

**SPREP Support Staff**

**Triennial Remuneration Review**

**July 2006**

Prepared by:  
**Betham & Co.**  
July 2006

# **SPREP Support Staff Triennial Remuneration Review**

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## **Executive Summary**

This survey follows the terms of reference pursuant to a consultancy agreement dated July 18, 2006 between the Secretariat of the Pacific Regional Environment Programme (SPREP) and J T Betham of “Betham & Co” Apia, Samoa. Refer Appendix 7 for the terms of reference. The survey covers the public and private sector employers/employees in the local general employment market in Samoa for local support staff positions in SPREP.

### **Major Driver of recent significant salary increases**

Average salary compensation for all employees has been significantly driven by the substantial across the board salary increases by the Public Service effective on July 1, 2005. For local staff grades below the level of local contract officers as defined by the Public Service Commission for their salary gradings, the effective increase for public servants on July 1, 2005 was 21% followed by 10.5% on July 1, 2006 with the last 10.5% tranche (all of the percentages are based on the salary levels as at June 30, 2005) to be effective on July 1, 2007 to complete the 42% total increase approved as from July 1, 2005.

### **Proposed Public Service salary increase of 10.5% effective July 1, 2007**

For the purpose of this survey the next planned Public Service salary increase rate of 10.5% to be effective on July 1, 2007 has not been considered as it is ahead of the date of this survey.

Demand for senior managers and professionals in finance/accounting, information technology; human resources development and training; and qualified skilled tradesmen are high especially for those with tertiary and professional or trade qualifications.

## Recommendations

### Salary

It is recommended that salary increases be considered in accordance with the table as shown in Appendix 1. This table follows the terms of reference whereby the CROP support staff salary practice line be 10% above the upper quartile of the general market median and that the salary scale range be within +/-20% of the midpoint. Refer also to Appendices 3 and 4.

The ranges of salary increases would range from a maximum of 27% to 5% depending on the grades.

### Comparator Market and CROP support staff salary practice guidelines

For each SPREP grade, the current SPREP midpoint salary position; the midpoint (or 50<sup>th</sup> percentile) general market; the upper quartile general market and the upper quartile plus 10% that form the basis of the recommendations are depicted in table and graph forms in Appendices 3 and 4.

### Estimated annual increased costs of suggested salary adjustments

The estimated annual increased costs for this adjustment excluding the NPF contribution of 7% would be no more than **\$120,864** (refer Appendix 2) and will in fact be **less** depending on which step of each grade the current affected local staff member is on.

### Benefits (Refer Appendix 6)

As can be seen in Appendix 6, SPREP (except for long service benefits) is easily the market leader in terms of staff benefits when compared to the Apia General Market

## Methodology used and size of sample

### Approximate size of market sample

Relevant data on salaries and benefits were obtained from nineteen of the large to middle size organization representatives of the major employer groups (including Government Departments and Ministries, Government Corporations and State owned enterprises, as well as employers from the private sector) employing as a group a total of about 17,700 workers or 84% of the total employees who are formally employed- Refer Appendix 5.

The current composition of the current market for formally employed workers is depicted in the following table.

**Table 1 Composition of formal employment sector in Samoa July 2006<sup>1</sup>**

	<b>Number of employees</b>	<b>Percentage of total market</b>
Top 25 employers	9200	44%
PSC and Government Ministries	5262	25%
Government Corporations and SOE	2952	14%
Casual workers in Government	300	1%
Others e.g. Construction workers	3286	16%
<b>Total</b>	<b>21,000</b>	<b>100%</b>

In selecting the data, the following general guidelines were applied.

### **Positions with similar or same job titles were selected.**

In the main, positions with similar or same job titles were selected for the survey.

As in the past survey, it should be noted that finding a suitable basis in the Apia General Market for comparison of grades and positions has been difficult.

Unlike Fiji for example where there are commercial firms that compile regular employment and remuneration survey statistics for the local markets, such a comprehensive database does not yet exist for the Apia General Market.

<sup>1</sup> As per Accident Compensation Corporation analysis

## **UNDP comparative salary grades**

Our comparisons do not include UNDP as this organization is not regarded as a typical general market indicator due to its tax-exempt status for local employees.

This exclusion is supported by the fact that the list in the Fiji All Organizations Market used in a similar review for Fiji based CROP agencies also excludes UNDP and other UN agencies.<sup>2</sup>

## **Comparator market and CROP support staff practice indicators**

The principles observed in this review are:

- \* The comparator market for support staff is the local general employment market
- \* That support staff salary practice line be 10% above the upper quartile of the general market and
- \* The salary scale range be within +/- 20% of the midpoint. Appendices 3 and 4 shows how the upper quartile of the general market has been identified and how the 10% parameter has been applied to the upper quartile or 75% percentile of the general market.
- \* For the purpose of this report, we have adhered to our terms of reference attached in Appendix 7 that the SPREP local staff salaries be 10% above the upper quartile of the general market.

This comparison shows that:

- \* Except for D/E, all current SPREP midpoint salaries are less than the market quartile.

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<sup>2</sup> Refer March 2006 Support Staff Positions - remuneration exercise prepared by PricewaterhouseCoopers.

\* Grades F1 and B/C show the biggest percentage shortfall compared to the upper quartile and therefore these grades attract the highest percentage rate suggested salary increases.

\* After the 10% of the upper quartile of the general market has been added, all grades require a salary increase ranging from 5% to 27% based on midpoint salary figures.

\* The above results reflect the significant salary increases in the Apia employment market since the last review and the relatively higher demand for good financial and skilled and unskilled trades people.

### **Consultations with relevant stakeholders and interested parties**

Discussions were held with some of the major employers including the Public Service Commission; the National University- Institute of Higher Education and Institute of Technology; Financial Institutions; major employers in the private sector and the major State owned enterprises and Government Corporations as well as with SPREP management; staff committee members; and support staff prior to the finalization of this report.

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# Appendices



**SUGGESTED SALARY SCALES**

SPREP Support Staff Grade		Minimum	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7	Point 8	Maximum
<b>F3</b>	<b>Current</b>	\$25,000	\$26,400	\$27,800	\$29,200	\$30,600	\$32,000	\$33,400	\$34,800	\$36,200
	<b>Suggested</b>	\$27,453	\$29,169	\$30,885	\$32,601	\$34,317	\$36,033	\$37,749	\$39,465	\$41,181
	<b>% Increase</b>					12%				
<b>F2</b>	<b>Current</b>	\$19,176	\$20,354	\$21,532	\$22,710	\$23,888	\$25,066	\$26,244	\$27,422	\$28,600
	<b>Suggested</b>	\$22,080	\$23,460	\$24,840	\$26,220	\$27,600	\$28,980	\$30,360	\$31,740	\$33,120
	<b>% Increase</b>					16%				
<b>F1</b>	<b>Current</b>	\$15,552	\$16,108	\$16,664	\$17,220	\$17,776	\$18,332	\$18,888	\$19,444	\$20,000
	<b>Suggested</b>	\$17,496	\$18,589	\$19,682	\$20,775	\$21,868	\$22,961	\$24,054	\$25,147	\$26,240
	<b>% Increase</b>					23%				
<b>D/E</b>	<b>Current</b>	\$8,304	\$8,866	\$9,428	\$9,990	\$10,552	\$11,114	\$11,676	\$12,238	\$12,800
	<b>Suggested</b>	\$8,904	\$9,460	\$10,016	\$10,572	\$11,128	\$11,684	\$12,240	\$12,796	\$13,352
	<b>% Increase</b>					5%				
<b>B/C</b>	<b>Current</b>	\$5,544	\$5,876	\$6,208	\$6,540	\$6,872	\$7,204	\$7,536	\$7,868	\$8,200
	<b>Suggested</b>	\$6,999	\$7,437	\$7,875	\$8,313	\$8,751	\$9,189	\$9,627	\$10,065	\$10,503
	<b>% Increase</b>					27%				

**Computation of additional estimated costs per annum  
on suggested salary increases- July 2006 Salary Review.**

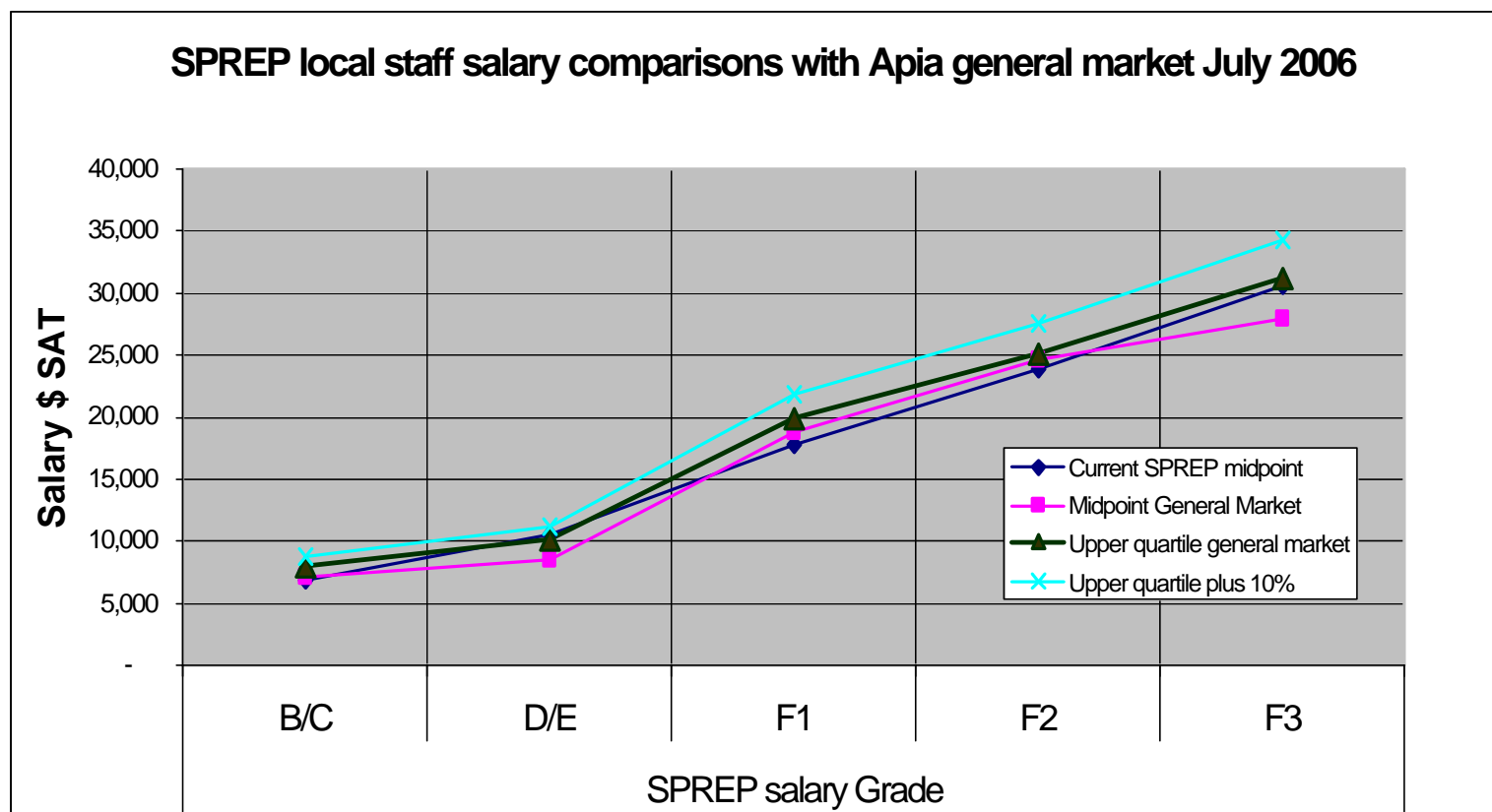
Assumption: Maximum salaries for each grade are used for this exercise

Current SPREP staff	Current Position	Current salary \$	Suggested salary \$	Additional Costs \$
1	F3	36,200	41,181	4,981
2	F3	36,200	41,181	4,981
3	F3	36,200	41,181	4,981
4	F3	36,200	41,181	4,981
5	F2	28,600	33,120	4,520
6	F2	28,600	33,120	4,520
7	F2	28,600	33,120	4,520
8	F2	28,600	33,120	4,520
9	F2	28,600	33,120	4,520
10	F2	28,600	33,120	4,520
11	F1	20,000	26,240	6,240
12	F1	20,000	26,240	6,240
13	F1	20,000	26,240	6,240
14	F1	20,000	26,240	6,240
15	F1	20,000	26,240	6,240
16	F1	20,000	26,240	6,240
17	F1	20,000	26,240	6,240
18	F1	20,000	26,240	6,240
19	F1	20,000	26,240	6,240
20	F1	20,000	26,240	6,240
21	D/E	12,800	13,352	552
22	D/E	12,800	13,352	552
23	D/E	12,800	13,352	552
24	D/E	12,800	13,352	552
25	B/C	8,200	10,503	2,303
26	B/C	8,200	10,503	2,303
27	B/C	8,200	10,503	2,303
28	B/C	8,200	10,503	2,303
<b>Estimated additional annual costs</b>				<b>\$120,864</b>

Note: Does not include NPF additional costs

### Comparisons with Apia General Market

	SPREP salary Grade				
	B/C	D/E	F1	F2	F3
Current SPREP midpoint	6,872	10,552	17,776	23,888	30,600
Midpoint General Market	7,107	8,501	18,760	24,632	27,940
Upper quartile general market	7,955	10,116	19,880	25,091	31,197
Upper quartile plus 10%	8,751	11,128	21,868	27,600	34,317



## Comparative Market and CROP support salary practice indicators

Current Mid point SPREP	Midpoint General Market	Employers	Mid point Market	Market Upper quartile	Upper quartile plus 10%	Effective % increase
<b>F3</b> 30,600	<b>34,453</b> <b>30,967</b> <b>Upper Quartile</b> 30,000 28,972 28,361 27,000 26,886 22,410 22,410	SOE- Airline Industry Large Superannuation- SOE Private sector-Financial Institution Large SOE PSC Professional firm Tertiary Diplomatic Mission Private Sector	27,940	<b>31,197</b>	34,317	12%
<b>F2</b> 23,888	<b>25,550</b> <b>Upper Quartile</b> 25,009 25,000 23,818 23,784	Govt Dept PSC Professional firm Private SOE- Airline	24,632	<b>25,091</b>	27,600	16%
<b>F1</b> 17,776	<b>21,000</b> <b>20,966</b> <b>Upper Quartile</b> 18,893 18,160 17,750 17,550 17,000	Financial Institution Tertiary Large SOE PSC Large Govt Corp NGO Professional firm	18,760	<b>19,880</b>	21,868	23%
<b>D/E</b> 10,552	<b>11,731</b> <b>11,250</b> <b>Upper Quartile</b> 10,636 8,320 7,500 7,500 7,319 7,170 7,100 6,480	Tertiary Financial Institution Diplomatic Private Govt Int Finance Centre Professional firm SOE Airline PSC Large SOE Govt Corp	8,501	<b>10,116</b>	11,128	5%
<b>B/C</b> 6,872	<b>8,803</b> <b>8,370</b> <b>Upper Quartile</b> 7,475 7,250 6,476 5,921 5,455	Diplomatic Mission Tertiary Large SOE Financial Institution PSC Govt Corp SOE Airline	7,107	<b>7,955</b>	8,751	27%

<b>Summary of Apia General Market survey July 2006</b>										
SPREP Grading and Position	MED	Comparable Market Equivalent	PSC	PSC	Tertiary	Tertiary	Gvt Corp	Gvt Corp	Diplomatic	Diplomatic
	SPREP	Positions		Overall		Overall		Overall		Overall
	Grade		Median	Median	Median	Median	Median	Median	Median	Median
	\$		\$	\$	\$	\$	\$	\$	\$	\$
<b>F3</b>	30,166									
Administration Officer		A14 Snr Management Officer	29,836	28,361					22,410	
Personnel Assistant to Director		A13 Executive Asst to CEO	26,886		26,886	26,886			22,410	
Personnel Assistant to D/ Director									22,410	
<b>F2</b>	23,833									
Assistant Accountant		A12 Senior Accountant	24,216							
Property Services Officer		A13	26,886							
Secretary to Managers (Programmes/Corporate		A13	26,886							
Registry Supervisor		A13 Records Management Officer	26,886	25,009						
Conference and Travel Officer		A12	24,216							
		Senior Legislative Committee Secretary	24,739							
		Senior Finance Officer- Min of Women e	21,238							
<b>F1</b>	16,666		-							
Finance Officers		A12	21,689		21,689					
Administration Assistant		A9	17,303			20,966				
Programme Assistants		A9	17,303	18,160						
Maintenance Tradesmen		A8	15,165		24,216					
Assistant Librarian (Note 6)			-		16,994					
		Community Dev Org Coordinator-NGO	19,000							
		Assistant Business Trainer- SBEC	18,500							
<b>D/E</b>	10,666									
		A6	6,322							
Driver/Clerk		A6	6,322		10,404		6,480	6,480	10,636	
Registry Clerk		A5	9,207	7,170	16,115	11,731				
Handyman		A4	7,677		10,562					
Receptionist		A4	6,322		9,843					
<b>B/C</b>	6,833		-		-					
Groundsman/Gardener		A4	7,677							
Teaperson/Cleaner/Clerical Assistant		A3	6,176				6,150			
Nightwatchman/Security		A3	6,176	6,476		8,370	5,235	5,921		
Cleaner/Teaperson/Messenger		A3	6,176				6,150			
Cleaner		A3	6,176				6,150			

<b>Summary of Apia General Market survey July 2006</b>										
SPREP Grading and Position	MED	Comparable Market Equivalent	PSC	Govt Dept	Large	Educational	Gvt Corp	Business	Diplomatic	Professional
	SPREP	Positions			SOE			Training etc		firm
	Grade		Median	Median	Median	Median	Median	Median	Median	Median
	\$		\$	\$	\$	\$	\$	\$	\$	\$
<b>F3</b>	30,166									
Administration Officer										
Personnel Assistant to Director		Private transport 22410			28,972					27,000
Personnel Assistant to D/ Director										
<b>F2</b>	23,833									
Assistant Accountant										
Property Services Officer										
Secretary to Managers (Programmes/Corporate										
Registry Supervisor										
Conference and Travel Officer		Private 23818		25,550						25,000
<b>F1</b>	16,666									
Finance Officers										
Administration Assistant										
Programme Assistants								17,750		17,000
Maintenance Tradesmen										
Assistant Librarian					18,893	17,550				
<b>D/E</b>	10,666									
Driver/Clerk										7,500
Registry Clerk										
Handyman								7,500		
Receptionist										
<b>B/C</b>	6,833									
Groundsman/Gardener										
Teaperson/Cleaner/Clerical Assistant										
Nightwatchman/Security										
Cleaner/Teaperson/Messenger										
Cleaner									8,803	

<b>Summary of Apia General Market survey July 2006</b>										
				<i>Financial</i>				<i>Large</i>		
SPREP Grading and Position	MED	Comparable Market Equivalent	<i>Travel</i>	<i>Institution</i>	<i>Tertiary</i>	<i>Private</i>	<i>Large</i>	<i>Super</i>	<i>Diplomatic</i>	<i>Diplomatic</i>
	SPREP	Positions					<i>SOE</i>	<i>Fund</i>		<i>Overall</i>
	Grade		<b>Median</b>	<b>Median</b>	<b>Median</b>	<b>Median</b>	<b>Median</b>	<b>Median</b>	<b>Median</b>	<b>Median</b>
	\$		\$	\$	\$	\$	\$	\$	\$	\$
<b>F3</b>	30,166									
Administration Officer										
Personnel Assistant to Director		Airline 34452		30,000				30,967		
Personnel Assistant to D/ Director										
<b>F2</b>	23,833									
Assistant Accountant										
Property Services Officer										
Secretary to Managers (Programmes/Corporate										
Registry Supervisor		Airline 23783								
Conference and Travel Officer										
<b>F1</b>	16,666									
Finance Officers										
Administration Assistant										
Programme Assistants										
Maintenance Tradesmen				21,000						
Assistant Librarian										
<b>D/E</b>	10,666									
				7,500						
Driver/Clerk				12,500						
Registry Clerk		7,985	7,319	12,500	11,250	8,320	7,100			
Handyman		6,653		12,500						
Receptionist										





<b>Summary of General Market Benefit Survey Results</b>				
<b>Type of benefit</b>	<b>SPREP benefits</b>	<b>Comparison with market</b>	<b>Market best benefit</b>	<b>Comments</b>
<b>Annual Leave</b>	15 working days	<i>Not as good as the biggest employer, the Public Service for longer serving employees. The better benefits that the Public Service offers kicks in only after 15 years of service but starts off with only 10 working days before then. However it is likely that for most of the employers excluding the Public Service and State owned enterprises, the standard 10 working days minimum as stipulated by law would prevail.</i>	20 to 30 working days for major tertiary institutions	<i>Public Service offers 20 days after 15 years of service. Prior to 15 years, the leave is only 10 working days and therefore less attractive than SPREP for the first 15 years. Because SPREP's employment conditions are not considered long term career positions as public servants, the additional leave after 15 years of service may not be that relevant for comparable purposes.</i>  <i>The 20 to 30 working days is unique only to the two largest tertiary institutions in Samoa and would not therefore represent a typical employer condition for the Apia general market.</i>
<b>Accumulation of leave</b>	Maximum of 50 days with Director's approval	<i>This is equivalent to 3.33 years of accumulated leave and is the best offered in the market including the Public Service</i>	SPREP	
<b>Sick leave</b>	30 days .Maximum accumulated up to 90 days. Uncertified leave without medical certificate up to 6 days.	<i>SPREP offers the best standard leave provisions. However in the Public Service and the two major tertiary institutions there is discretion for the CEO to grant additional sick leave in cases of chronic or prolonged illnesses.</i>	SPREP for standard conditions	

<b>Summary of General Market Benefit Survey Results</b>				
<b>Type of benefit</b>	<b>SPREP benefits</b>	<b>Comparison with market</b>	<b>Market best benefit</b>	<b>Comments</b>
<b>Maternity leave</b>	<i>60 working days on full pay</i>	<i>SPREP offers the best in terms of standard benefits. Only the tertiary institutions offer better (up to 80 working days with full pay but only with the approval of the Vice Chancellor)</i>	<i>SPREP for standard conditions</i>	<i>SPREP offers much better benefits than the Public Service, which grants a total of 40 working days on full pay.</i>
<b>Paternity leave</b>	<i>Maximum of 6 days per year but same leave has to be shared with bereavement cases.</i>	<i>SPREP offers fewer benefits than most of the major employers including the Public Service.</i>	<i>Major tertiary institution that offers 10 working days on full pay plus 5 to 10 days bereavement leave.</i>	<i>The Public Service offers 5 working days per year on full pay plus 3 days plus traveling time for bereavement leave.</i>
<b>Study/Exam</b>	<i>Leave credit on</i>	<i>In line with market</i>	<i>Most of the large organizations provide similar benefits</i>	
<b>Training leave</b>	<i>Reimbursement of fees for successful completion of approved training courses</i>	<i>As above</i>	<i>As above</i>	
<b>Health</b>	<i>For staff and dependents- all reasonable medical, dental and optical expenses</i>	<i>The Public Service does not provide this type of cover. However for other large organizations and for all international ones, it is not unusual for them to pay for medical services for employees. Therefore it is considered that SPREP is in line with best practice in this sector.</i>	<i>SPREP is the market leader</i>	
<b>Death or disability</b>	<i>This is covered by SPREP's life insurance staff policy whereby cover is payable on death of an employee for three times the annual salary. SPREP also has a life and disability insurance benefit</i>	<i>SPREP has the best benefit for death, life and disability of an employee. The Public Service may pay up to 12 months salary to an employee who is unable to continue working due to a disability from an accident or illness arising out of and in the course of employment.</i>	<i>SPREP is the market leader for these benefits.</i>	

<b>Summary of General Market Benefit Survey Results</b>				
<b>Type of benefit</b>	<b>SPREP benefits</b>	<b>Comparison with market</b>	<b>Market best benefit</b>	<b>Comments</b>
<b>Bereavement leave</b>	<i>5 days or maximum of 6 days plus minimum travel time.- but this is also shared with paternity leave.</i>	<i>Number of days offered by SPREP is equal to or better than most large organizations including the Public Service. However other organizations extend the criteria for qualification to include an employee who is required to take full responsibility for funeral arrangements (Public Service) and to grandparents, aunts, uncles, and in laws (NUS).</i>	<i>Public Service and National University of Samoa.</i>	
<b>Leave without pay</b>	<i>At discretion of Director</i>	<i>SPREP is similar to most large organizations</i>	<i>Similar benefits for most employers surveyed.</i>	
<b>Special leave</b>	<i>Yes under Regulation 27 (c) and (d) of SPREP staff regulations</i>	<i>Public Service and National University offer special leave with or without pay for special occasions such as participation in national sporting teams, cultural or other national representation.</i>	<i>SPREP is in line with the best practice and with Public Service and National University</i>	
<b>Superannuation or National Provident Fund contributions</b>	<i>7% of basic salary</i>	<i>This is better than most employers who pay the standard 5%. The only exceptions are the tertiary institutions that pay 10% of basic salary.</i>	<i>Tertiary institutions who pay 10% of basic salaries on behalf of employees</i>	
<b>Overtime</b>	<i>As per Labour and Employment legislation</i>	<i>Same as with all employers</i>	<i>Same for all employers</i>	
<b>Meal allowances and Transport for overtime</b>	<i>\$10 plus transport</i>	<i>Similar to most organizations although rates of meal allowances may differ slightly.</i>		
<b>Long service leave</b>	<i>Not applicable</i>	<i>Public Service offers the best benefits in the market</i>	<i>Public Service</i>	
<b>Resignation leave</b>	<i>Not applicable</i>	<i>Public Service offers the best benefits in the market</i>	<i>Public Service</i>	
<b>Retirement leave</b>	<i>Not applicable</i>	<i>Public Service offers the best benefits in the market</i>	<i>Public Service</i>	