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# Vanuatu Islands Remuneration Report 2023

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We acknowledge Government Remuneration Tribunal and National Bank Vanuatu for commissioning this survey and report.

The views expressed in this publication do not necessarily reflect those of the sponsors.





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# Executive Summary



22

Organisations



10,640

Employees



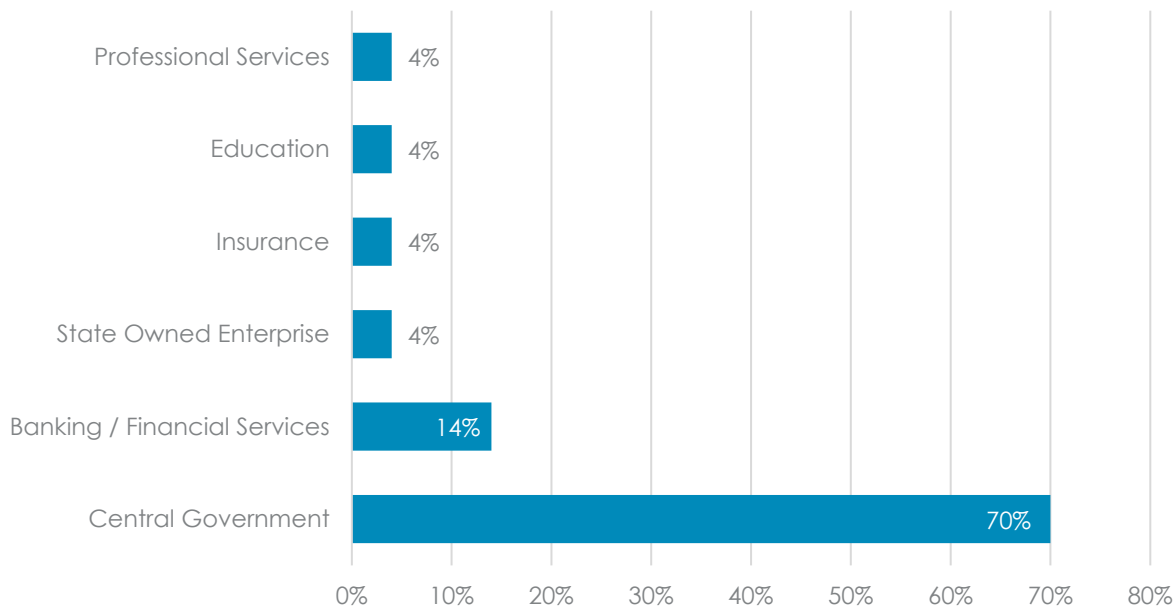
28

Data pages

Highlights of the Vanuatu Islands Remuneration Report 2023 are as follows:

- This year's report is generated from 10,640 individual employee data points from 22 organisations. The majority of participants are Public Sector (77%), with the remainder in the Private Sector (23%).
- 21 days continues to be the most common annual leave entitlement across all employee levels.
- Housing Assistance (91%) and Superannuation (86%) are the benefits most frequently offered by participating organisations, followed by Child Support Allowance, also offered by more than half of respondents (64%).
- Forty-one percent of organisations offer a company vehicle to some employees.
- Overall employee gender distribution by those organisations who provided this information is 56% male, 44% female.

## DISTRIBUTION OF PARTICIPATING ORGANISATIONS BY INDUSTRY



Information in this survey is current as at 1 November 2023

## Commentary

### ESTABLISHING A POST-COVID FRAMEWORK

The world has undergone a number of changes since the last Vanuatu Remuneration Report in 2018 with COVID-19 having many far-reaching impacts upon the wider Pacific region and Vanuatu as well. There is still considerable investment in the wider region that is influencing economic growth and infrastructure development. These developments are all picking up again post COVID, however during the COVID years there was a slowdown in the region which was also felt in Vanuatu.

Traditionally the Vanuatu survey has been run biennially to help better track market movements with stable data samples however with the impact of COVID this has not been possible resulting in a five-year gap between surveys.

In that period, we have seen many changes within Vanuatu at a remuneration level with minimum wage increases coupled with the same wage stagnation that occurred within the region and worldwide during the COVID years have created a push and pull scenario within the remuneration market.

At the lower salary bands, we have seen the expected movement upwards as a result of the minimum wage movement representing the push side of the equation. In the last few years there has been a drain of many Pacific labour markets to Australia and New Zealand that is felt especially within the skilled remuneration bands representing the pull side of the equation.

What we have seen in the progression of the Vanuatu Remuneration Report in the 2023 edition is a very significant 240% increase in the employee data sample which has resulted in a change in the overall data sample for each level. This increase represents a greater increase of public sector data into the database which is also a reflection of the labour market itself within Vanuatu.

The next few years will again provide a catalyst for change within the Vanuatu labour market with plans across a number of organisations across a number of sectors to implement a remuneration framework based on the SP10 methodology. This will provide a more robust system of remuneration that can be measure both internally and externally which in turn will provide a more accurate and robust remuneration report in the future.

We look forward to working with everyone again in the next instalment of the survey and would like to extend a heartfelt thanks to all who welcomed us and contributed to the survey. It has once again been a pleasure meeting old friends and making new ones and I would like to thank both the Government Remuneration Tribunal and National Bank Vanuatu for their help and sponsorship of the survey.

Mike Boneham  
Senior & Technical Consultant  
**Strategic Pay Limited**

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# Introduction

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## Introduction

Strategic Pay is pleased to present the Vanuatu Islands Remuneration Report for 2023 and again we wish to thank the Government Remuneration Tribunal and National Bank Vanuatu who sponsored this survey.

This is the third Vanuatu Islands Remuneration Survey conducted by Strategic Pay and we are delighted by the response.

Employees	Report Year		
	2016	2019	2023
Private Sector	474	1,023	590
Public Sector	2,005	2,029	10,050
Other Sector	111	82	-

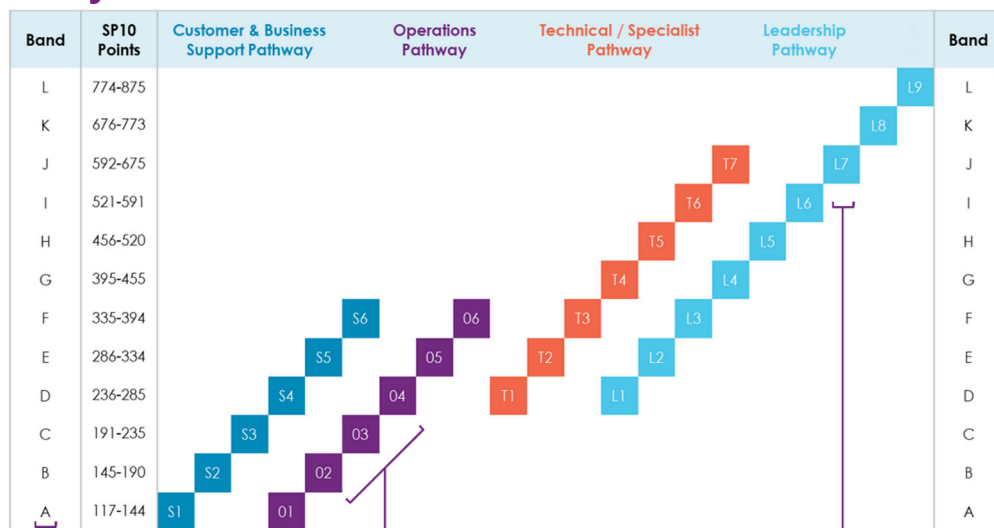
This report provides insight into pay levels and practices in the Vanuatu Islands in an understandable and user-friendly format. As such it will greatly assist organisations to make informed decisions when setting market-related pay or undertaking pay reviews on individuals in their roles in the future.

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.

## The JobWise® framework



**SALARY BANDS**  
A banded pay structure that can be linked directly to market data from benchmark job and job evaluated surveys. Each pathway may have strategy and salary bands.

**CAREER PATHWAYS**  
Language ladders that set out the hierarchy of roles across broad functional areas. Each of the ladders is defined in terms of levels that define the nature of work and its associated competency and skill requirements.

**JOB LEVELS**  
Identifiable profiles that map the inter-relationship between expertise, work complexity, impact and scope.

## SURVEY PARAMETERS

### Purpose

The purpose of the Strategic Pay Vanuatu Islands Remuneration Survey is to provide a credible, reliable and consistent methodology for analysing rates of employee remuneration within Vanuatu Islands organisations.

### Timing

The data is reported as at 1 November 2023.

### Method of Data Collection

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

### Job Mapping and Sizing Methodology

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

### Confidentiality

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

## Disclaimer

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

## Feedback

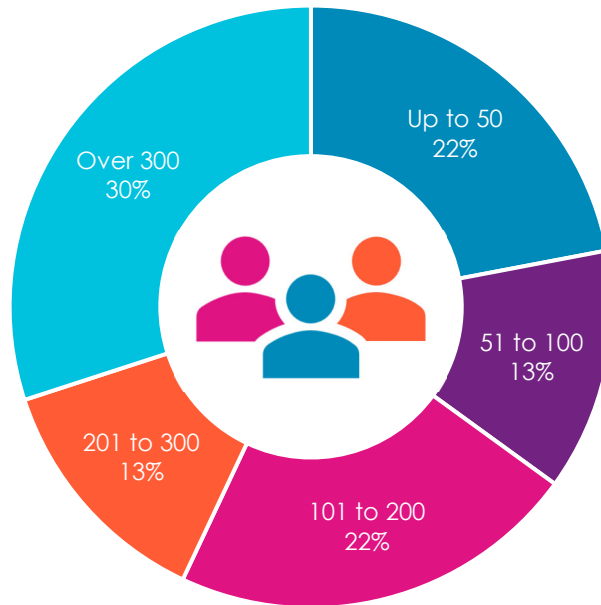
We welcome feedback from participating organisations on additions / deletions / enhancements to the Survey. Please send your feedback to Natasha Stone, Market Information Manager at [Natasha.Stone@strategicpay.co.nz](mailto:Natasha.Stone@strategicpay.co.nz).



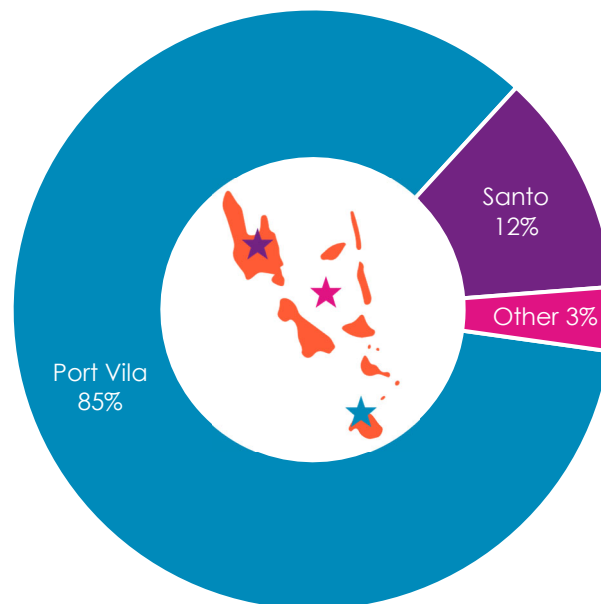
## SURVEY DATABASE

Data for 10,640 individual employees was submitted by the 22 participating organisations. The distribution of organisations by employee numbers and of employees by region is shown below followed by distribution of employees by sector and the distribution of organisations by industry.

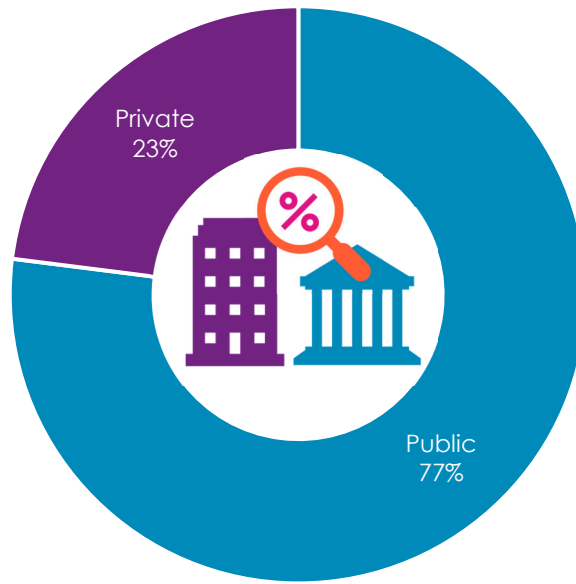
DISTRIBUTION OF PARTICIPATING ORGANISATIONS BY EMPLOYEE NUMBERS (HEADCOUNT)



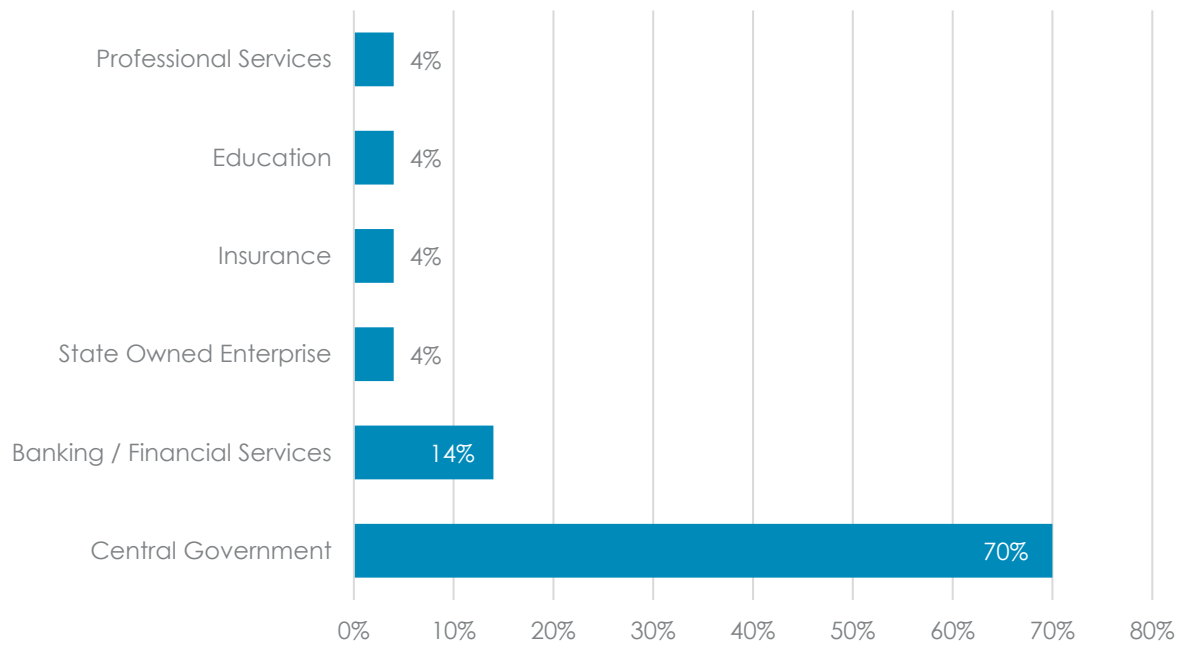
DISTRIBUTION OF EMPLOYEES BY REGION



DISTRIBUTION OF EMPLOYEES BY SECTOR



DISTRIBUTION OF PARTICIPATING ORGANISATIONS BY INDUSTRY



Information in this survey is current as at 1 November 2023.

## INDEX OF JOBWISE® PATHWAYS

JobWise® Pathway Level	Band	JobWise® Pathway Title	Page
<b>Customer and Business Support</b>			
S1	Band A	Task Support	31
S2	Band B	Office Support	32
S3	Band C	Administration / Customer Support	33
S4	Band D	Technical Admin / Customer Focus	34
S5	Band E	Specialised Admin / Customer Focus	35
S6	Band F	Senior Specialised Business Support	36
<b>Operation</b>			
O1	Band A	Manual Labour 1	41
O2	Band B	Manual Labour 2	42
O3	Band C	Trades 1	43
O4	Band D	Trades 2	44
O5	Band E	Technician 1	45
O6	Band F	Technician 2	46
<b>Technical / Specialist</b>			
T1	Band D	Technical Support	51
T2	Band E	Technical / Entry Level Specialist	52
T3	Band F	First Level Specialist	53
T4	Band G	Mid-level Specialist	54
T5	Band H	Senior Specialist	55
T6	Band I	Advanced Specialist	56
T7	Band J	Leading Expert	57
<b>Leadership</b>			
L1	Band D	Leading Hand	63
L2	Band E	Working Supervisor	64
L3	Band F	Supervisor I	65
L4	Band G	Supervisor II	66
L5	Band H	Team Leader	67
L6	Band I	Team Manager	68
L7	Band J	Section Leader	69
L8	Band K	Function Manager	70
L9	Band L	Senior Manager	71





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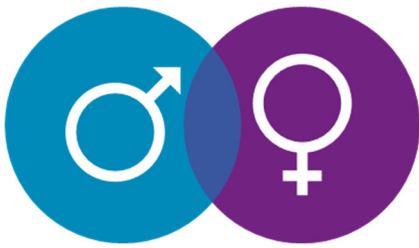
# Employment Policies and Practices

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## GENDER

Individual employee gender information was submitted in the remuneration data by 27% of participants. This section explores the gender distribution across those organisations.

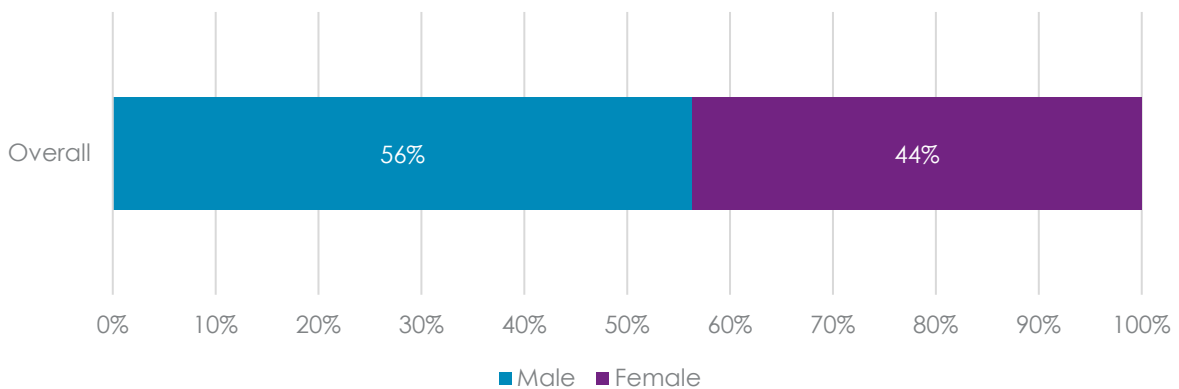


Gender information was submitted by 27% of participating organisations

### GENDER DISTRIBUTION

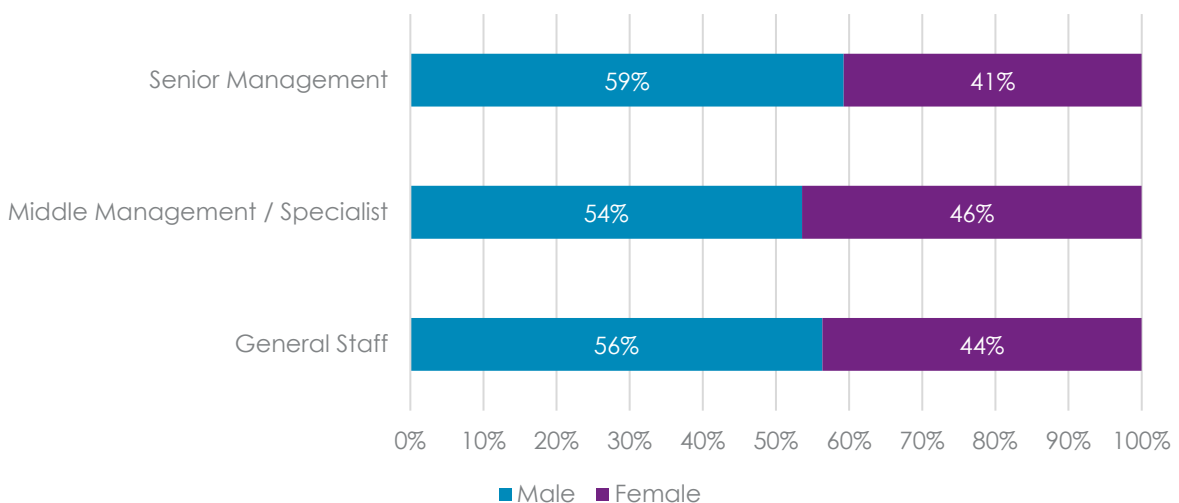
When we examine the gender breakdown at an employee level based on data submissions, the overall gender distribution is 56% male, 44% female.

Insufficient data was provided on gender diverse employees, therefore only male and female categories have been included in results.

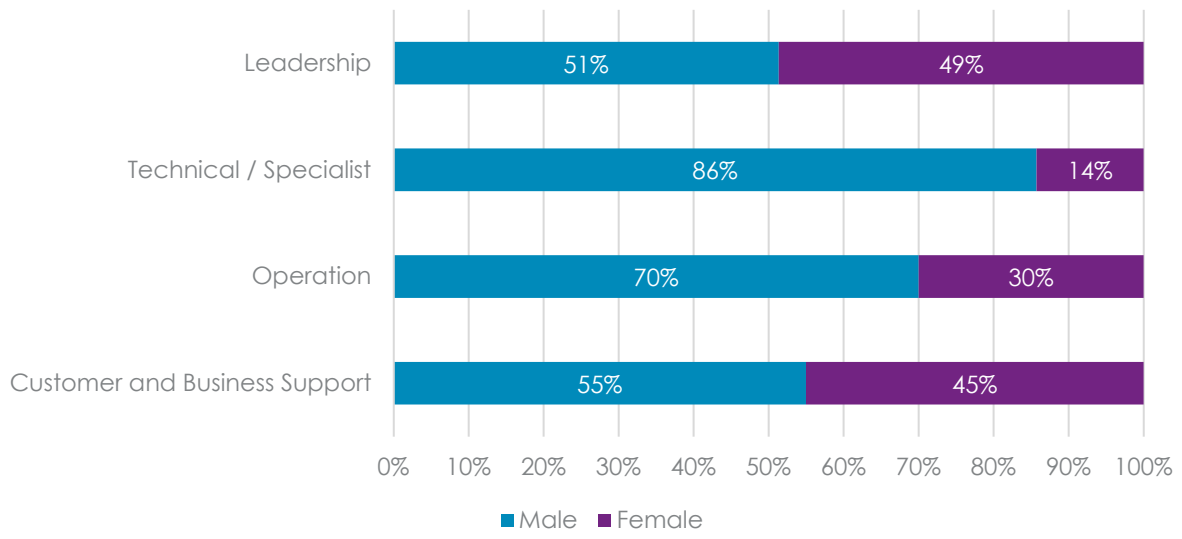


The graphs below represent the gender breakdown of employees by staff level and function.

### GENDER DISTRIBUTION BY STAFF LEVEL



GENDER DISTRIBUTION BY FUNCTION



## Employment Policies and Practices

The insights in this section of the report have been generated from a combination of responses to the policies and practices questionnaire and remuneration data submissions.

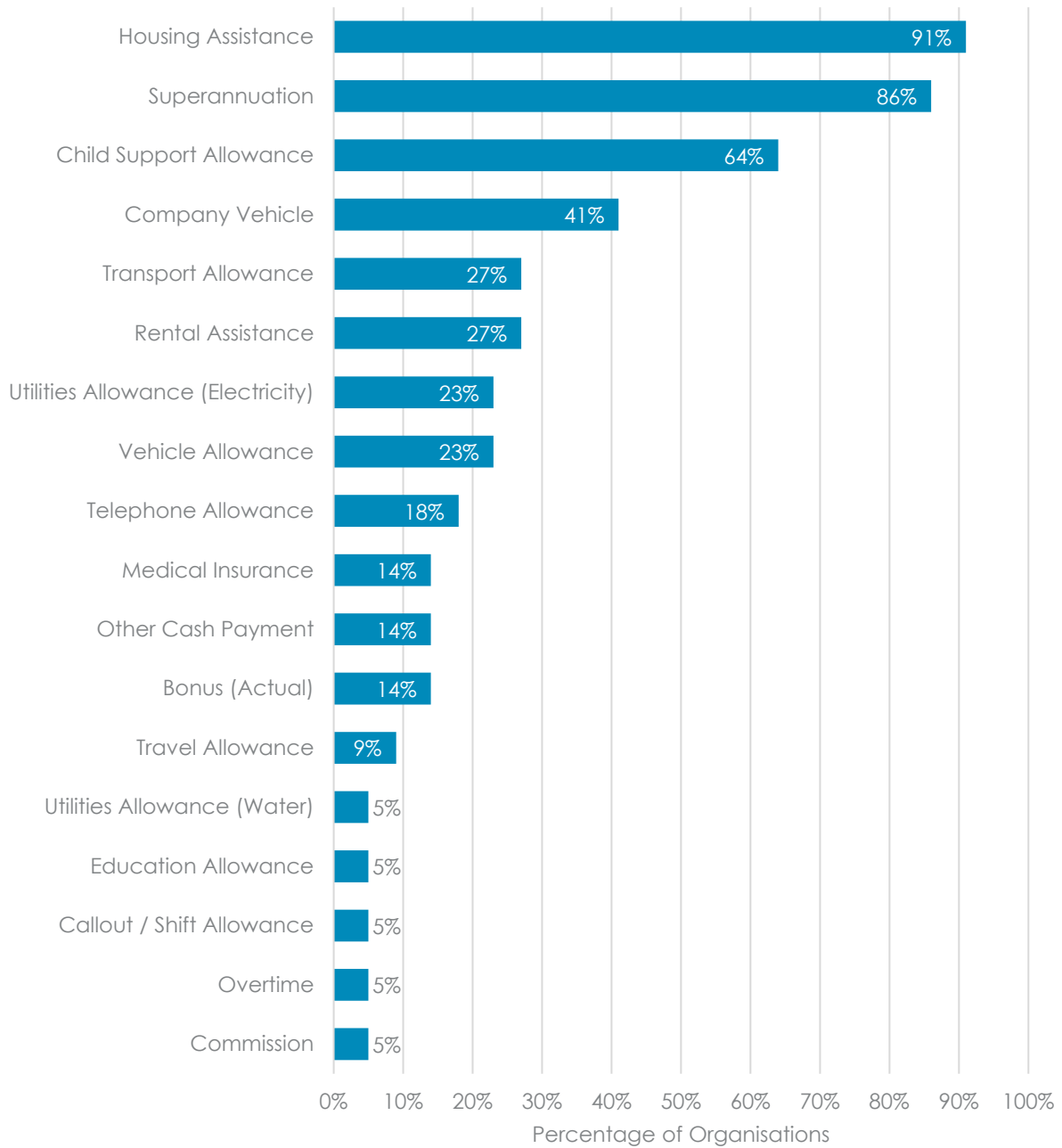
### BENEFITS OFFERED

The following table details the types and incidence of benefits offered by participating organisation, the number of employees receiving each benefit as a proportion of the whole sample, and the median value paid to those employees receiving each benefit.

Benefit	% of Organisations Offering	% of Employees Receiving	Value (Median)	Value (as % of Base Salary)
Housing Assistance	91%	61%	\$180,016	13%
Rental Assistance	27%	8%	\$180,000	14%
Bonus (Actual)	14%	3%	\$46,794	4%
Commission	5%	-	*	*
Overtime	5%	2%	*	*
Other Cash Payment	14%	0.3%	\$42,500	4%
Callout / Shift Allowance	5%	0.2%	*	*
Telephone Allowance	18%	0.2%	\$43,761	1.2%
Medical Insurance	14%	0.5%	\$75,000	3%
Superannuation	86%	73%	\$53,796	1.2%
Income Protection Insurance	-	-	-	-
Life Insurance	-	-	-	-
Leave Passage	-	-	-	-
Extra Leave	-	-	-	-
Company Vehicle	41%	0.3%	\$3,600,000	53%
Vehicle Allowance	23%	0.1%	\$1,554,286	25%
Transport Allowance	27%	0.5%	\$120,000	3%
Subs / Clubs	-	-	-	-
Education Allowance	5%	0.1%	*	*
Child Support Allowance	64%	52%	\$48,000	3%
Utilities Allowance (Water)	5%	-	*	*
Utilities Allowance (Electricity)	23%	-	*	*
Expat Allowance	-	-	-	-
Travel Allowance	9%	-	*	*
Other Benefits	-	-	-	-

\* Not enough data provided to publish results

BENEFITS - PERCENTAGE OF ORGANISATIONS OFFERING



## Summary Table and Detailed Data Pages - Housing Assistance

The table below provides a summary of median Housing Assistance 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	Housing Assistance per year	
				General Market	
				Sample size	Median
<b>Customer and Business Support</b>					
S1	Band A	Task Support	4	37	15 000
S2	Band B	Office Support	5-6	127	15 000
S3	Band C	Administration / Customer Support	7-8	838	180 016
S4	Band D	Technical Admin / Customer Focus	9-10	699	15 000
S5	Band E	Specialised Admin / Customer Focus	11-12	145	15 000
S6	Band F	Senior Specialised Business Support	13-14	37	180 000
<b>Operations</b>					
O1	Band A	Manual Labour 1	4	130	180 000
O2	Band B	Manual Labour 2	5-6	241	180 000
O3	Band C	Trades 1	7-8	158	180 016
O4	Band D	Trades 2	9-10	144	180 016
O5	Band E	Technician 1	11-12	85	15 000
<b>Technical / Specialist</b>					
T1	Band D	Technical Support	9-10	408	180 016
T2	Band E	Technical / Entry Level Specialist	11-12	567	180 016
T3	Band F	First Level Specialist	13-14	1 456	180 016
T4	Band G	Mid-level Specialist	15-16	418	180 016
T5	Band H	Senior Specialist	17-18	262	180 000
T6	Band I	Advanced Specialist	19-20	68	180 016
<b>Leadership</b>					
L1	Band D	Leading Hand	9-10	8	180 008
L2	Band E	Working Supervisor	11-12	20	180 016
L3	Band F	Supervisor I	13-14	56	180 016
L4	Band G	Supervisor II	15-16	93	180 000
L5	Band H	Team Leader	17-18	55	180 016
L6	Band I	Team Manager	19-20	40	180 016
L7	Band J	Section Leader	21-22	20	569 999
L8	Band K	Function Manager	23-24	25	50 000
L9	Band L	Senior Manager	25-26	33	180 000

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

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.

## Summary Table and Detailed Data Pages - Rental Assistance

The table below provides a summary of median Rental Assistance 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	Rental Assistance per year	
				General Market	
				Sample size	Medium
<b>Customer and Business Support</b>					
S1	Band A	Task Support	4	4	*
S2	Band B	Office Support	5-6	53	180 000
S3	Band C	Administration / Customer Support	7-8	119	180 000
S4	Band D	Technical Admin / Customer Focus	9-10	301	180 000
S5	Band E	Specialised Admin / Customer Focus	11-12	59	180 000
S6	Band F	Senior Specialised Business Support	13-14	7	180 000
<b>Operations</b>					
O1	Band A	Manual Labour 1	4	8	180 000
O2	Band B	Manual Labour 2	5-6	43	180 000
O3	Band C	Trades 1	7-8	52	180 000
O4	Band D	Trades 2	9-10	23	180 000
O5	Band E	Technician 1	11-12	44	180 000
<b>Technical / Specialist</b>					
T1	Band D	Technical Support	9-10	2	*
T2	Band E	Technical / Entry Level Specialist	11-12	1	*
T3	Band F	First Level Specialist	13-14	37	180 000
T4	Band G	Mid-level Specialist	15-16	16	180 000
T5	Band H	Senior Specialist	17-18	2	*
T6	Band I	Advanced Specialist	19-20	-	*
<b>Leadership</b>					
L1	Band D	Leading Hand	9-10	-	*
L2	Band E	Working Supervisor	11-12	1	*
L3	Band F	Supervisor I	13-14	5	180 000
L4	Band G	Supervisor II	15-16	26	180 000
L5	Band H	Team Leader	17-18	4	*
L6	Band I	Team Manager	19-20	1	*
L7	Band J	Section Leader	21-22	5	180 000
L8	Band K	Function Manager	23-24	7	180 000
L9	Band L	Senior Manager	25-26	14	540 000

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

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.



## COMPANY MOTOR VEHICLE

### Incidence of Vehicle Benefits

Forty-one percent of organisations offer a company vehicle to some employees.

Twenty-three percent of organisations also pay a car allowance to employees with access to a company motor vehicle.

Vehicle Benefit	% of Organisations Offering		
	Business Use Only	Business Use and Commuting	Full Use
Company Vehicle	56%	11%	67%

Vehicle Benefit	Value of Benefit		
	Business Use Only	Business Use and Commuting	Full Use
Company Vehicle benefit value (Average)	\$3,782,963		
Calculated value of company motor vehicle (Average)	\$414,889	*	\$4,644,000
Vehicle Allowance (Average per annum)	\$20,000	*	\$3,600,000

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

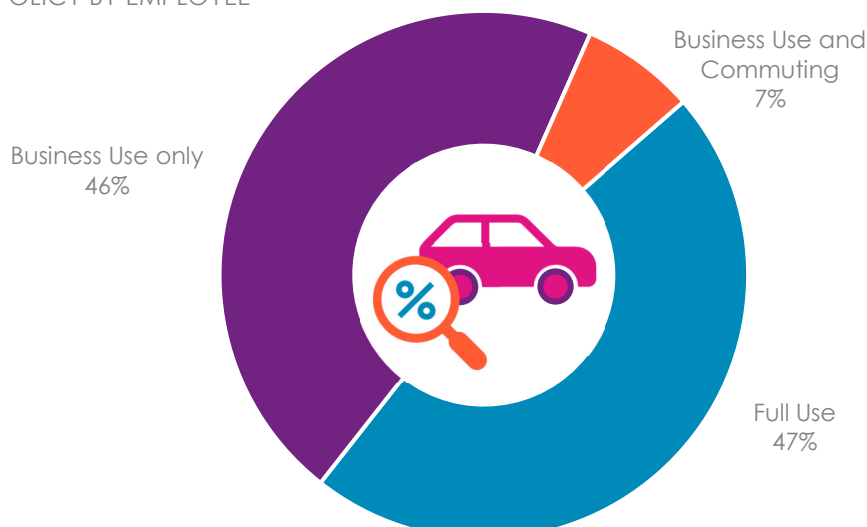
### Company Vehicle Use Policies

Organisations who offer a company vehicle were asked to identify their vehicle use policy as applied to the employees in the data submission. Results are tabled below.

As previous, vehicles are more often available to those in leadership roles. Ninety percent of employees who have access to a company vehicle are classified as Function Manager or Senior Manager level.

Based on data submissions, of those employees who have access to a company vehicle, the vehicle use policy is represented in the graph below.

### VEHICLE USE POLICY BY EMPLOYEE



## ANNUAL LEAVE

Annual leave entitlements at the start of employment are shown below for those employees for whom annual leave provisions were submitted. The most common entitlement is 21 days, with all participating organisation reporting at least some employees at this level. Thirteen percent of organisations also have staff with less than 20 days and 7% have some employees eligible for more than 21 days.

Number of Days Leave	% of Employees			
	Overall	Senior Management	Middle Management / Specialist	General Staff
Less than 20 days	0.5%	2.2%	1.7%	0.4%
20 – 21 days	98.5%	91.2%	96.0%	99.2%
More than 21 days	1.0%	6.6%	2.3%	0.4%



Annual leave entitlements range from 10 days to 72 days per year

## CLASSIFICATION OF STAFF LEVEL

Staff Level	Band	JobWise ®	SP10 Midpoint
General Staff	A	S1, O1	131
	B	S2, O2	168
	C	S3, O3	213
	D	S4, O4, T1, L1	261
	E	S5, O5, T2, L2	310
	F	S6, O6, T3, L3	365
Middle Management / Specialist	G	T4, L4	425
	H	T5, L5	488
	I	T6, L6	556
Senior Management	J	T7, L7	634
	K	L8	725
	L	L9	825

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# Remuneration Market Data

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# 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 28 JobWise® pathway levels have been published in this year's survey.

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## SUMMARY TABLE AND DETAILED DATA PAGES (GENERAL MARKET)

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
<b>Customer and Business Support</b>							
S1	Band A	Task Support	4	38	839 700	902 700	902 700
S2	Band B	Office Support	5-6	158	944 600	1 210 386	1 210 386
S3	Band C	Administration / Customer Support	7-8	1548	1 195 500	1 355 871	1 372 027
S4	Band D	Technical Admin / Customer Focus	9-10	839	1 500 000	1 670 262	1 672 036
S5	Band E	Specialised Admin / Customer Focus	11-12	163	2 042 700	2 250 300	2 250 300
S6	Band F	Senior Specialised Business Support	13-14	48	2 202 300	2 430 300	2 430 300
<b>Operations</b>							
O1	Band A	Manual Labour 1	4	147	864 900	1 092 900	1 092 900
O2	Band B	Manual Labour 2	5-6	269	944 589	1 153 642	1 153 642
O3	Band C	Trades 1	7-8	196	1 195 500	1 447 055	1 447 055
O4	Band D	Trades 2	9-10	190	1 291 211	1 489 529	1 489 529
O5	Band E	Technician 1	11-12	102	1 473 850	1 677 600	1 677 600
O6	Band F	Technician 2	13-14	35	2 202 301	2 494 423	2 494 423
<b>Technical / Specialist</b>							
T1	Band D	Technical Support	9-10	873	746 388	956 251	956 251
T2	Band E	Technical / Entry Level Specialist	11-12	967	1 195 489	1 390 663	1 392 124
T3	Band F	First Level Specialist	13-14	2380	1 345 007	1 543 429	1 543 429
T4	Band G	Mid-level Specialist	15-16	762	1 906 501	2 124 424	2 124 424
T5	Band H	Senior Specialist	17-18	330	2 489 500	2 717 500	2 717 500
T6	Band I	Advanced Specialist	19-20	98	3 408 291	3 604 248	3 604 248
T7	Band J	Leading Expert	21-22	24	5 500 194	6 551 977	7 194 477
<b>Leadership</b>							
L1	Band D	Leading Hand	9-10	20	1 383 200	1 541 303	1 593 084
L2	Band E	Working Supervisor	11-12	27	1 605 673	1 738 751	1 796 555
L3	Band F	Supervisor I	13-14	78	1 987 297	2 237 130	2 237 130
L4	Band G	Supervisor II	15-16	115	2 297 996	2 470 421	2 480 000
L5	Band H	Team Leader	17-18	75	3 220 879	3 577 728	3 577 728
L6	Band I	Team Manager	19-20	60	3 408 304	3 804 144	3 804 144
L7	Band J	Section Leader	21-22	45	4 199 988	4 870 217	4 871 650
L8	Band K	Function Manager	23-24	42	4 682 900	5 012 150	5 078 950
L9	Band L	Senior Manager	25-26	58	6 657 247	8 549 138	8 549 138

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# Customer and Business Support

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## CUSTOMER AND BUSINESS SUPPORT

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**Task Support**

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

**S1**

<b>Band</b>	A
<b>Grades</b>	4

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
10	38					
<b>Base Salary</b>			<b>803 250</b>	<b>839 700</b>	<b>1 001 300</b>	<b>989 181</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		3%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		13%	-	37 777	-	45 347
Additional Leave		0%	-	-	-	-
Housing Assistance		97%	15 000	15 000	15 000	55 136
Rental Assistance		11%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		3%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		89%	48 000	48 000	48 000	47 294
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>866 895</b>	<b>902 700</b>	<b>1 229 300</b>	<b>1 111 938</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>866 895</b>	<b>902 700</b>	<b>1 229 300</b>	<b>1 111 938</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		76%	21	21	21	21

**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.

<b>Band</b>	B
<b>Grades</b>	5-6

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
18	158					
<b>Base Salary</b>			<b>839 688</b>	<b>944 600</b>	<b>1 195 489</b>	<b>1 051 324</b>
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	2%	-	-	-	-	-
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	42%	37 777	42 486	58 570	52 325	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	80%	15 000	15 000	180 016	134 271	
Rental Assistance	34%	180 000	180 000	180 000	180 000	
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	69%	48 000	48 000	48 000	46 637	
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Expat Allowance	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 056 493</b>	<b>1 210 386</b>	<b>1 363 331</b>	<b>1 275 086</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	2%	-	-	-	-	-
Target Bonus / Incentive	3%	-	58 136	-	53 618	
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
<b>Total Remuneration</b>			<b>1 056 493</b>	<b>1 210 386</b>	<b>1 363 331</b>	<b>1 275 163</b>
Overtime	3%	-	-	-	-	-
Leave Passage	0%	-	-	-	-	-
Annual Leave	56%	21	21	21	21	

**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.

<b>Band</b>	C
<b>Grades</b>	7-8

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
21	1548					
<b>Base Salary</b>			<b>955 405</b>	<b>1 195 500</b>	<b>1 513 100</b>	<b>1 416 166</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		81%	42 291	53 796	75 258	67 822
Additional Leave		0%	-	-	-	-
Housing Assistance		54%	131 086	180 016	180 016	200 340
Rental Assistance		8%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	20 000	-	20 000
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		42%	48 000	48 000	48 004	42 829
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 127 501</b>	<b>1 355 871</b>	<b>1 783 344</b>	<b>1 615 589</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		8%	17 540	33 042	46 198	72 139
Target Bonus / Incentive		10%	10 465	54 080	58 136	62 279
Commission		0%	-	-	-	-
Callout / Shift Allowance		1%	5 000	20 000	40 000	25 030
Other Cash Payment		1%	14 504	25 000	42 500	76 528
<b>Total Remuneration</b>			<b>1 127 501</b>	<b>1 372 027</b>	<b>1 795 433</b>	<b>1 622 436</b>
Overtime		6%	7 900	23 558	94 445	81 948
Leave Passage		0%	-	-	-	-
Annual Leave		25%	20	21	21	21

**Technical Administration / 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.

<b>Band</b>	D
<b>Grades</b>	9-10

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
20	839					
<b>Base Salary</b>			<b>1 195 500</b>	<b>1 500 000</b>	<b>1 906 500</b>	<b>1 640 577</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		1%	-	50 000	-	50 000
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		33%	47 822	70 206	103 418	84 800
Additional Leave		0%	-	-	-	-
Housing Assistance		83%	15 000	15 000	180 000	93 544
Rental Assistance		36%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		70%	48 000	48 000	48 000	46 329
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 423 500</b>	<b>1 670 262</b>	<b>2 134 500</b>	<b>1 843 661</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		4%	44 876	73 080	85 233	68 573
Target Bonus / Incentive		5%	14 390	14 394	20 800	28 719
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 423 500</b>	<b>1 672 036</b>	<b>2 134 500</b>	<b>1 846 862</b>
Overtime		3%	8 851	17 646	36 834	35 060
Leave Passage		0%	-	-	-	-
Annual Leave		70%	21	21	21	21

**Specialised Administration / 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.

<b>Band</b>	E
<b>Grades</b>	11-12

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	163					
<b>Base Salary</b>			<b>1 694 691</b>	<b>2 042 700</b>	<b>2 297 998</b>	<b>2 079 027</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		33%	60 527	68 421	91 319	84 327
Additional Leave		0%	-	-	-	-
Housing Assistance		89%	15 000	15 000	180 016	98 521
Rental Assistance		36%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		72%	48 000	48 000	48 000	46 618
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 940 089</b>	<b>2 250 300</b>	<b>2 504 137</b>	<b>2 293 506</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		2%	-	-	-	-
Target Bonus / Incentive		3%	-	80 331	-	170 759
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 940 089</b>	<b>2 250 300</b>	<b>2 504 137</b>	<b>2 294 874</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		66%	21	21	21	21

**Senior Specialised Business Support****S6**

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

<b>Band</b>	F
<b>Grades</b>	13-14

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
14	48					
<b>Base Salary</b>			<b>1 883 800</b>	<b>2 202 300</b>	<b>2 693 000</b>	<b>2 305 475</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		42%	65 243	110 917	163 404	116 383
Additional Leave		0%	-	-	-	-
Housing Assistance		77%	15 000	180 000	180 016	122 535
Rental Assistance		15%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		54%	48 000	48 000	48 000	45 518
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 989 796</b>	<b>2 430 300</b>	<b>2 900 000</b>	<b>2 499 327</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		10%	-	97 263	-	113 446
Target Bonus / Incentive		10%	-	113 048	-	115 783
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 989 796</b>	<b>2 430 300</b>	<b>2 900 000</b>	<b>2 511 144</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		50%	21	21	21	22



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# Operations

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## OPERATIONS

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**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.

<b>Band</b>	A
<b>Grades</b>	4

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
19	147					
<b>Base Salary</b>			<b>839 700</b>	<b>864 900</b>	<b>944 594</b>	<b>949 583</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		37%	37 777	37 777	50 183	49 959
Additional Leave		0%	-	-	-	-
Housing Assistance		88%	180 000	180 000	180 016	208 047
Rental Assistance		5%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		1%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		68%	48 000	48 000	48 000	45 985
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>974 400</b>	<b>1 092 900</b>	<b>1 314 928</b>	<b>1 193 476</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		4%	-	36 052	-	36 095
Target Bonus / Incentive		4%	-	42 414	-	45 096
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>974 400</b>	<b>1 092 900</b>	<b>1 314 928</b>	<b>1 194 949</b>
Overtime		3%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		24%	21	21	21	22

**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.

<b>Band</b>	B
<b>Grades</b>	5-6

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
20	269					
<b>Base Salary</b>			<b>864 900</b>	<b>944 589</b>	<b>1 058 000</b>	<b>1 009 453</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		44%	37 777	37 777	53 040	51 558
Additional Leave		0%	-	-	-	-
Housing Assistance		90%	180 000	180 000	180 016	206 907
Rental Assistance		16%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		66%	48 000	48 000	48 000	47 184
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 092 900</b>	<b>1 153 642</b>	<b>1 342 372</b>	<b>1 277 626</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		2%	-	23 691	-	24 276
Target Bonus / Incentive		2%	-	42 414	-	44 034
Commission		0%	-	-	-	-
Callout / Shift Allowance		1%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 092 900</b>	<b>1 153 642</b>	<b>1 342 372</b>	<b>1 279 372</b>
Overtime		1%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		21%	21	21	21	21

**Trades 1****O3**

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

<b>Band</b>	C
<b>Grades</b>	7-8

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
12	196					
<b>Base Salary</b>			<b>1 001 300</b>	<b>1 195 500</b>	<b>1 304 645</b>	<b>1 330 403</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		57%	41 743	53 796	67 780	63 411
Additional Leave		0%	-	-	-	-
Housing Assistance		81%	15 000	180 016	180 016	195 821
Rental Assistance		27%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		69%	48 000	48 000	48 004	44 605
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 229 300</b>	<b>1 447 055</b>	<b>1 613 626</b>	<b>1 602 875</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		4%	30 940	36 052	40 631	36 455
Target Bonus / Incentive		4%	42 414	42 414	43 456	44 314
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 229 300</b>	<b>1 447 055</b>	<b>1 613 626</b>	<b>1 604 177</b>
Overtime		1%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		37%	21	21	21	21

**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.

<b>Band</b>	D
<b>Grades</b>	9-10

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
10	190					
<b>Base Salary</b>			<b>1 195 489</b>	<b>1 291 211</b>	<b>1 434 598</b>	<b>1 403 313</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		77%	51 657	53 796	65 406	64 749
Additional Leave		0%	-	-	-	-
Housing Assistance		76%	180 000	180 016	180 016	162 855
Rental Assistance		12%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		73%	48 000	48 000	48 004	43 257
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 398 881</b>	<b>1 489 529</b>	<b>1 621 223</b>	<b>1 629 930</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 398 881</b>	<b>1 489 529</b>	<b>1 621 223</b>	<b>1 629 930</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		13%	21	21	21	21



**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.

<b>Band</b>	E
<b>Grades</b>	11-12

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
9	102					
<b>Base Salary</b>			<b>1 291 200</b>	<b>1 473 850</b>	<b>1 838 400</b>	<b>1 566 171</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		51%	59 744	63 723	76 937	73 736
Additional Leave		0%	-	-	-	-
Housing Assistance		83%	15 000	15 000	180 016	110 971
Rental Assistance		43%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		84%	48 000	48 000	48 004	45 297
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 534 200</b>	<b>1 677 600</b>	<b>2 041 415</b>	<b>1 812 076</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 534 200</b>	<b>1 677 600</b>	<b>2 041 415</b>	<b>1 812 076</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		43%	21	21	21	21

**Technician 2****O6**

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

<b>Band</b>	F
<b>Grades</b>	13-14

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
8	35					
<b>Base Salary</b>			<b>1 906 501</b>	<b>2 202 301</b>	<b>2 807 455</b>	<b>2 439 745</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		97%	76 259	88 104	117 160	99 073
Additional Leave		0%	-	-	-	-
Housing Assistance		60%	180 016	180 016	180 016	182 871
Rental Assistance		0%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		60%	48 000	48 004	48 004	42 407
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>2 186 778</b>	<b>2 494 423</b>	<b>3 058 590</b>	<b>2 671 154</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>2 186 778</b>	<b>2 494 423</b>	<b>3 058 590</b>	<b>2 671 154</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		0%	-	-	-	-

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# Technical / Specialist

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## TECHNICAL / SPECIALIST

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**Technical Support**

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.

<b>T1</b>
<b>Band</b> D
<b>Grades</b> 9-10

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
15	873					
<b>Base Salary</b>			<b>703 185</b>	<b>746 388</b>	<b>1 195 489</b>	<b>995 695</b>
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	0%	-	-	-	-	-
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	93%	28 124	29 846	47 822	38 168	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	47%	180 016	180 016	180 016	178 790	
Rental Assistance	0%	-	-	-	-	-
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Transport Allowance	0%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	38%	24 002	48 000	48 004	39 612	
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Expat Allowance	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
<b>Fixed Remuneration</b>			<b>776 235</b>	<b>956 251</b>	<b>1 438 500</b>	<b>1 130 325</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	0%	-	-	-	-	-
Target Bonus / Incentive	0%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
<b>Total Remuneration</b>			<b>776 235</b>	<b>956 251</b>	<b>1 438 500</b>	<b>1 130 325</b>
Overtime	0%	-	-	-	-	-
Leave Passage	0%	-	-	-	-	-
Annual Leave	2%	21	21	21	21	

### Technical / Entry Level Specialist

T2

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

<b>Band</b>	E
<b>Grades</b>	11-12

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
19	967					
<b>Base Salary</b>			<b>839 692</b>	<b>1 195 489</b>	<b>1 256 484</b>	<b>1 213 184</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		88%	28 124	46 335	52 335	48 077
Additional Leave		0%	-	-	-	-
Housing Assistance		59%	180 016	180 016	180 016	183 817
Rental Assistance		0%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		59%	48 000	48 004	48 004	42 733
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 026 184</b>	<b>1 390 663</b>	<b>1 477 332</b>	<b>1 388 599</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		1%	44 270	46 794	53 556	48 474
Target Bonus / Incentive		1%	60 443	71 900	82 828	69 399
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 026 184</b>	<b>1 392 124</b>	<b>1 477 332</b>	<b>1 388 988</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		5%	21	21	21	21



**First Level Specialist****T3**

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

<b>Band</b>	F
<b>Grades</b>	13-14

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
22	2380					
<b>Base Salary</b>			<b>1 243 389</b>	<b>1 345 007</b>	<b>1 434 598</b>	<b>1 460 210</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		84%	51 057	53 796	59 484	63 224
Additional Leave		0%	-	-	-	-
Housing Assistance		61%	180 000	180 016	180 016	184 030
Rental Assistance		2%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		56%	48 000	48 004	48 004	43 132
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 398 803</b>	<b>1 543 429</b>	<b>1 667 131</b>	<b>1 653 333</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 398 803</b>	<b>1 543 429</b>	<b>1 667 131</b>	<b>1 653 630</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		5%	21	21	21	21

**Mid-level Specialist**

**T4**

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

<b>Band</b>	G
<b>Grades</b>	15-16

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
22	762					
<b>Base Salary</b>			<b>1 838 408</b>	<b>1 906 501</b>	<b>2 585 292</b>	<b>2 199 000</b>
<i>Benefits</i>						
Phone Allowance	0%	-	-	-	-	-
Medical / Health Insurance	1%	-	50 000	-	-	60 000
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	84%	73 546	76 259	103 418	98 141	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	55%	180 000	180 016	180 016	180 016	196 219
Rental Assistance	2%	180 000	180 000	180 000	180 000	180 000
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Transport Allowance	2%	120 000	120 000	120 000	120 000	96 923
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	44%	24 002	48 000	48 004	48 004	41 265
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Expat Allowance	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 911 953</b>	<b>2 124 424</b>	<b>2 688 710</b>	<b>2 412 702</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	0%	-	-	-	-	-
Target Bonus / Incentive	0%	-	-	-	-	-
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Other Cash Payment	0%	-	-	-	-	-
<b>Total Remuneration</b>			<b>1 911 953</b>	<b>2 124 424</b>	<b>2 688 710</b>	<b>2 413 059</b>
Overtime	0%	-	-	-	-	-
Leave Passage	0%	-	-	-	-	-
Annual Leave	6%	21	21	21	21	21

**Senior Specialist****T5**

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

<b>Band</b>	H
<b>Grades</b>	17-18

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
21	330					
<b>Base Salary</b>			<b>1 906 500</b>	<b>2 489 500</b>	<b>3 018 124</b>	<b>2 499 319</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		1%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		40%	88 104	107 723	136 343	142 990
Additional Leave		0%	-	-	-	-
Housing Assistance		79%	180 000	180 000	180 016	344 042
Rental Assistance		1%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		1%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		70%	48 000	48 000	48 000	46 481
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>2 078 210</b>	<b>2 717 500</b>	<b>3 232 142</b>	<b>2 864 766</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>2 078 210</b>	<b>2 717 500</b>	<b>3 232 142</b>	<b>2 865 841</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		8%	21	21	21	22

**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.

<b>Band</b>	I
<b>Grades</b>	19-20

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
14	98					
<b>Base Salary</b>			<b>2 544 900</b>	<b>3 408 291</b>	<b>3 739 300</b>	<b>3 404 974</b>
<i>Benefits</i>						
Phone Allowance		1%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		70%	91 913	121 185	149 570	132 645
Additional Leave		0%	-	-	-	-
Housing Assistance		69%	180 016	180 016	180 016	396 737
Rental Assistance		0%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		1%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		55%	24 002	48 004	48 004	50 163
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>2 775 091</b>	<b>3 604 248</b>	<b>4 191 289</b>	<b>3 804 050</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		0%	-	-	-	-
Target Bonus / Incentive		0%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>2 775 091</b>	<b>3 604 248</b>	<b>4 191 289</b>	<b>3 804 050</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		4%	-	-	-	-

**Leading Expert****T7**

Few stand-alone roles score at this level. They will be the organisation's most advanced specialists - the "subject matter experts" in a significant area of concern for the organisation. Jobholders in these roles will apply advanced specialised or technical principles, theories and concepts to resolve unusually complex technical problems.

<b>Band</b>	J
<b>Grades</b>	21-22

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
11	24					
<b>Base Salary</b>			<b>3 739 300</b>	<b>5 500 194</b>	<b>7 687 850</b>	<b>5 508 273</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		50%	114 617	213 658	318 712	232 466
Additional Leave		0%	-	-	-	-
Housing Assistance		63%	198 638	420 011	1 439 998	1 168 839
Rental Assistance		4%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		50%	42 621	48 004	52 965	285 241
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>3 984 283</b>	<b>6 551 977</b>	<b>8 254 699</b>	<b>6 505 151</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		8%	-	-	-	-
Target Bonus / Incentive		8%	-	-	-	-
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		4%	-	-	-	-
<b>Total Remuneration</b>			<b>3 984 283</b>	<b>7 194 477</b>	<b>8 254 699</b>	<b>6 575 457</b>
Overtime		4%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		8%	-	-	-	-



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# Leadership

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## LEADERSHIP

## Index of JobWise® Pathways

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**Leading Hand****L1**

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

<b>Band</b>	D
<b>Grades</b>	9-10

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
6	20					
<b>Base Salary</b>			<b>1 319 597</b>	<b>1 383 200</b>	<b>1 573 600</b>	<b>1 487 074</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		80%	70 898	107 529	117 328	94 820
Additional Leave		0%	-	-	-	-
Housing Assistance		40%	180 000	180 008	195 011	189 379
Rental Assistance		0%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		50%	48 000	48 002	48 004	45 602
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 477 718</b>	<b>1 541 303</b>	<b>1 648 590</b>	<b>1 661 483</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		45%	17 290	64 933	76 671	52 961
Target Bonus / Incentive		45%	13 832	13 832	14 398	14 026
Commission		0%	-	-	-	-
Callout / Shift Allowance		30%	-	20 000	-	20 833
Other Cash Payment		10%	-	-	-	-
<b>Total Remuneration</b>			<b>1 503 184</b>	<b>1 593 084</b>	<b>1 670 586</b>	<b>1 695 948</b>
Overtime		35%	10 056	11 594	21 494	20 079
Leave Passage		0%	-	-	-	-
Annual Leave		50%	21	21	21	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.

<b>Band</b>	E
<b>Grades</b>	11-12

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
11	27					
<b>Base Salary</b>			<b>1 344 981</b>	<b>1 605 673</b>	<b>1 872 454</b>	<b>1 603 111</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		67%	56 685	85 351	121 358	103 681
Additional Leave		0%	-	-	-	-
Housing Assistance		74%	180 000	180 016	238 980	243 546
Rental Assistance		4%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		44%	48 000	48 000	48 004	44 415
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 555 554</b>	<b>1 738 751</b>	<b>2 271 959</b>	<b>1 879 043</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		26%	69 231	74 196	90 691	80 093
Target Bonus / Incentive		26%	14 352	14 398	18 690	31 881
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		4%	-	-	-	-
<b>Total Remuneration</b>			<b>1 599 595</b>	<b>1 796 555</b>	<b>2 271 959</b>	<b>1 900 397</b>
Overtime		26%	28 301	109 624	204 951	135 737
Leave Passage		0%	-	-	-	-
Annual Leave		48%	21	21	21	21

<b>Supervisor I</b>		<b>L3</b>
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.		<b>Band</b> F
		<b>Grades</b> 13-14

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
17	78					
<b>Base Salary</b>			<b>1 755 183</b>	<b>1 987 297</b>	<b>2 585 300</b>	<b>2 131 438</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		68%	65 354	88 104	113 506	100 126
Additional Leave		0%	-	-	-	-
Housing Assistance		72%	180 000	180 016	180 016	192 618
Rental Assistance		6%	-	180 000	-	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		6%	-	120 000	-	120 000
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		58%	48 000	48 004	48 004	45 979
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>1 874 720</b>	<b>2 237 130</b>	<b>2 813 300</b>	<b>2 383 519</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		8%	-	112 622	-	147 635
Target Bonus / Incentive		8%	-	22 361	-	84 285
Commission		0%	-	-	-	-
Callout / Shift Allowance		1%	-	-	-	-
Other Cash Payment		0%	-	-	-	-
<b>Total Remuneration</b>			<b>1 886 361</b>	<b>2 237 130</b>	<b>2 813 300</b>	<b>2 395 004</b>
Overtime		6%	-	51 547	-	40 104
Leave Passage		0%	-	-	-	-
Annual Leave		24%	21	21	21	22

**Supervisor II****L4**

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

<b>Band</b>	G
<b>Grades</b>	15-16

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	115					
<b>Base Salary</b>			<b>1 978 496</b>	<b>2 297 996</b>	<b>2 693 007</b>	<b>2 367 455</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		50%	57 396	107 723	158 280	111 868
Additional Leave		0%	-	-	-	-
Housing Assistance		81%	15 000	180 000	180 016	160 166
Rental Assistance		23%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		0%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		70%	48 000	48 000	48 000	44 149
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>2 169 500</b>	<b>2 470 421</b>	<b>3 035 453</b>	<b>2 624 221</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		10%	109 397	122 966	200 206	178 075
Target Bonus / Incentive		10%	24 757	128 602	190 001	174 654
Commission		0%	-	-	-	-
Callout / Shift Allowance		1%	-	-	-	-
Other Cash Payment		3%	-	-	-	-
<b>Total Remuneration</b>			<b>2 210 523</b>	<b>2 480 000</b>	<b>3 064 708</b>	<b>2 646 793</b>
Overtime		7%	38 727	56 682	187 454	197 281
Leave Passage		0%	-	-	-	-
Annual Leave		40%	21	21	21	22

**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.

<b>Band</b>	H
<b>Grades</b>	17-18

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
18	75					
<b>Base Salary</b>			<b>2 543 392</b>	<b>3 220 879</b>	<b>3 720 901</b>	<b>3 293 409</b>
<i>Benefits</i>						
Phone Allowance	8%	-	82 800	-	-	85 200
Medical / Health Insurance	5%	-	-	-	-	-
Income Protection Insurance	0%	-	-	-	-	-
Life Insurance	0%	-	-	-	-	-
VNPF / Superannuation	63%	121 185	136 343	187 321	174 411	
Additional Leave	0%	-	-	-	-	-
Housing Assistance	73%	180 000	180 016	180 016	227 435	
Rental Assistance	5%	-	-	-	-	-
Utilities Allowance (water)	0%	-	-	-	-	-
Utilities Allowance (electricity)	0%	-	-	-	-	-
Car Allowance	0%	-	-	-	-	-
Transport Allowance	4%	-	-	-	-	-
Motor Vehicle	0%	-	-	-	-	-
Education Allowance	0%	-	-	-	-	-
Child Support Allowance	56%	48 000	48 000	48 004	46 020	
Travel Allowance	0%	-	-	-	-	-
Clubs / Professional Fees	0%	-	-	-	-	-
Expat Allowance	0%	-	-	-	-	-
Other Benefits	0%	-	-	-	-	-
<b>Fixed Remuneration</b>			<b>2 819 282</b>	<b>3 577 728</b>	<b>4 075 501</b>	<b>3 622 079</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive	9%	215 214	218 270	374 495	287 655	
Target Bonus / Incentive	9%	435 349	464 631	487 243	467 774	
Commission	0%	-	-	-	-	-
Callout / Shift Allowance	0%	-	-	-	-	-
Other Cash Payment	1%	-	-	-	-	-
<b>Total Remuneration</b>			<b>2 819 282</b>	<b>3 577 728</b>	<b>4 123 377</b>	<b>3 649 727</b>
Overtime	1%	-	-	-	-	-
Leave Passage	0%	-	-	-	-	-
Annual Leave	44%	21	21	21	22	

**Team Manager****L6**

Manages staff assigned to specified administrative, operational or technical roles who work independently as technical specialists. Ensures decisions of management are articulated and implemented. Manages and monitors work and associated budgets.

<b>Band</b>	I
<b>Grades</b>	19-20

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
16	60					
<b>Base Salary</b>			<b>2 692 997</b>	<b>3 408 304</b>	<b>4 444 806</b>	<b>3 556 853</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		0%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		70%	122 241	165 426	211 853	192 572
Additional Leave		0%	-	-	-	-
Housing Assistance		67%	180 000	180 016	184 672	253 974
Rental Assistance		2%	-	-	-	-
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		2%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		47%	48 000	48 002	48 004	45 100
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>2 980 725</b>	<b>3 804 144</b>	<b>4 719 000</b>	<b>3 896 265</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		12%	136 988	216 231	406 993	277 731
Target Bonus / Incentive		12%	218 522	550 645	599 395	416 400
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		2%	-	-	-	-
<b>Total Remuneration</b>			<b>2 980 725</b>	<b>3 804 144</b>	<b>4 751 906</b>	<b>3 929 275</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		32%	21	21	21	22



**Section Leader****L7**

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.

<b>Band</b>	J
<b>Grades</b>	21-22

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
10	45					
<b>Base Salary</b>			<b>3 408 304</b>	<b>4 199 988</b>	<b>5 000 403</b>	<b>4 633 019</b>
<i>Benefits</i>						
Phone Allowance		0%	-	-	-	-
Medical / Health Insurance		4%	-	-	-	-
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		67%	187 321	253 254	294 512	257 843
Additional Leave		0%	-	-	-	-
Housing Assistance		44%	41 250	569 999	720 012	489 251
Rental Assistance		11%	-	180 000	-	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		0%	-	-	-	-
Transport Allowance		7%	-	-	-	-
Motor Vehicle		0%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		31%	48 000	48 000	48 004	48 002
Travel Allowance		4%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>3 819 189</b>	<b>4 870 217</b>	<b>5 686 980</b>	<b>5 204 483</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		20%	302 640	315 751	400 125	342 630
Target Bonus / Incentive		20%	332 920	420 001	462 000	384 235
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		4%	-	-	-	-
<b>Total Remuneration</b>			<b>4 031 600</b>	<b>4 871 650</b>	<b>5 686 980</b>	<b>5 296 018</b>
Overtime		2%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		44%	21	21	21	21

**Function Manager****L8**

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

<b>Band</b>	K
<b>Grades</b>	23-24

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
19	42					
<b>Base Salary</b>			<b>4 682 900</b>	<b>4 682 900</b>	<b>5 522 738</b>	<b>5 036 519</b>
<i>Benefits</i>						
Phone Allowance		5%	-	-	-	-
Medical / Health Insurance		12%	-	102 500	-	236 680
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		48%	196 518	252 024	428 054	298 166
Additional Leave		0%	-	-	-	-
Housing Assistance		60%	50 000	50 000	720 012	297 201
Rental Assistance		17%	180 000	180 000	180 000	180 000
Utilities Allowance (water)		0%	-	-	-	-
Utilities Allowance (electricity)		0%	-	-	-	-
Car Allowance		7%	-	-	-	-
Transport Allowance		14%	-	457 500	-	410 833
Motor Vehicle		2%	-	-	-	-
Education Allowance		0%	-	-	-	-
Child Support Allowance		45%	48 000	48 000	48 000	46 737
Travel Allowance		0%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>4 800 900</b>	<b>5 012 150</b>	<b>6 668 438</b>	<b>5 508 955</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		14%	-	459 957	-	828 166
Target Bonus / Incentive		12%	-	473 330	-	763 818
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		2%	-	-	-	-
<b>Total Remuneration</b>			<b>4 810 140</b>	<b>5 078 950</b>	<b>6 818 993</b>	<b>5 636 789</b>
Overtime		2%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		67%	21	21	21	22

**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.

<b>Band</b>	L
<b>Grades</b>	25-26

Total Sample		Remuneration Data				
No. of Orgs	No. of Jobs	% Rec.	Lower Quartile	Median	Upper Quartile	Average
21	58					
<b>Base Salary</b>			<b>5 324 100</b>	<b>6 657 247</b>	<b>8 896 037</b>	<b>7 739 244</b>
<i>Benefits</i>						
Phone Allowance		21%	10 000	10 000	134 997	107 499
Medical / Health Insurance		21%	299 183	512 075	856 991	623 769
Income Protection Insurance		0%	-	-	-	-
Life Insurance		0%	-	-	-	-
VNPF / Superannuation		40%	338 868	542 814	719 804	557 609
Additional Leave		0%	-	-	-	-
Housing Assistance		57%	50 000	180 000	960 007	677 185
Rental Assistance		24%	180 000	540 000	900 000	675 714
Utilities Allowance (water)		2%	-	-	-	-
Utilities Allowance (electricity)		2%	-	-	-	-
Car Allowance		5%	-	-	-	-
Transport Allowance		16%	20 000	240 000	300 000	241 667
Motor Vehicle		16%	5 000 000	5 000 000	5 000 000	4 093 679
Education Allowance		12%	213 000	213 000	213 000	213 000
Child Support Allowance		36%	48 000	48 000	48 000	48 000
Travel Allowance		3%	-	-	-	-
Clubs / Professional Fees		0%	-	-	-	-
Expat Allowance		0%	-	-	-	-
Other Benefits		0%	-	-	-	-
<b>Fixed Remuneration</b>			<b>5 619 406</b>	<b>8 549 138</b>	<b>12 971 830</b>	<b>10 143 113</b>
<i>Cash / Variable Pay</i>						
Actual Bonus / Incentive		16%	1 699 125	1 974 354	2 816 332	2 128 264
Target Bonus / Incentive		14%	1 218 750	1 290 000	1 890 000	1 486 272
Commission		0%	-	-	-	-
Callout / Shift Allowance		0%	-	-	-	-
Other Cash Payment		2%	-	-	-	-
<b>Total Remuneration</b>			<b>5 619 406</b>	<b>8 549 138</b>	<b>12 971 830</b>	<b>10 507 499</b>
Overtime		0%	-	-	-	-
Leave Passage		0%	-	-	-	-
Annual Leave		59%	21	21	21	23



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# Appendices

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## APPENDIX A: PARTICIPATING ORGANISATIONS

The State Law Office

The Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity

The Ministry of Climate Change Adaptation, Geohazards, Meteorology and Energy

The Ministry of Education and Training

The Ministry of Finance and Economic Management

The Ministry of Foreign Affairs, International Cooperation and External Trade

The Ministry of Health

The Ministry of Infrastructure and Public Utilities

The Ministry of Internal Affairs

The Ministry of Justice

The Ministry of Lands, Mines and Water Resources

The Ministry of the Prime Minister

The Ministry of Tourism, Trade, Commerce and Ni-Vanuatu Business

The Ministry of Youth Development and Sports

National Bank of Vanuatu

Public Services Commission

QBE Insurance (Vanuatu) Limited

Reserve Bank of Vanuatu

SFAI Barrett and Partners

The National University of Vanuatu

Utilities Regulatory Authority

Vanuatu National Provident Fund

## APPENDIX B: EXPLANATION OF TERMS AND STATISTICS

Job Size	Grade	Strategic Pay Job Evaluation Grades, as a result of a job evaluation via SP5 or SP10, Strategic Pay's Job Evaluation methodologies.
	Points	The job evaluation points total as a result of a SP10 or SP5 job evaluation.
	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 base pay paid weekly, fortnightly or monthly annualised without the inclusion of any additional payments or benefits (such as allowances, superannuation, bonus etc.).
	Fixed Remuneration	Base Salary plus fixed or proportioned benefits such as vehicles, insurances, allowances, housing, rental assistance, additional leave, service payments, and superannuation contributions. Any definite benefits which are subject to tax measures have this tax amount paid by the firm included.
	Total Remuneration	The sum of all definite remuneration items base, cash and benefits. This excludes target amounts for bonus or incentives. This definition also excludes any overtime payments however any benefits which are subject to tax measure have this tax amount paid by the firm included.
Statistical Definitions	Upper Quartile (UQ)	The 75 <sup>th</sup> percentile at which 25% of the data is higher than this point.
	Median (Med)	The 50 <sup>th</sup> 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 <sup>th</sup> 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.
Remuneration Item	Actual Bonus	Performance bonus. Actual amounts paid to recognise the achievement of individual, team or organisation goals.
	Motor Vehicle	Vehicles have been included in this analysis on the basis of the value to the employee. In most cases, the value assigned to the vehicle benefit is substantially lower than the full costs of running that vehicle.
	Phone Allowance	Actual dollar amount paid toward telephone rental.
	Superannuation	Actual dollar amount that the organisation contributes to superannuation.
	Health Insurance	Payments made by the employer to cover all or some of the costs of a health care scheme, or other medical cover.
	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 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:

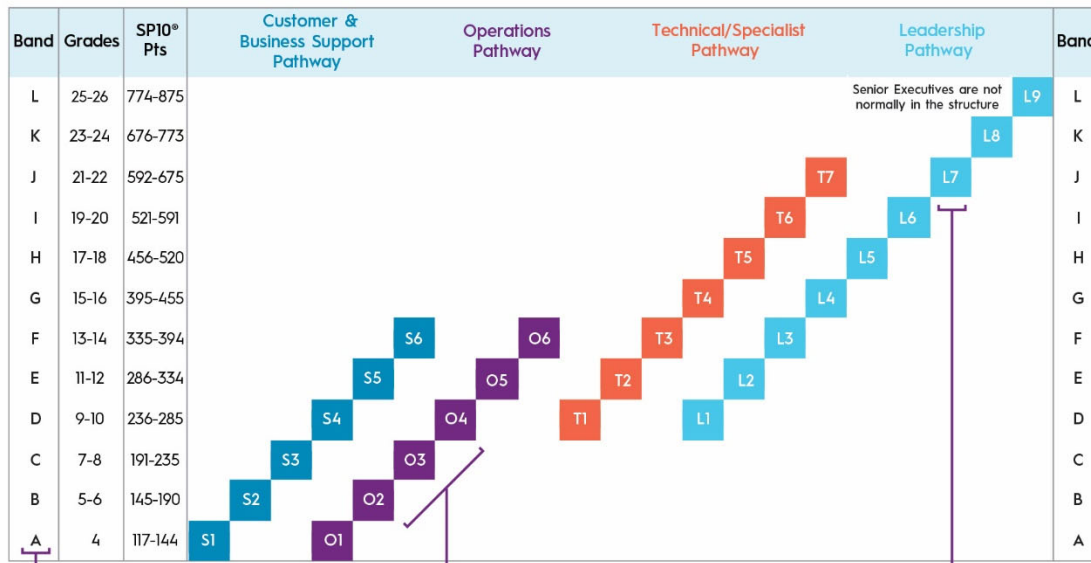
Company Car Level of Use	Value for Remuneration Purposes
Full use	40% of new vehicle purchase price
Full use except holidays	35% of new vehicle purchase price
Working week only	30% of new vehicle purchase price
Business use only (tool of trade)	0 (no remuneration value)
Business use plus home to work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

APPENDIX D: JOBWISE: SIZING MADE SIMPLE



JobWise® is a job sizing approach for assigning jobs to generic career pathways, and to the job level that best matches the job content and skill requirements. JobWise® combines the simplicity, transparency and speed of job matching with the underlying logic and rigour of Strategic Pay's points factor job evaluation tools.

The JobWise® framework



**SALARY BANDS**  
A banded pay structure that can be linked directly to market data from benchmark job and job evaluated surveys. Each pathway may have strategy and salary bands.

**CAREER PATHWAYS**  
Language ladders that set out the hierarchy of roles across broad functional areas. Each of the ladders is defined in terms of levels that define the nature of work and its associated competency and skill requirements.

**JOB LEVELS**  
Identifiable profiles that map the inter-relationship between expertise, work complexity, impact and scope.

All jobs are allocated to career pathways and bands based on the JobWise® descriptors.

Once the job matrix has been agreed, benchmark jobs can then be compared against the market and the appropriate market remuneration information collected. The tangible output from this step is a pay structure with a minimum, mid-point and maximum for each band reflecting an organisation's remuneration policy. There is also flexibility to segment market data and midpoints based on particular pathways or particular job families based on organisation need (e.g. market shortage, strategic positioning).

This form of job sizing is known as analytical job matching. Unlike most analytical job matching tools, which simply offer the broad descriptors for each band and level, JobWise® is underpinned by indicative SP10® evaluation profiles. In this way all JobWise® evaluations can be verified by conventional job evaluation.

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.

Related job evaluation tools and services:

- Data entry and audit tools
- Job statements detailing factor scores and factor language
- RemWise® salary management software
- Job evaluation training and refresher courses
- Employee communication

## APPENDIX E: ABOUT STRATEGIC PAY

At Strategic Pay we provide innovative solutions to help organisations meet their strategic remuneration, performance development and improvement goals. We help improve your overall performance by ensuring employee effort, remuneration and rewards are closely aligned with business objectives.

### Deliver Strategic Rewards

We work with 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, performance and incentives advice
- 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

We offer an unrivalled suite of over 30 nationwide and specialist industry and sector remuneration survey reports, based on New Zealand's largest remuneration database.

### Use Smart Technology

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

- RemWise®: a remuneration tool to manage all aspects of your salary review, market data and survey submissions
- Rem On-Demand®: online access to remuneration reports, resources 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 matching the right people to accountabilities best designed to deliver the strategy in your organisation.

### Build Capability

Through a range of workshops, we provide clients with comprehensive short courses in Remuneration. We also offer training programmes that can be tailored to meet your specific requirements.

### Consulting

Strategic Pay services clients across New Zealand and the Pacific from our various locations. Our consultants regularly travel around the country and overseas to visit clients and are happy to meet wherever you are.

Find out more at [www.strategicpay.co.nz](http://www.strategicpay.co.nz)