:** survey@hkihrm.org

***Confidentiality & Compliance Statement :***

*The collation of industry statistics allows industry participants to make better informed choices. However, HKIHRM recognises that data collection can give rise to competition law concerns and is therefore committed to absolute compliance with the Competition Ordinance (Cap 619).*

*To that end, HKIHRM has taken necessary measures to ensure full compliance with competition law. In particular, HKIHRM will make sure that:*

* *All data published has been aggregated or otherwise anonymised to reduce the prospect that individual participating companies may be identified or deduced.*
* *All employees of HKIHRM are subject to strict confidentiality obligations to ensure that the information collected is kept confidential within HKIHRM.*
* *Participating companies are strictly required not to discuss HKIHRM questionnaires or surveys with other participants or competitors. Failure to do so will result in the company(ies) being excluded from participating in upcoming surveys.*

For enquiries, please contact HKIHRM Research & Development Team at 2837 3815 / 2837 3855.

# COMPANY INFORMATION

## 1. TOTAL NUMBER OF EMPLOYEES IN-POST

Including all Hong Kong based permanent employees in the monthly payroll.

[ ]  Less than 500

[ ]  500 - 1,000

[ ]  More than 1,000

## 2. TYPE OF BUSINESS / INDUSTRY

Which of the following industrial classifications best describes the principal operation(s) of your company in Hong Kong?

|  |  |
| --- | --- |
| [ ]  Accounting[ ]  Banking (Retail & Wholesale Banking)[ ]  Financial Services (Investment Banking & Asset Management)[ ]  Construction[ ]  Property Development / Management[ ]  Engineering[ ]  IT / IT Support & Services[ ]  Telecommunication[ ]  Hotel | [ ]  Insurance[ ]  Manufacturing[ ]  Oil / Chemical[ ]  Retail[ ]  Shipping / Terminals /Logistics[ ]  Trading[ ]  Public Utilities[ ]  Non-governmental Organisation (NGOs)[ ]  Others, please specify:        |

## 3. COMPANY MANAGEMENT

[ ]  Local Company with the majority of its business interest, operations and/ or head office in Hong Kong.

[ ]  Multinational Company with an overseas head office and a worldwide operation, with part of its business activities being conducted in Hong Kong.

[ ]  Multinational Company with the head office in Hong Kong and a worldwide operation.

**EXPLANATORY NOTES**

**1. FOREWORD**

The Pay Level Survey Questionnaire collects data on the pay level of 13 professions / fields (with jobs at different levels) and 13 occupations without job levels that may exist in your company, which match the descriptions as specified below. Pay level data of EIGHT types of graduates are also targeted for collection. When completing the questionnaire, please take into account the **descriptions of jobs** presented below as well as the title structure at your company reflecting different seniority levels.***Please note that there is a pre-requisite for successful participation. The company has to provide pay level data of at least 5 positions/ fields.***

**2. DESCRIPTIONS OF JOBS**

##### JOB WITH LEVELS

The following is a general guideline of the four seniority levels across all professions. The key responsible areas should be the main consideration while the years of relevant experience are just for reference. Respondents are advised to take into account the title structure of their own companies when filling in information pertaining to different seniority levels.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Level**  | **Title**  | **Years of relevant experience**  | **Key Responsible Areas** (refer to second table for elaboration) |
| I  | General Level  | (Entry level, e.g. assistant, associate)  | 1 to 2 years  | Handling daily / routine operation / administer process / transactional activities |
| II  | Middle Level  | (Professional level e.g. officer / supervisor / executive / professional / specialist / assistant manager)  | 3 to 5 years  | Contributing / assisting senior level in specialized function / processesCo-ordinating business / operation activities  |
| III  | Senior Level  | (Managerial level, e.g. manager / senior manager)  | 6 to 10 years  | Managing overall organizational business performance and functional responsibilities for operational strategies   |
| IV  | Top Level  | (Executive level e.g. director, president)  | Over 10 years  | Driving / leading business strategy development for results |
| **Elaboration of Key Responsible Areas** |
| I.  General Level |
| * Apply basic skills / knowledge to perform simple and repetitive service related tasks in line with established policies and practices
* Administer processes requiring familiarisation in standardised work routines, not involving supervision of others
* Build sensitivities and respect other’s feelings, work with others to help gain support
 |
| II.  Middle Level |
| * Adopt sound conceptual business knowledge into practice that adds value to the organisation
* Supervise activities with tasks that are broadly similar
* Establish mechanisms for effective communication with service users
* Anticipate / understand users’ needs and provide solution
* Communicate, understand and serve others in an effective manner
 |
| III.  Senior Level |
| * Apply expert knowledge and insight to ensure quality business practices and services execution and delivery
* Respond to business practice’s impact to organisation in terms of risk, governance, performance and sustainability
* Display high level of influence / persuasion to gain agreement to act
* Manage internal relationships
* Provide joint solutions through partnership
* Ensure compliance
* Motivate and influence others with skills of persuasiveness and assertiveness as well as sensitivity to the other’s points of view
 |

|  |
| --- |
| **Elaboration of Key Responsible Areas** |
| IV.  Top Level |
| * Apply leadership and professional skills, knowledge, experience and insight in the unique context of the organisation to ensure integration of strategies, policies and practice with the organisation’s business and activities and make these strategies and policies impactful in adding values to the organisation
* Ensure shared vision
* Anticipate changes and formulate strategies adapting to change
* Understand view / interest of all stakeholders, guide organisation’s direction by being influential in delivery / execution of strategies
* Motivate and influence others to achieve the end results
* Search for opportunity, threat, change, innovation and develop strategies accordingly and translates them into plans that leads the organisation to attain its Vision, Mission and Values
* Lead and direct project plan for major change / programmes
* Promote collaboration across teams
* Drive change in the organization in response to business challenges
* Act as role model to all levels of staff
 |

**Jobs of the professions / fields and each of their entry-level requirements are presented below.**

*Please be as precise as possible in quoting the pay level data of those members of your employee who match the key responsible areas as specified above. The entry-level requirements on qualifications below are just for reference . For instance, pay level data of an Marketing (Job Code [02]) meeting entry level requirements and having 3 to 5 years of service (Middle Level) should be entered in spaces provided in the row marked “II” on page 7 of the “Occupation Data Sheet”. Fresh graduates should be included as “General Level” staff of respective job types as applicable, as well as in the FRESH GRADUATES section.*

[01] Sales

- University / associate / diploma graduate in related subjects including Business and Marketing

[02] Marketing

- University / associate / diploma graduate in related subjects including Business and Marketing

[03] Accounting

- University graduate in relevant discipline or LCC Intermediate / Higher or equivalent qualification leading to membership of recognized professional body including CIMA, HKICPA, HKSA, ACCA, ICMA, CIA

[04] Finance

- University graduate in relevant discipline or equivalent qualification leading to membership of recognized professional body including CIMA, HKICPA, HKSA, ACCA, ICMA, CIPFA, IFPHK, CIA

[05] Information Technology / Computer

- University / diploma graduate in relevant discipline including Computer Science and Electronics Engineering or HKCEE / HKDSE / Form 5 plus with equivalent qualification

[06] Human Resources

- University / associate / diploma graduate in relevant discipline including Business and Psychology

[07] Public Relations

- University / associate / diploma graduate in related subjects including Journalism and Language

[08] Engineering

- University graduate in relevant discipline or equivalent qualification leading to membership of recognized professional body including HKIE

[09] Customer Service

- University / associate / diploma graduate in relevant discipline including Business and Marketing

[10] Logistics

- University / associate / diploma graduate in relevant discipline including Logistics Management and Supply Chain Management

[11] Procurement

- University / associate / diploma graduate in relevant discipline including Purchasing, Acquisitions and Contracts Management

[12] Property Management / Development

- University / associate / diploma graduate / HKCEE / HKDSE / Form 5 plus working in the areas of Property Management or Development

[13] Facilities Maintenance / Building Services

- University / associate / diploma graduate / HKCEE / HKDSE / Form 5 plus working in the area of Building Services (electricity, water supplies, etc)

B. JOBS WITHOUT LEVEL

Fresh graduates should be included in respective job types as applicable, as well as in the FRESH GRADUATES section.

[14] Clerk

- HKCEE / HKDSE / Form 5 plus 2 years' working experience

[15] Senior Clerk

- HKCEE / HKDSE / Form 5 plus > 2 years' working experience

[16] Junior Secretary/ Secretary

- HKCEE / HKDSE / Form 5 plus > 1 & 2 years' experience in clerical / general / secretarial duties

[17] Senior / Executive Secretary

- HKCEE / HKDSE / Form 5 plus > 2 & 5 years' experience in clerical / general / secretarial duties

- Secretarial training is required

[18] Assistant Merchandiser

- University / diploma graduate in related subjects such as textiles and clothing or other disciplines plus 0-3 years of experience

[19] Senior Merchandiser

- University / diploma graduate in related subjects such as textiles and clothing or other disciplines plus > 5 years of experience

- Able to lead a small team

[20] Receptionist / Telephonist

- HKCEE / HKDSE / Form 5 or above with good spoken English

[21] Office Assistant

- Form 3 or above and no experience is required

[22] Pool Car Driver

- Relevant driving license with experience in driving goods vehicle for delivery service

[23] Personal Driver

- At least 5 years' driving experience in serving a company executive

[24] Security Guard

- Junior Secondary or above with good physique

[25] Labourer

- Unskilled worker with good physique

[26] Tradesman / Technician

- Worker with newly completed certificate of craft apprenticeship

OR

- Skilled worker in specific trade

C. FRESH GRADUATES

**Fresh Graduate with less than 1 year working experience (fresh graduates recruited during 1 July 2020 to 30 June 2021). Fresh graduates should be included in this section as well as “General Level” staff of respective job types as applicable.**

[27] Master Degree Holder (Business)

- Fresh graduate in Master of Business Administration / Management Science or equivalent

[28] Master Degree Holder (Engineering)

- Fresh graduate in Master of Mechanical / Electrical/ Electronic / Civil / Industrial Engineering or equivalent

[29] Bachelor Degree Holder (Business)

- Fresh bachelor degree holder in Business Administration / Social Science / Economics / Accounting or equivalent

[30] Bachelor Degree Holder (Engineering)

- Fresh bachelor degree holder in Mechanical / Electrical / Electronic / Civil / Industrial Engineering or equivalent

[31] Associate Degree Holder

- Fresh associate degree holder from Higher Education Institute or equivalent

[32] Higher Diploma Holder

- Fresh higher diploma holder from Higher Education Institute or equivalent

[33] Diploma Holder

- Fresh diploma holder from Institute of Vocational Education or equivalent

[34] Certificate Holder

- Fresh certificate holder from IVE or equivalent

| OCCUPATION DATA SHEET |
| --- |
| **Points to note:** |
| 1 | Pay in this section refers to “**ANNUAL base pay** (i.e. 12-month base pay plus guaranteed bonus, but excluding overtime, shift & other cash allowances)” |
| 2 | New recruits refer to employee recruited during 1 July 2020 and 30 June 2021 and are still in employment as at 30 June 2021. |
| **Job Code** | **Job Level** | **Job Title in Your Company** | **# Structured / Targeted Entry Payas at 1 July 2021** (in HKD) | **Change in Structured / Targeted Entry Pay \* compared with 1 July 2020** | **Entry Pay Awarded to New Recruits\*\* joined during 1 July 2020 and 30 June 2021**(in HKD) | **No. of Employee Recruited during 1 July 2020 and 30 June 2021** | **Actual Average Pay\*\*\* of Employee In Post as at 1 July 2021** (in HKD) | **No. of Employee In Post as at 1 July 2021 (including both new recruits & existing employees)** |
| **01** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **01** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **01** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **01** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **02** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **02** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **02** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **02** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **03** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **03** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **03** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **03** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| ***# Structured / Targeted Entry Pay*** *means the GUARANTEED ANNUAL PAY under the company’s grading structure or of the company’s target for recruiting new employee (including guaranteed bonus but excluding overtime, shift and other cash allowances).****For formula of \*, \*\* & \*\*\*, please refer to page 13***  |
| **04** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **04** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **04** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **04** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **05** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **05** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **05** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **05** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **06** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **06** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **06** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
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| **07** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **07** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **07** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **07** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **08** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **08** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **08** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **08** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **09** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **09** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **09** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **09** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
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|  |
| **10** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **10** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **10** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **10** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **11** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **11** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **11** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **11** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **12** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **12** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **12** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **12** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
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| **13** | **I** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **13** | **II** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **13** | **III** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **13** | **IV** |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **14** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **15** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **16** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **17** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **18** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **19** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **20** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **21** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **22** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
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| **23** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **24** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **25** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **26** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **27** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **28** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **29** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **30** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **31** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **32** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **33** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
| **34** |  |  |  | [ ]  no change/[ ]  increased/[ ]  decreased by      % |  |  |  |  |
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| \* | Structured / Targeted Entry Pay as at 1 July 2021 minus Structured / Targeted Entry Pay as at 1 July 2020 x 100%Structured / Targeted Entry Pay as at 1 July 2020 |
| --- | --- |
| \*\* | Total amount of Entry Pay (12-month base pay plus guaranteed bonus) paid to employee recruited during 1 July 2020 and 30 June 2021Total no. of employee recruited during 1 July 2020 and 30 June 2021 |
| \*\*\* | Total Guaranteed Annual Pay (12-month base pay plus guaranteed bonus) of ALL employees in-post as at 1 July 2021Total no. of employee in-post as at 1 July 2021 |

**Formula:**

**End of the Questionnaire**

**THANK YOU!!**