

# PUSA 2018 Opinion Survey on Salary Adjustment

Data Bank (January 2019)

# Table of Content

Slide#	Topic
2-4	BACKGROUND
5-7	BACKGROUND: Remarks on the Questions
8-9	BACKGROUND: HARD DATA
10-19	OVERALL CAPTURES
20-64	Responses to Questions 2 to 9 (analyzed by Job Nature, Year of Service, Current Contract Status, Age, Retirement/End of Contract Benefits)

# BACKGROUND

- There are two components in the existing Salary Review and Reward System (SRRS), the **annual General Adjustment (GA)** that is identical with the one Civil Servants are given, and the **Merit-based Salary Adjustment (MBSA)**.
- PUSA was given to understand that **Senior Management, when starting to review the entire SRRS, did come up with an option of whether to incorporate performance-based assessment into the GA or not.**
- However, GA has been understood for the purpose of alleviating negative impacts on staff due to inflation and to maintain staff morale instead of performance-assessing. It was against this backdrop that PUSA conducted this e-survey. PUSA was grateful to the service of Statistical Advisory Unit of AMA in the data collection and analysis process.

## BACKGROUND

- The e-survey was conducted between 6 – 13 November 2018.
- 1489 responses were received.

## BACKGROUND: Remarks on the 15 Questions

- 10 of them are for opinions on salary adjustment
- the other 5 are for personal particulars for analysis

## BACKGROUND: Remarks on the Questions 1-10

### Opinion on Salary Adjustment:

- 1 on whether GA should be linked with work performance
  - Question 1
- 4 on Impacts if GA is linked with work performance
  - Questions 2-5
- 3 on the “Annual Appraisal Exercise” and University’s policies
  - Questions 6-8
- 2 related to consultation and action
  - Questions 9-10
- For Question 1, respondents choose ‘Yes’ or ‘No’.
- Responses for Questions 2 to 10 are collected under a 5-point Likert scale
  - 1 = ‘Fully Disagree’, 2 = ‘Disagree’, 3 = ‘Neutral’, 4 = ‘Agree’, 5 = ‘Fully Agree’

# BACKGROUND: Remarks on the Questions 11-15

## Personal Particulars for Analysis:

- Job nature
  - Question 11
- Current contract status
  - Question 12
- Retirement/End of contract benefits
  - Question 13
- Years of service
  - Question 14
- Age
  - Question 15

## BACKGROUND: HARD DATA (I)

- 1489 respondents
- Of the 1489 respondents, 327 of them (22.0%) are academics (12.4% professorial track, 9.5% teaching track), representing 24.2%(\*) of the total number of academic staff. (12.4% professorial track, 9.5% teaching track)
- Of the 1489 respondents, 1162 of them (78.0%) are non-academics (57.5% administrative including clerical, 20.6% technical), representing 43.6% (\*) of the total number of non-academic staff.
- Current contract status:
  - Contract 48.7%
  - Regular term 39.3%
  - Superannuable term 12.0%

(\*) The percentages are calculated from PolyU Official Statistics as of 31 October 2017.



## BACKGROUND: HARD DATA (II)

- Retirement / End of contract Benefits
  - PolyU Superannuation Fund (Part A) 11.4%
  - PolyU Superannuation Fund (Part B) 5.9%
  - MPF with gratuity 41.2%
  - MPF 41.4%
- Years of service
  - Less than 5 years 34.2%
  - 5 to less than 10 years 19.0%
  - 10 to less than 15 years 17.8%
  - 15 years or above 29.0%
- Age
  - Below 30 12.3%
  - 30 to 39 34.3%
  - 40 to 49 29.9%
  - 50 to 59 22.6%
  - 60 or above 0.9%

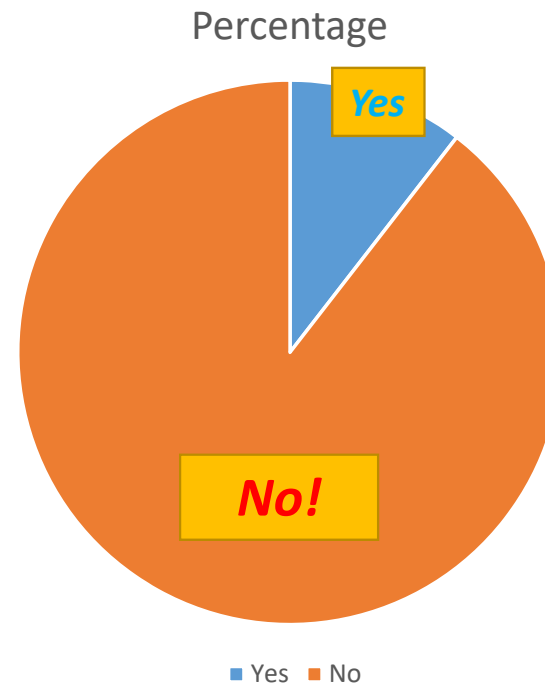
## OVERALL CAPTURES (I)

- Q1: *The 'General Adjustment' pay rise percentage should be linked with the work performance of staff.*

Overall response:

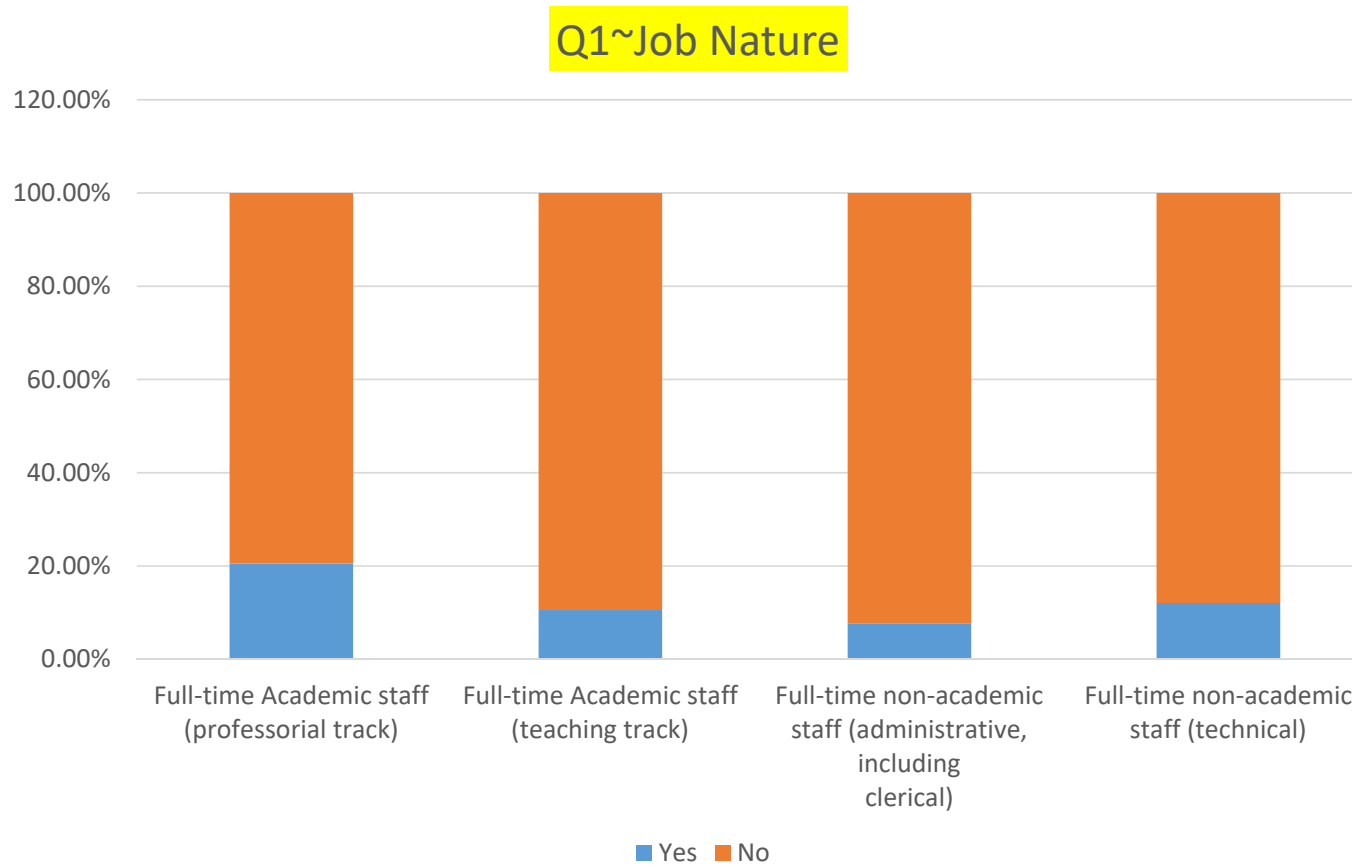
Yes – 10.5% (156 out of 1489)

**No – 89.5% (1333 out of 1489)**



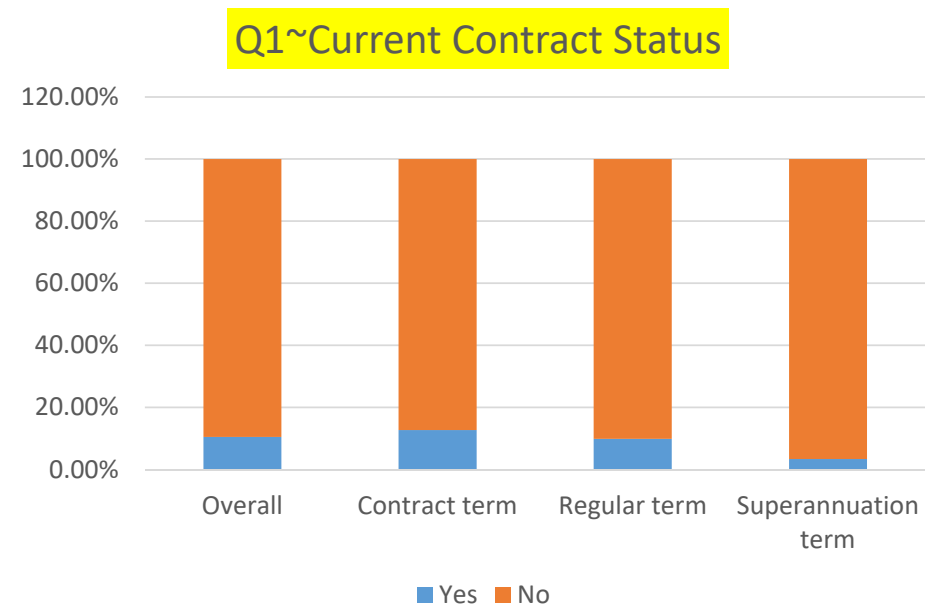
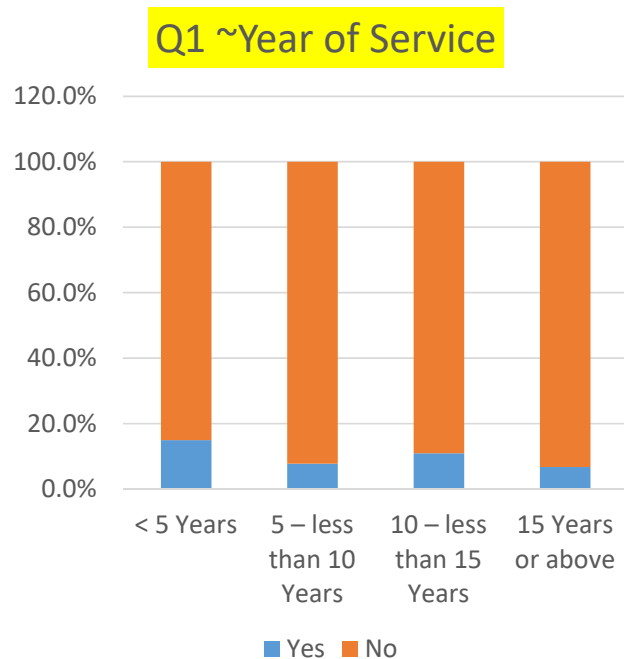
## OVERALL CAPTURES (II)

- Q1: *The 'General Adjustment' pay rise percentage should be linked with the work performance of staff.*



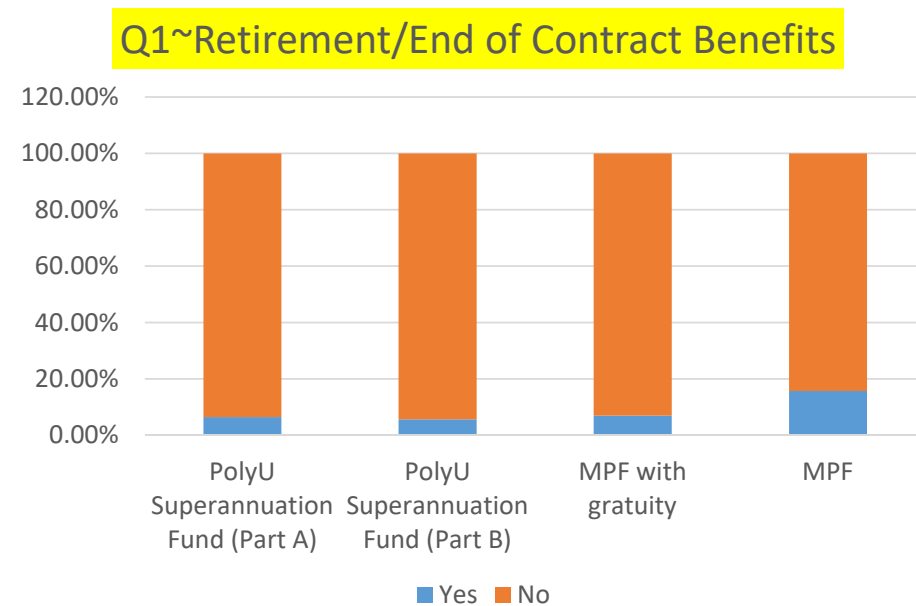
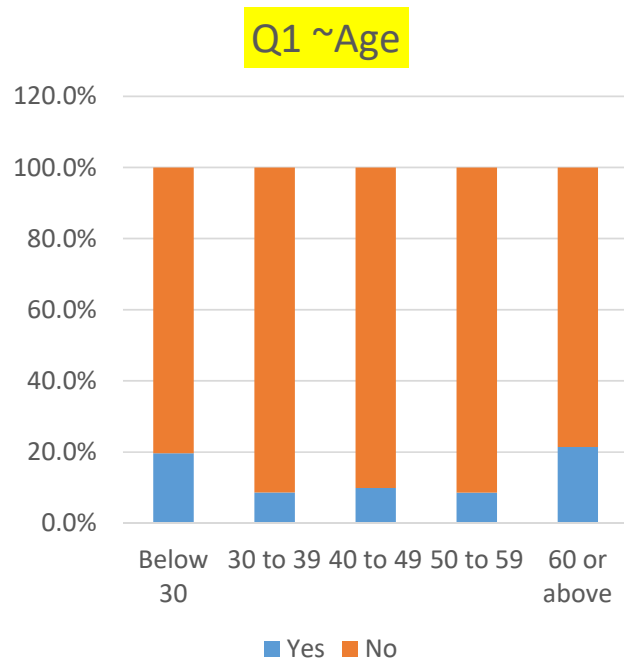
## OVERALL CAPTURES (III)

- Q1: *The 'General Adjustment' pay rise percentage should be linked with the work performance of staff.*



# OVERALL CAPTURES (IV)

- Q1: *The 'General Adjustment' pay rise percentage should be linked with the work performance of staff.*



## OVERALL CAPTURES (V)

### OVERALL RESPONSES TO Questions 2 – 10

- Under the 5-point Likert scale, the mean scores are shown in the next slide.
- **The lowest mean score is 2.46 for Q6.** (*The 'Annual Appraisal Exercise' that has been adopted by the University is able to accurately assess the work performance of staff members.*)
- **The highest mean score is 4.61 for Q9.** (*There should not be any modification of the current practice of 'Salary Review Reward System' before staff members are fully consulted and a consensus reached.*)

# OVERALL CAPTURES (VI)

## MEAN SCORES FOR OVERALL RESPONSES TO Questions 2 – 10

*(The highest mean is shown in blue, the lowest mean is shown in red.)*

	Mean
2. If the 'General Adjustment' of salary is linked with the work performance of staff members, staff morale will be negatively affected.	4.46
3. If the 'General Adjustment' of salary is linked with the work performance of staff members, the University will be less competitive to attract and retain talented staff.	4.18
4. If the 'General Adjustment' of salary is linked with the work performance of staff members, the quality of life of staff and their family will be worsened.	4.33
5. If the 'General Adjustment' of salary is linked with the work performance of staff members, you will consider looking for jobs where this does not happen.	3.82
<b>6. The 'Annual Appraisal Exercise' that has been adopted by the University is able to accurately assess the work performance of staff members.</b>	<b>2.46</b>
7. The University should increase its transparency so that staff members can know its financial and operational status.	4.47
8. The University should make reference to the commercial sector in measuring the performance of staff.	2.81
<b>9. There should not be any modification of the current practice of 'Salary Review Reward System' before staff members are fully consulted and a consensus reached.</b>	<b>4.61</b>
10. As a follow-up to the previous statement, if the Senior Management unilaterally amends the content of the SRRS, staff members should consider taking further actions.	4.23

## OVERALL CAPTURES (VII)

### OVERALL RESPONSES TO Questions 2 – 10

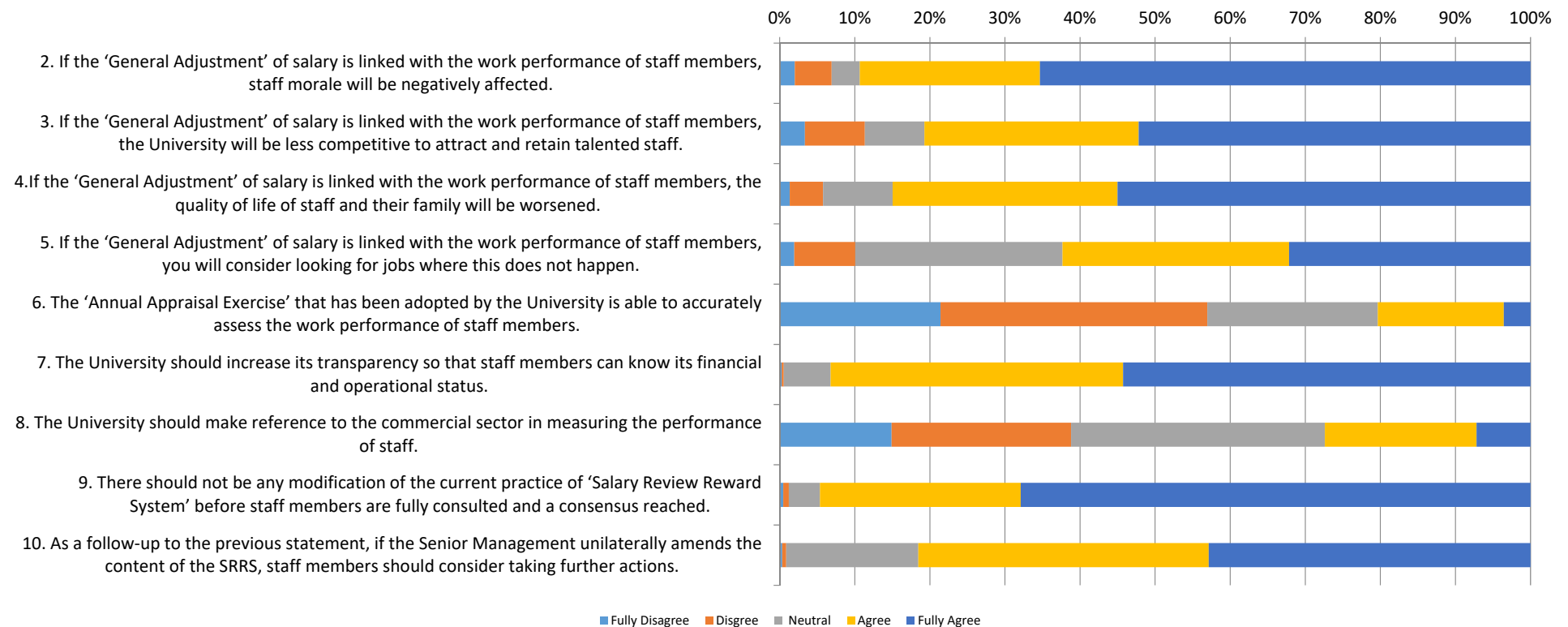
- The question having the highest percentages for ‘Agree’ + ‘Fully Agree’ is:  
Q9: *There should not be any modification of the current practice of ‘Salary Review Reward System’ before staff members are fully consulted and a consensus reached.*  
– (Agree: 26.7%; Fully Agree: 67.9%; total: 94.6%)
- The question having the highest percentages for ‘Fully Disagree’ + ‘Disagree’ is:  
Q6: *The ‘Annual Appraisal Exercise’ that has been adopted by the University is able to accurately assess the work performance of staff members.*  
– (Fully Disagree: 21.4%; Disagree: 35.5%; total: 57.0%)



# OVERALL CAPTURES (VIII)

## OVERALL RESPONSES TO Questions 2 – 10

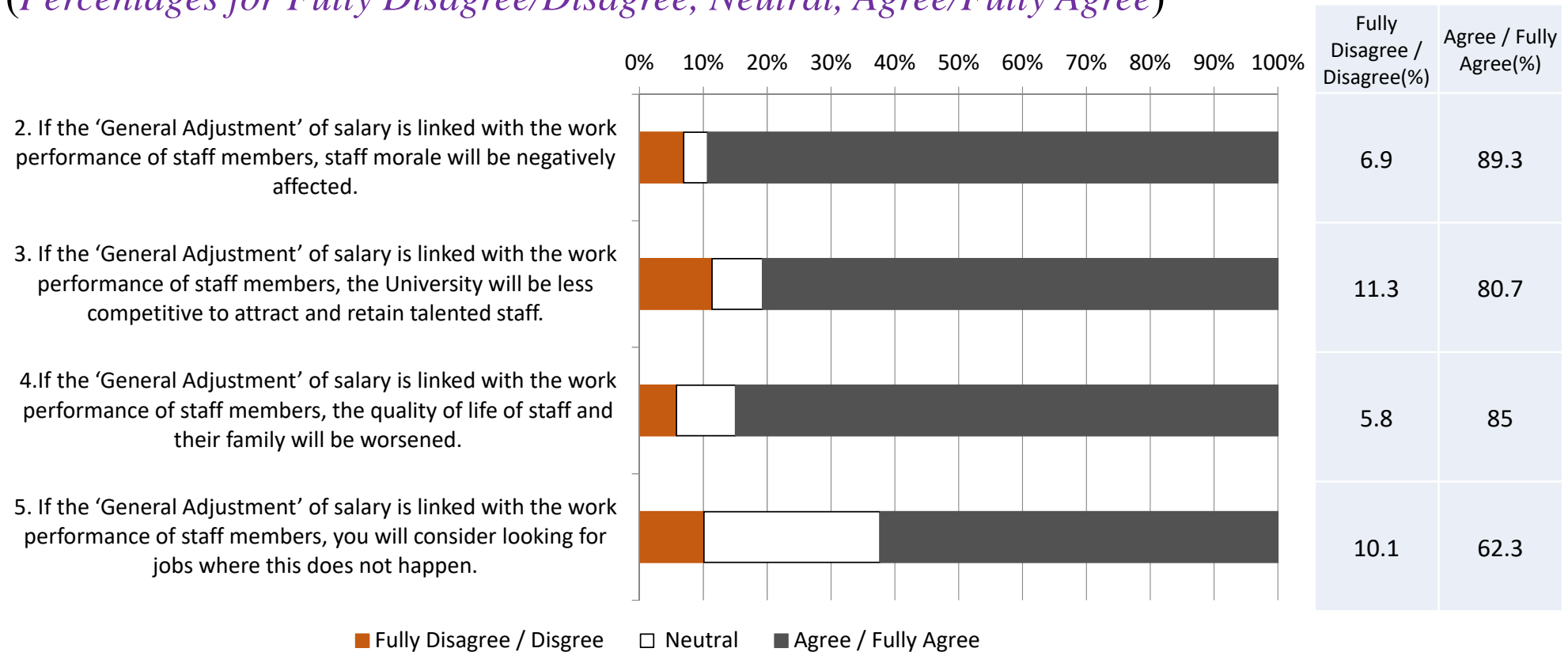
*(Percentages for the 5 choices at a glance)*



# OVERALL CAPTURES (IX)

## CONSOLIDATED OVERALL RESPONSES TO Questions 2 – 5

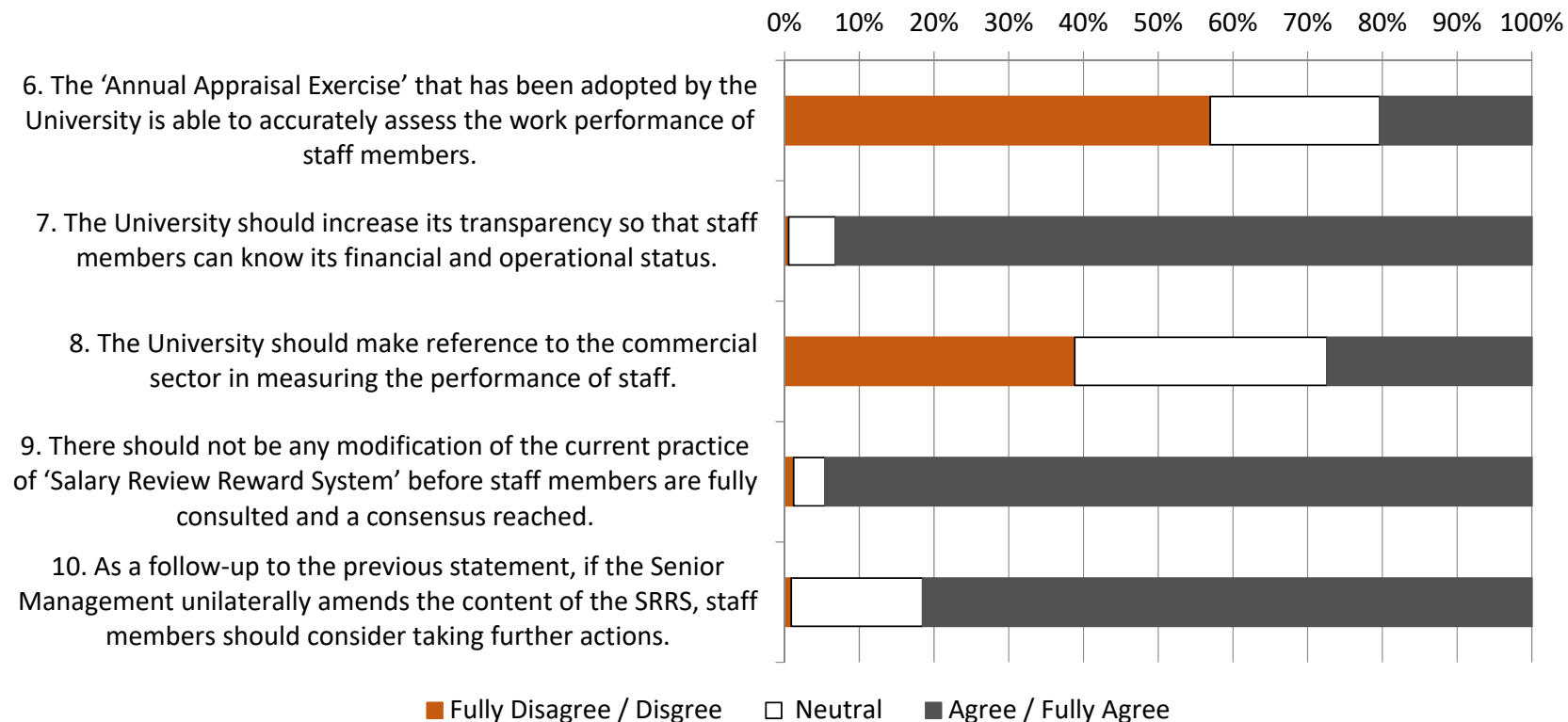
*(Percentages for Fully Disagree/Disagree, Neutral, Agree/Fully Agree)*



# OVERALL CAPTURES (X)

## CONSOLIDATED OVERALL RESPONSES TO Questions 6 –10

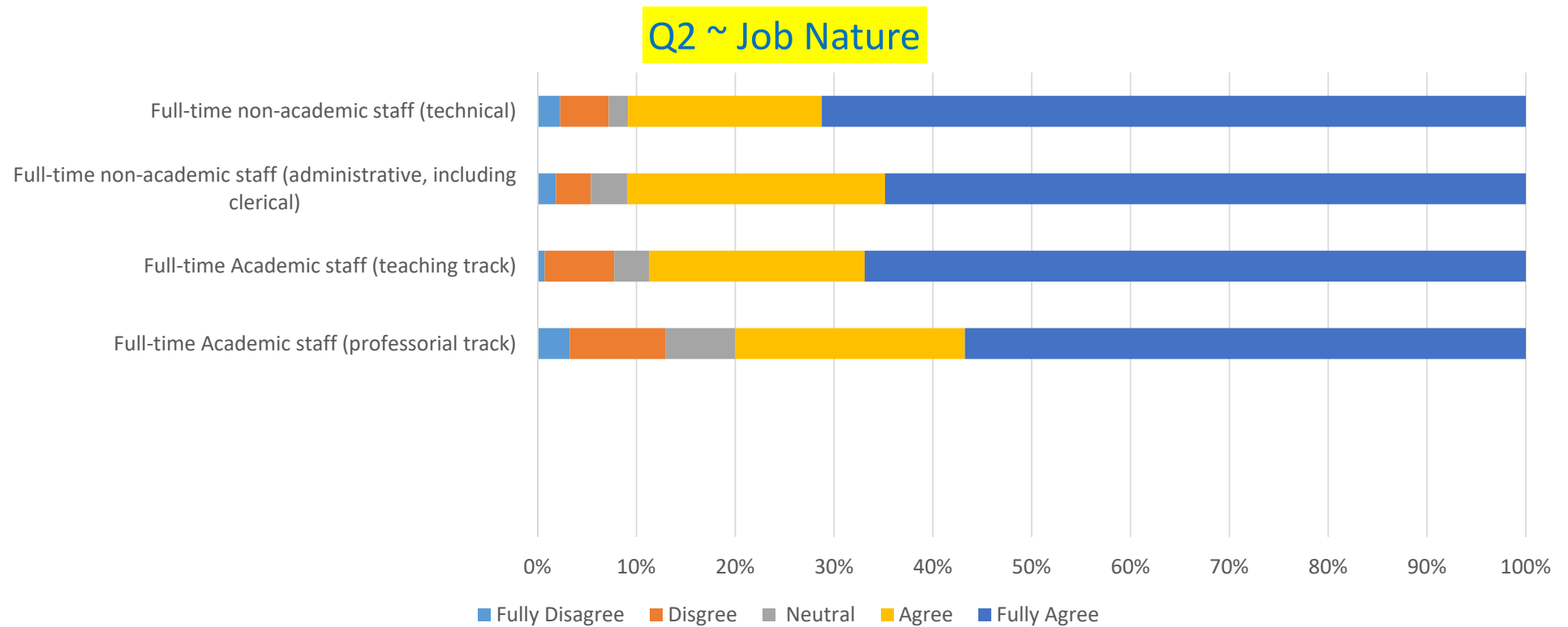
*(Percentages for Fully Disagree/Disagree, Neutral, Agree/Fully Agree)*



Fully Disagree / Disagree(%)	Agree / Fully Agree(%)
57	20.3
0.5	93.2
38.8	27.4
1.2	94.6
0.9	81.5

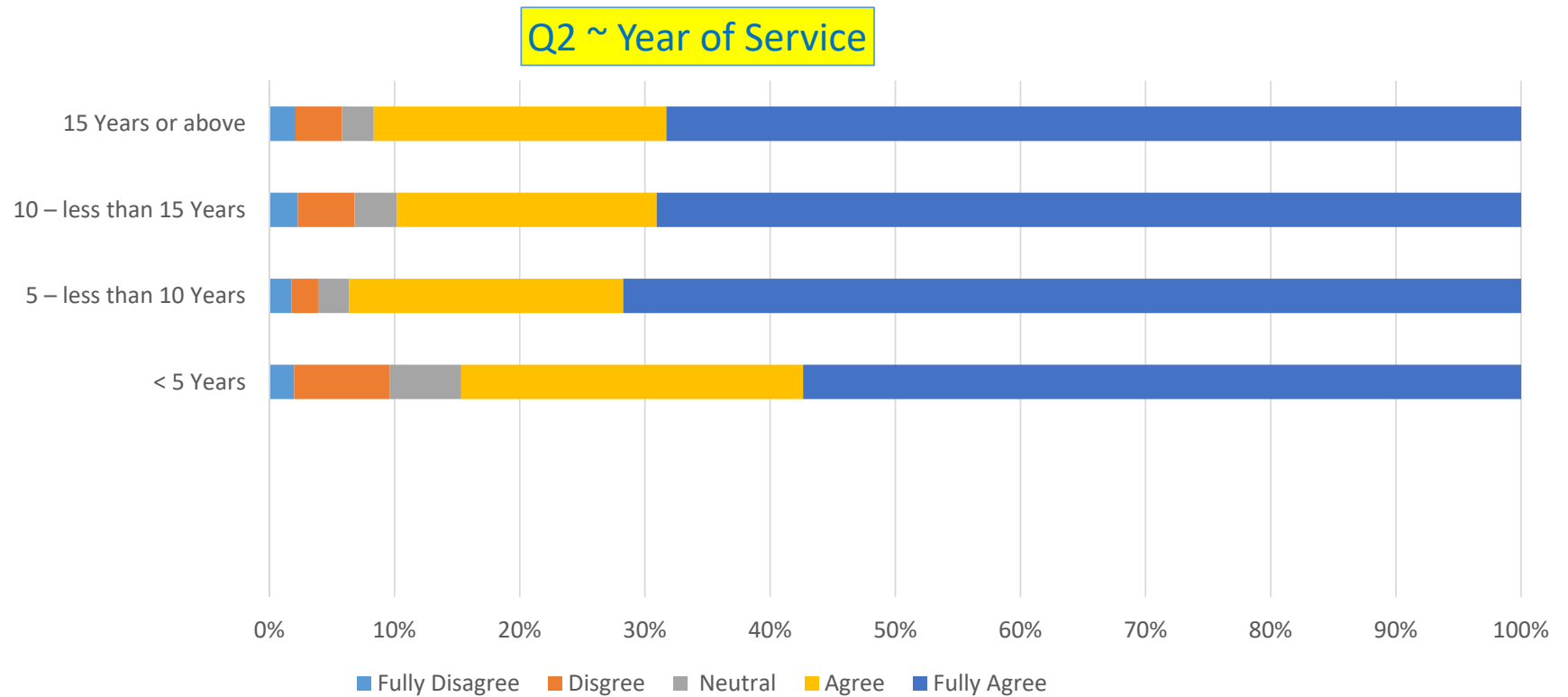
## Responses to Question 2: (Job Nature)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, staff morale will be negatively affected.*



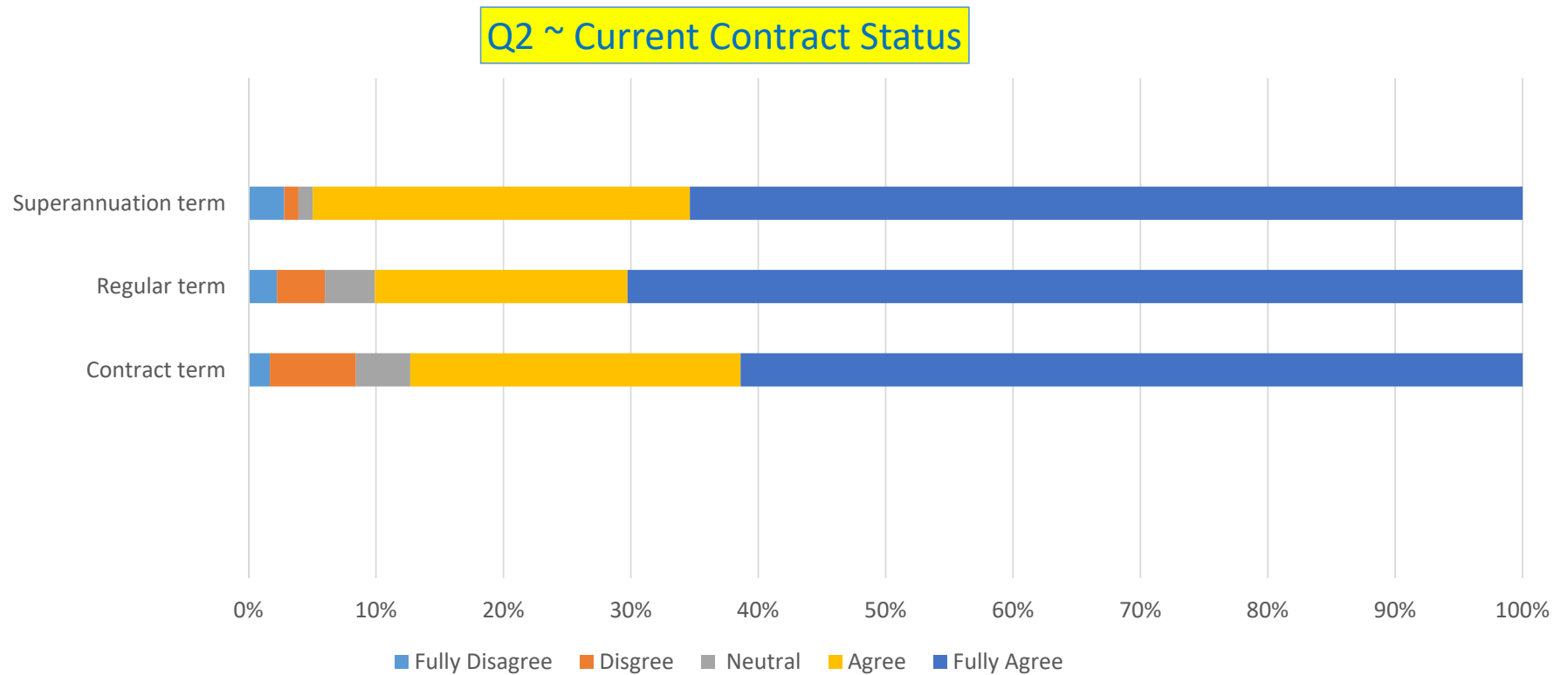
## Responses to Question 2: (Year of Service)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, staff morale will be negatively affected.*



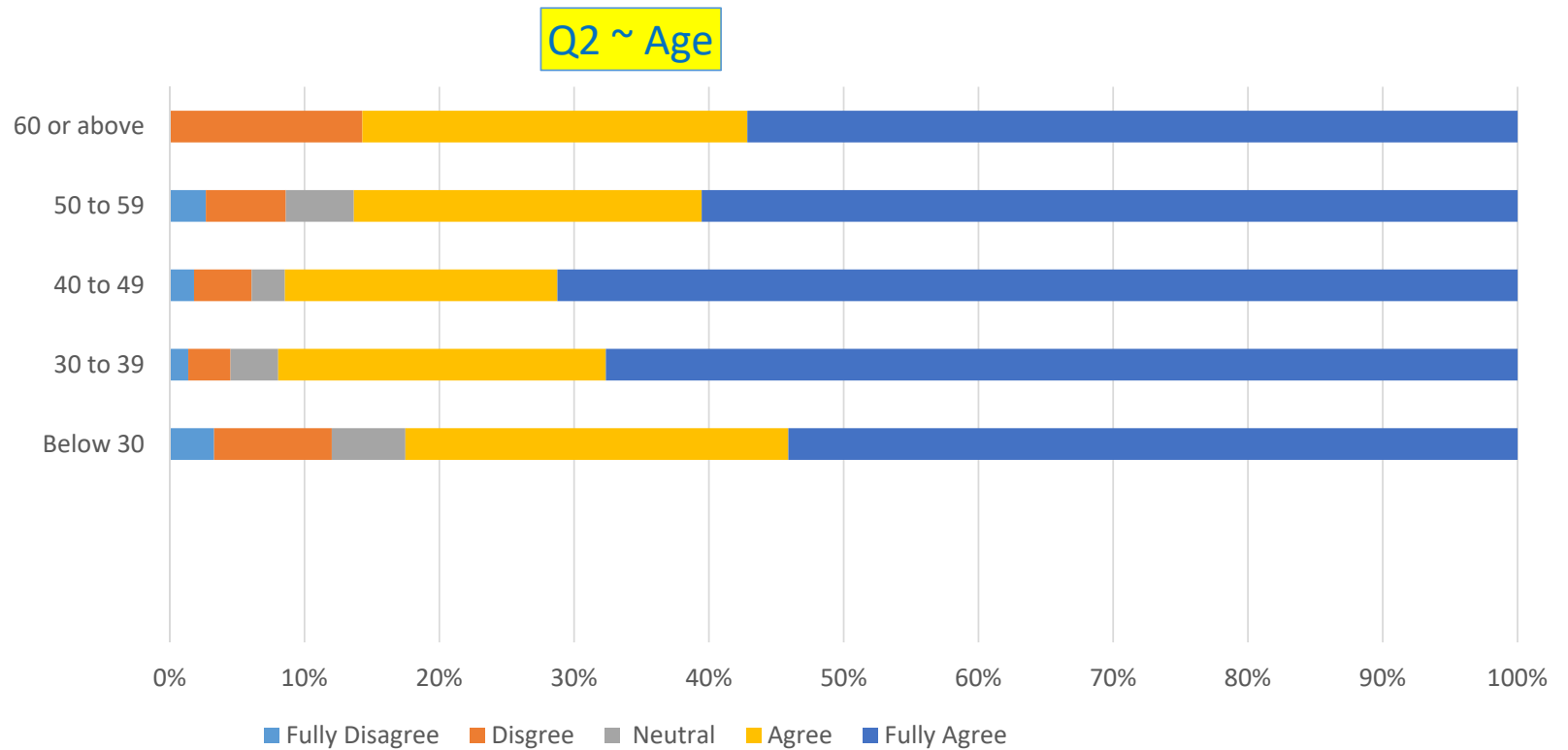
## Responses to Question 2: (Current Contract Status)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, staff morale will be negatively affected.*



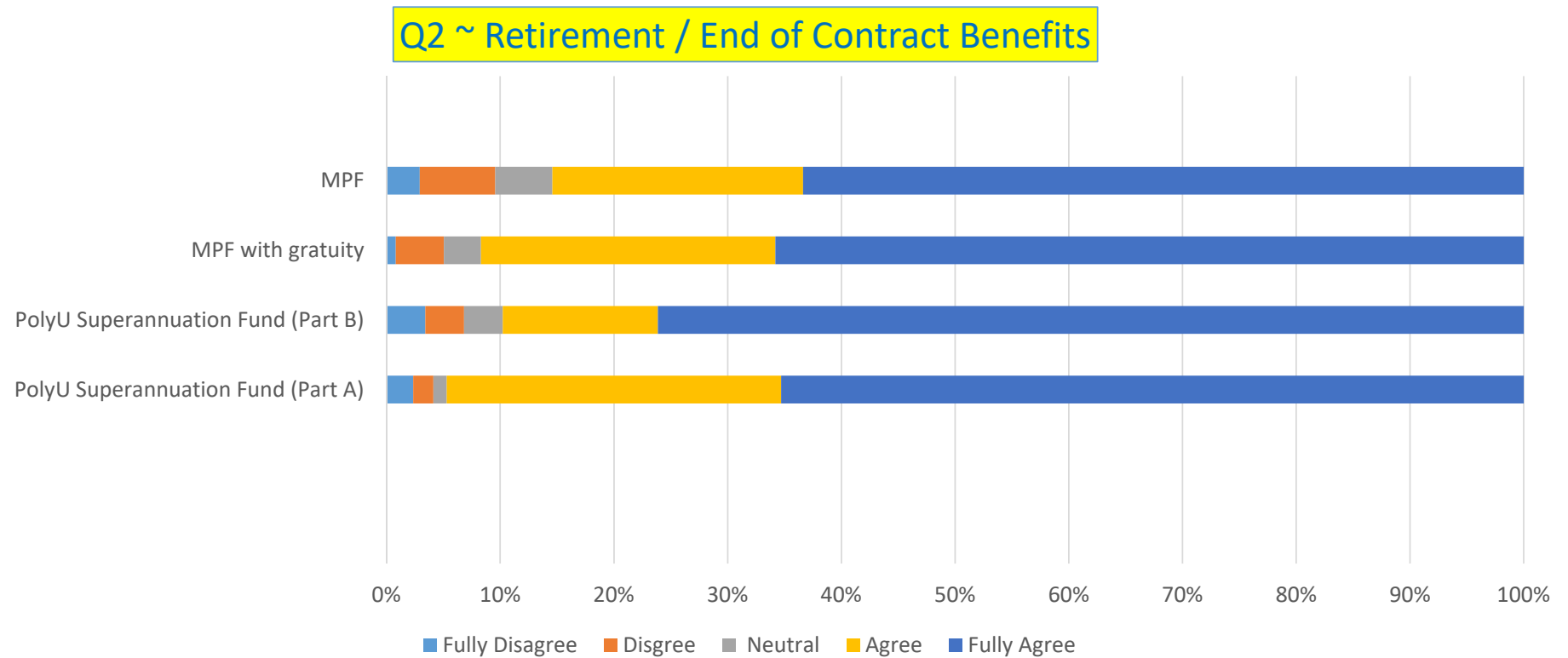
## Responses to Question 2: (Age)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, staff morale will be negatively affected.*



## Responses to Question 2: (Retirement / End of Contract Benefits)

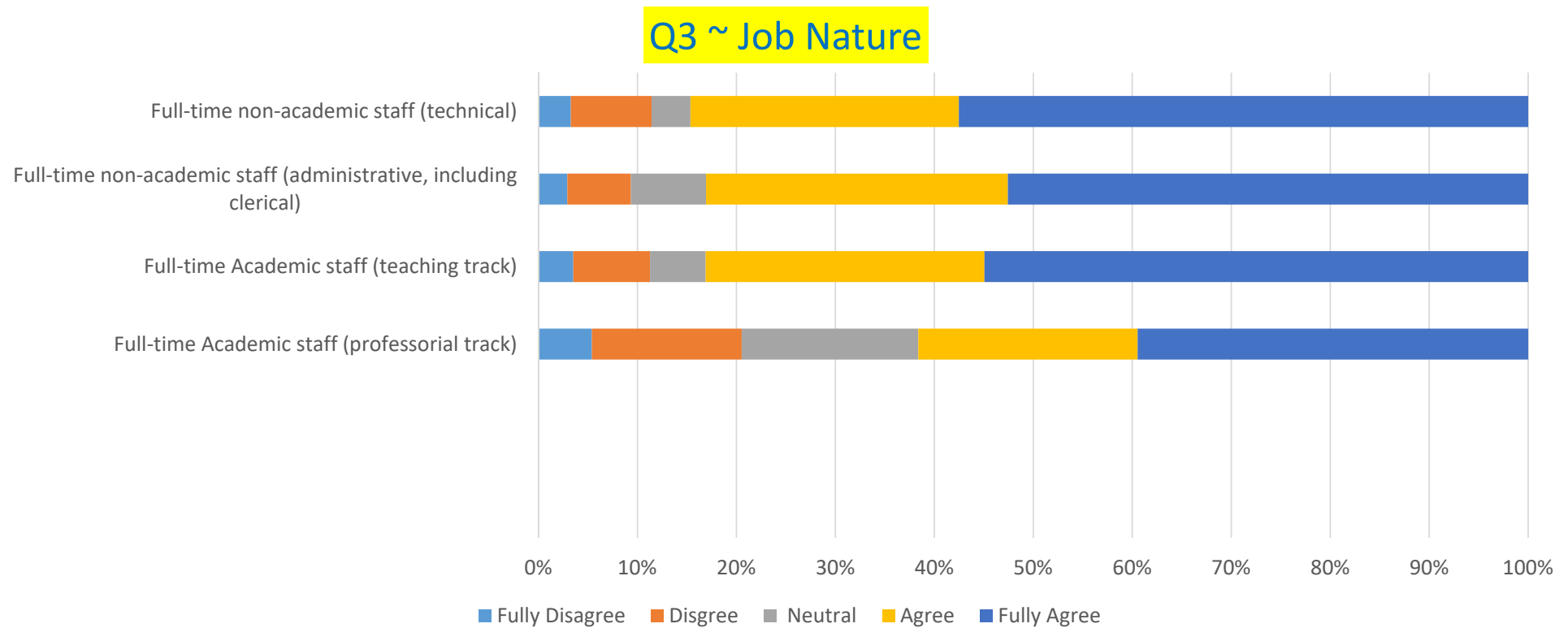
*If the 'General Adjustment' of salary is linked with the work performance of staff members, staff morale will be negatively affected.*





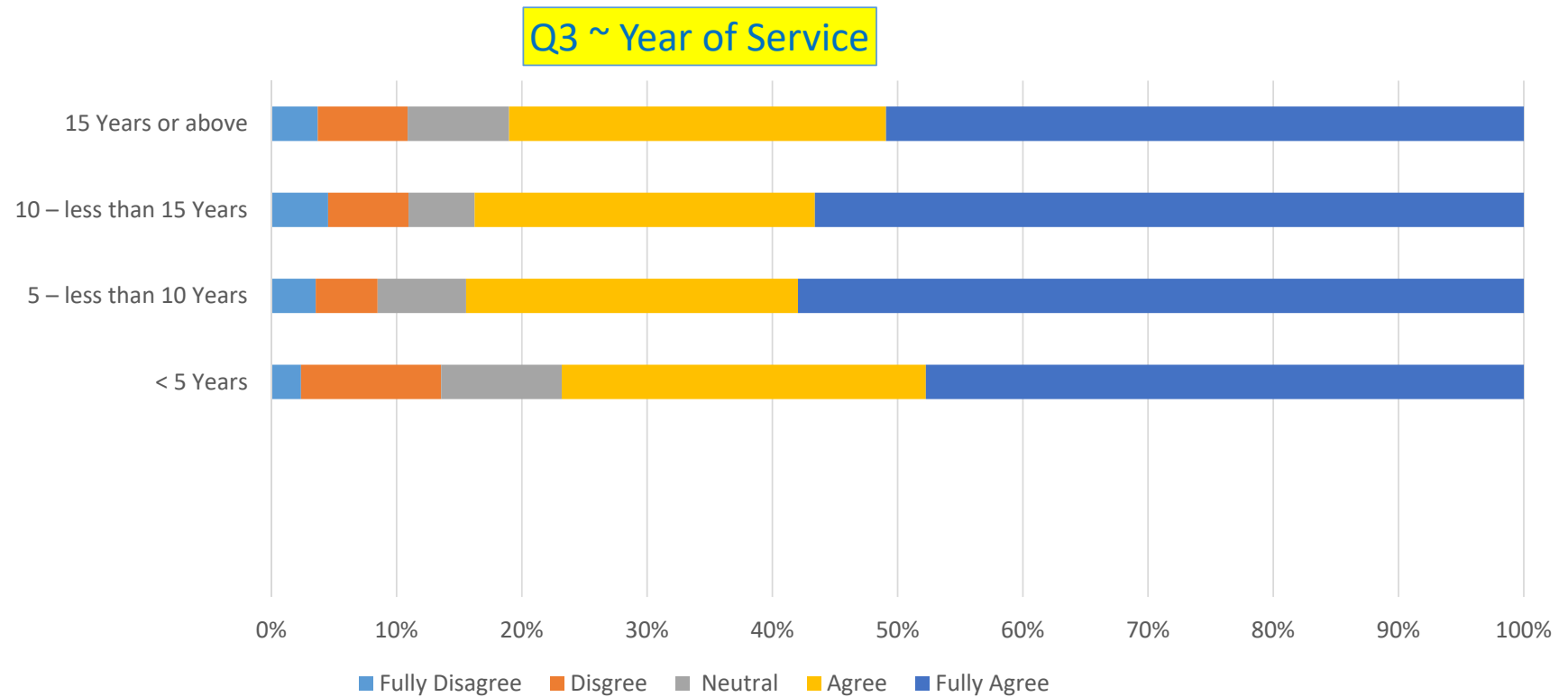
## Responses to Question 3: (Job Nature)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the University will be less competitive to attract and retain talented staff.*



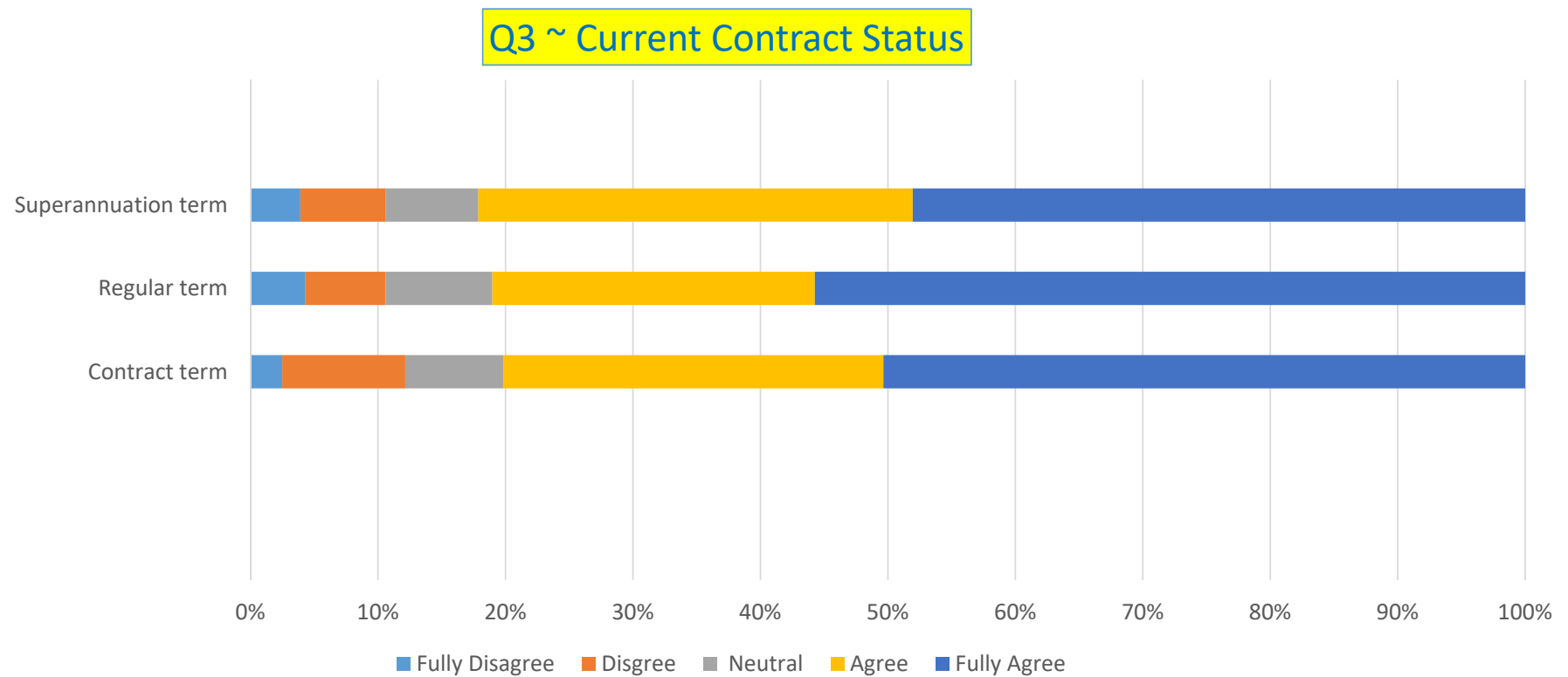
## Responses to Question 3: (Year of Service)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the University will be less competitive to attract and retain talented staff.*



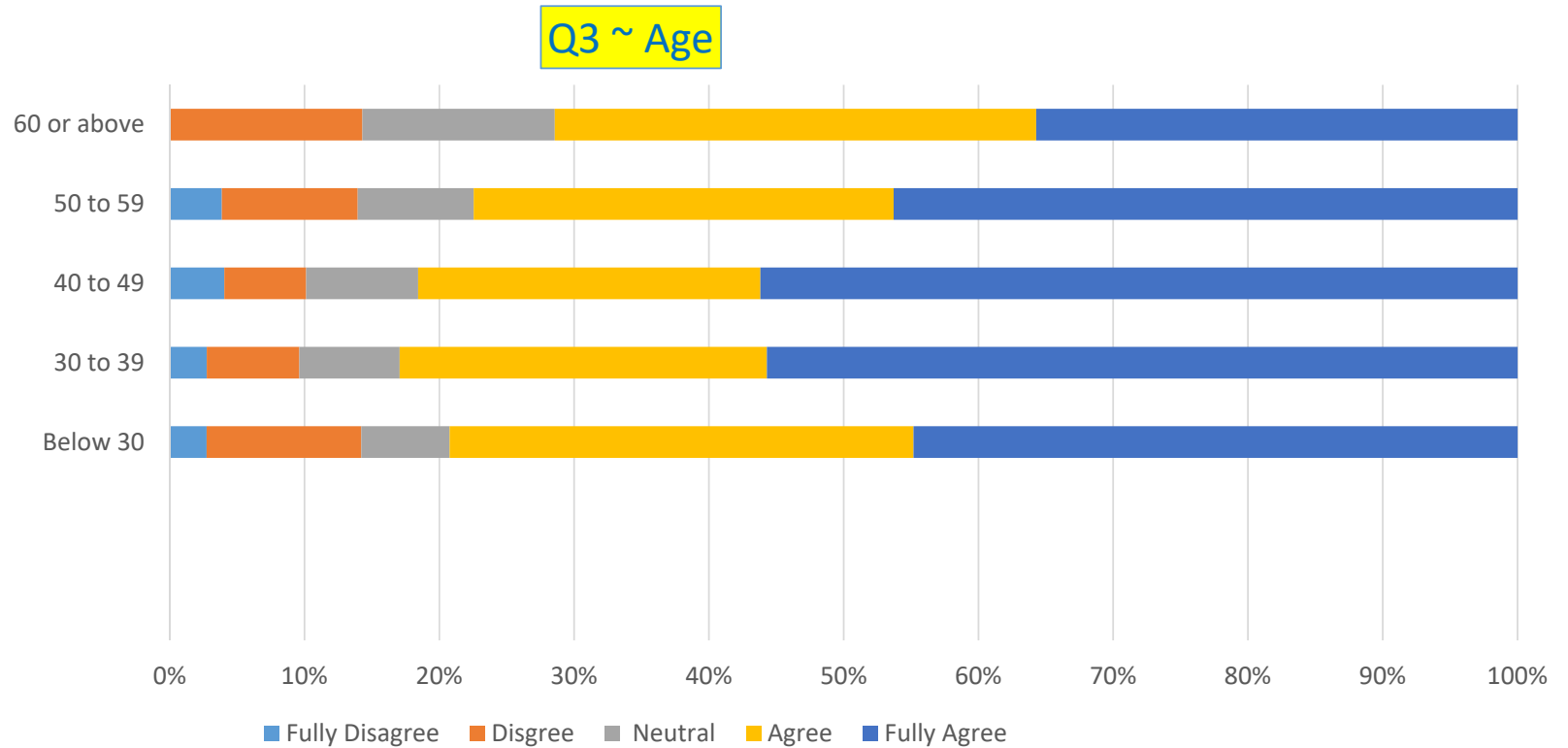
## Responses to Question 3: (Current Contract Status)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the University will be less competitive to attract and retain talented staff.*



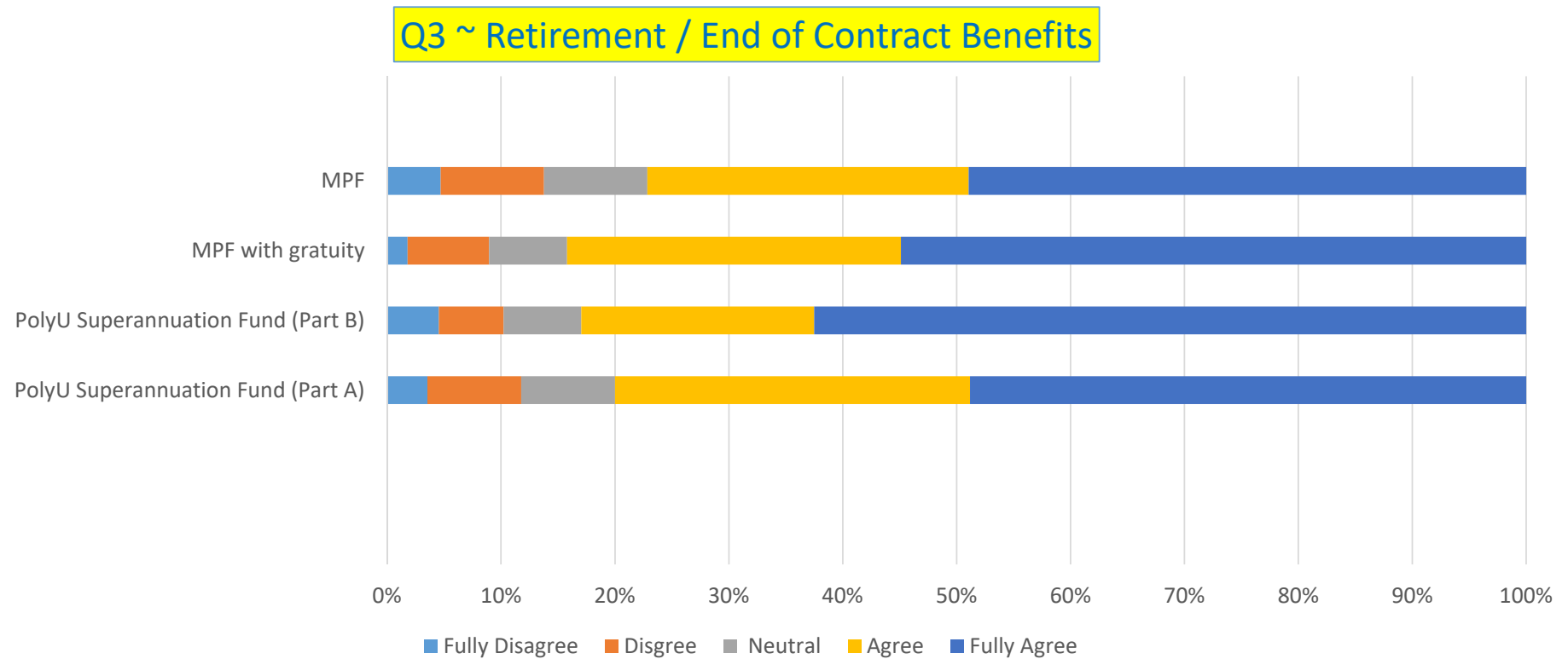
## Responses to Question 3: (Age)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the University will be less competitive to attract and retain talented staff.*



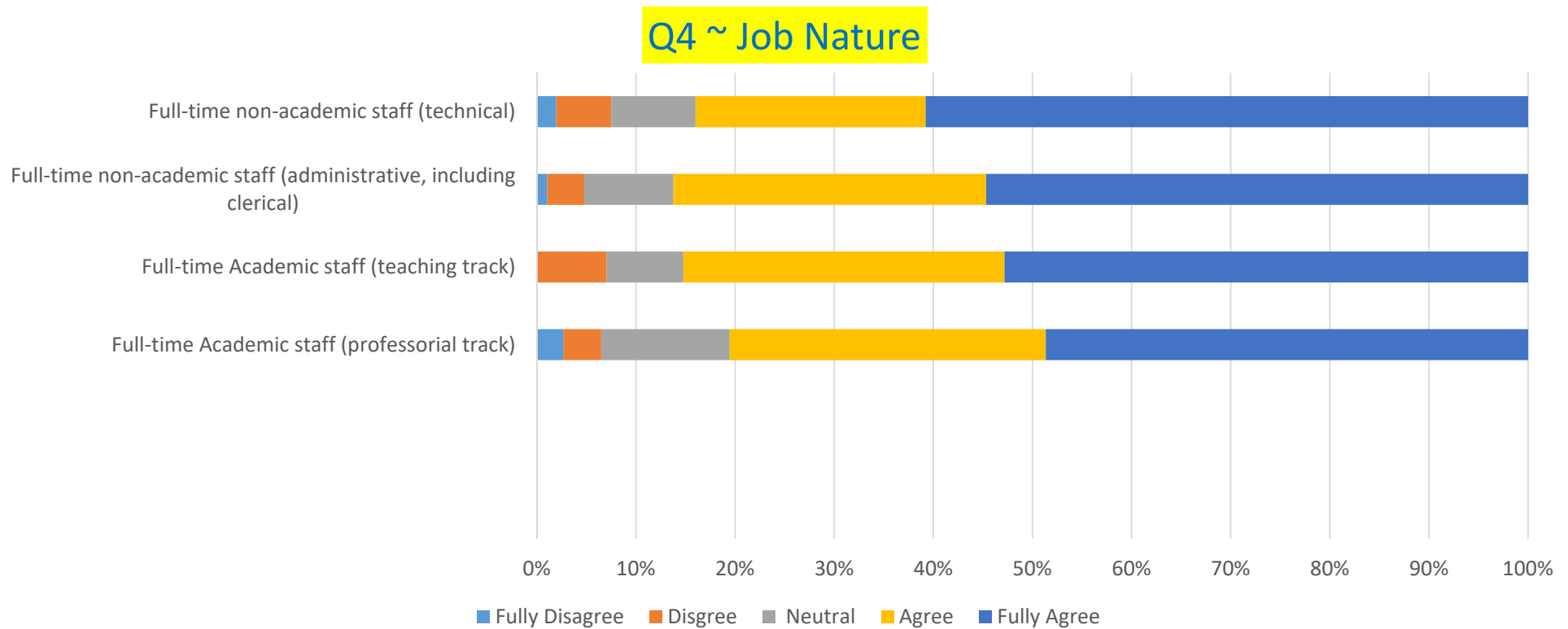
## Responses to Question 3: (Retirement / End of Contract Benefits)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the University will be less competitive to attract and retain talented staff.*



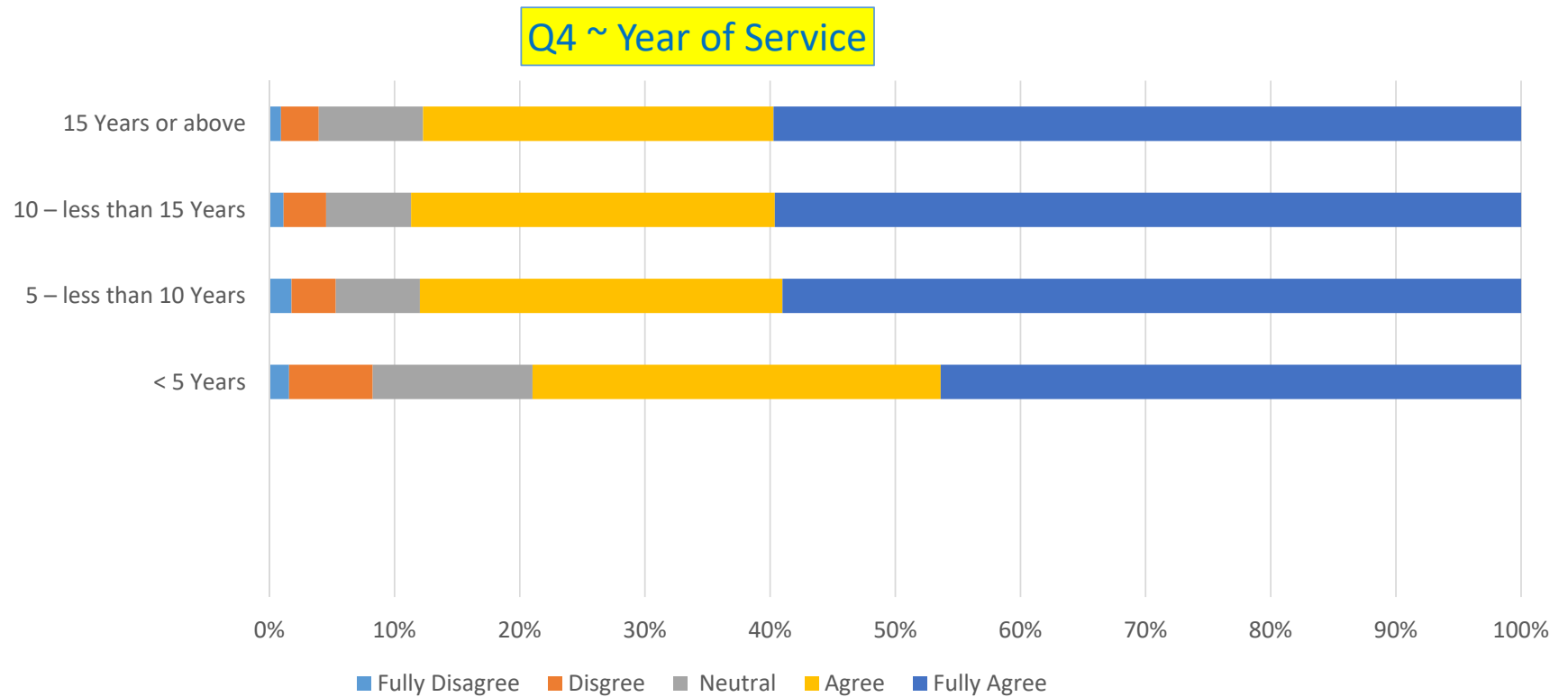
## Responses to Question 4: (Job Nature)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the quality of life of staff and their family will be worsened.*



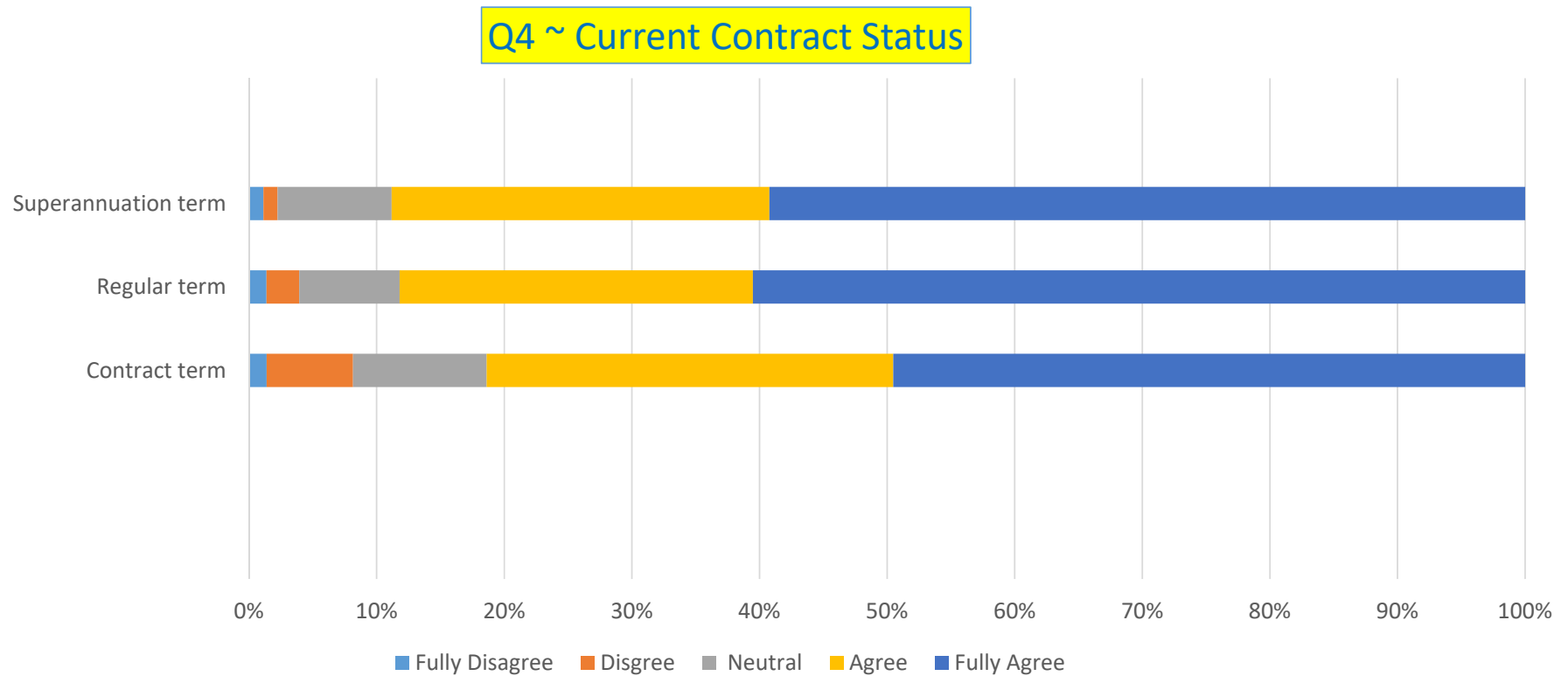
## Responses to Question 4: (Year of Service)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the quality of life of staff and their family will be worsened.*



## Responses to Question 4: (Current Contract Status)

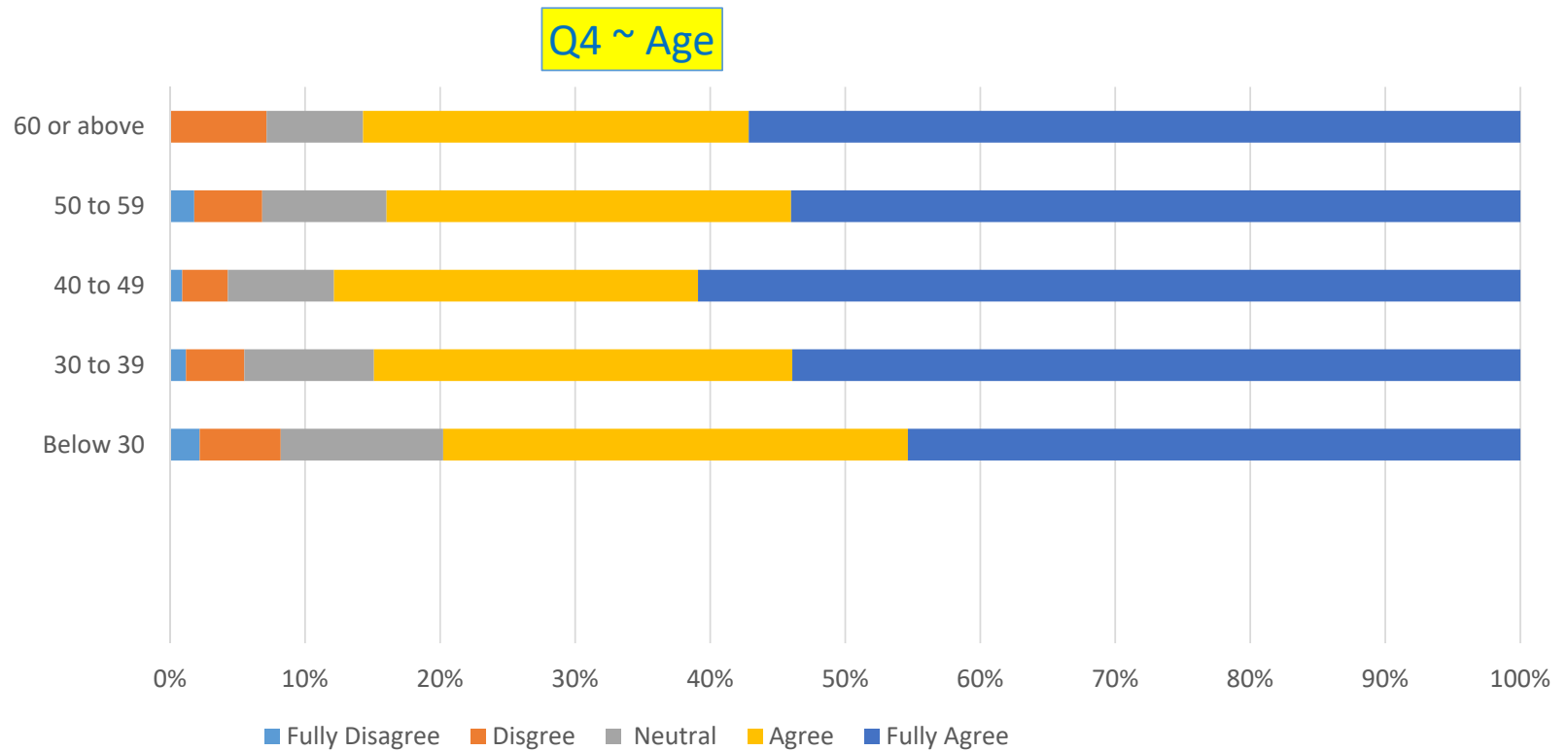
*If the 'General Adjustment' of salary is linked with the work performance of staff members, the quality of life of staff and their family will be worsened.*





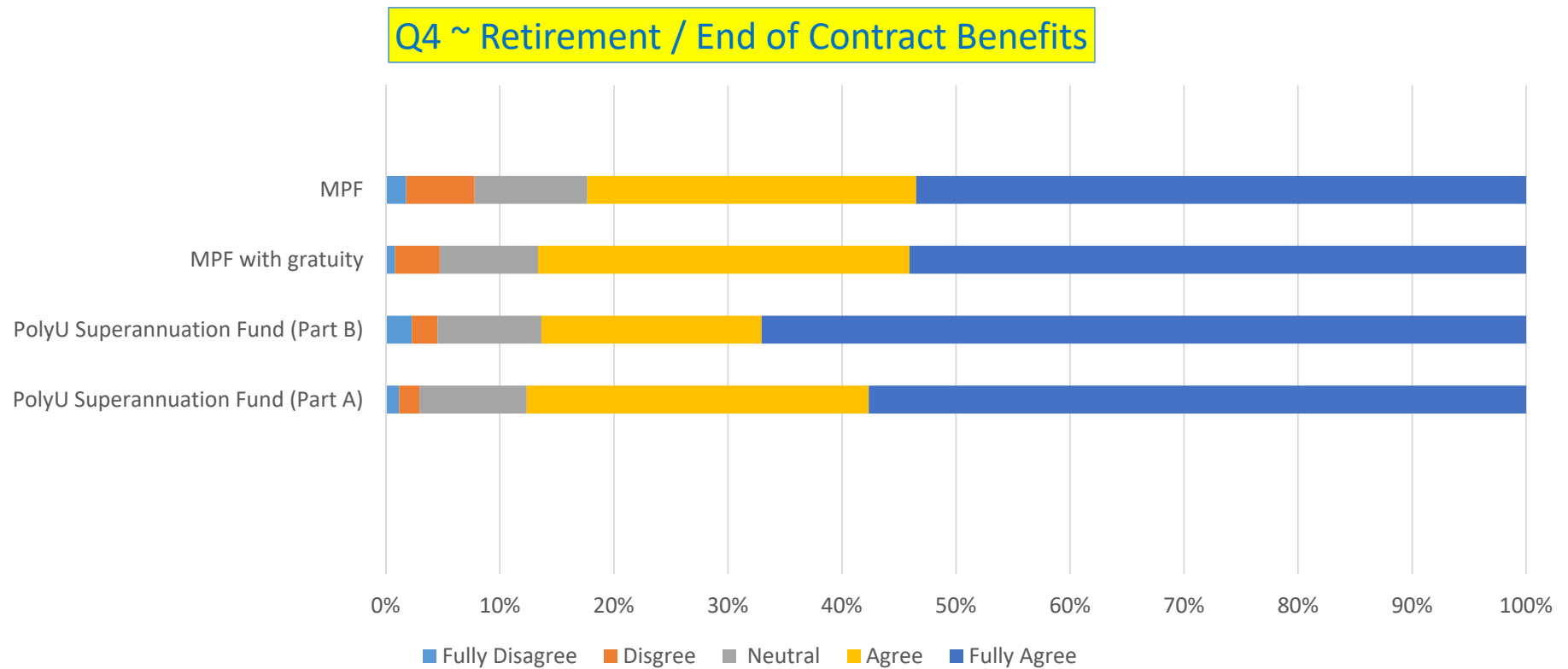
## Responses to Question 4: (Age)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the quality of life of staff and their family will be worsened.*



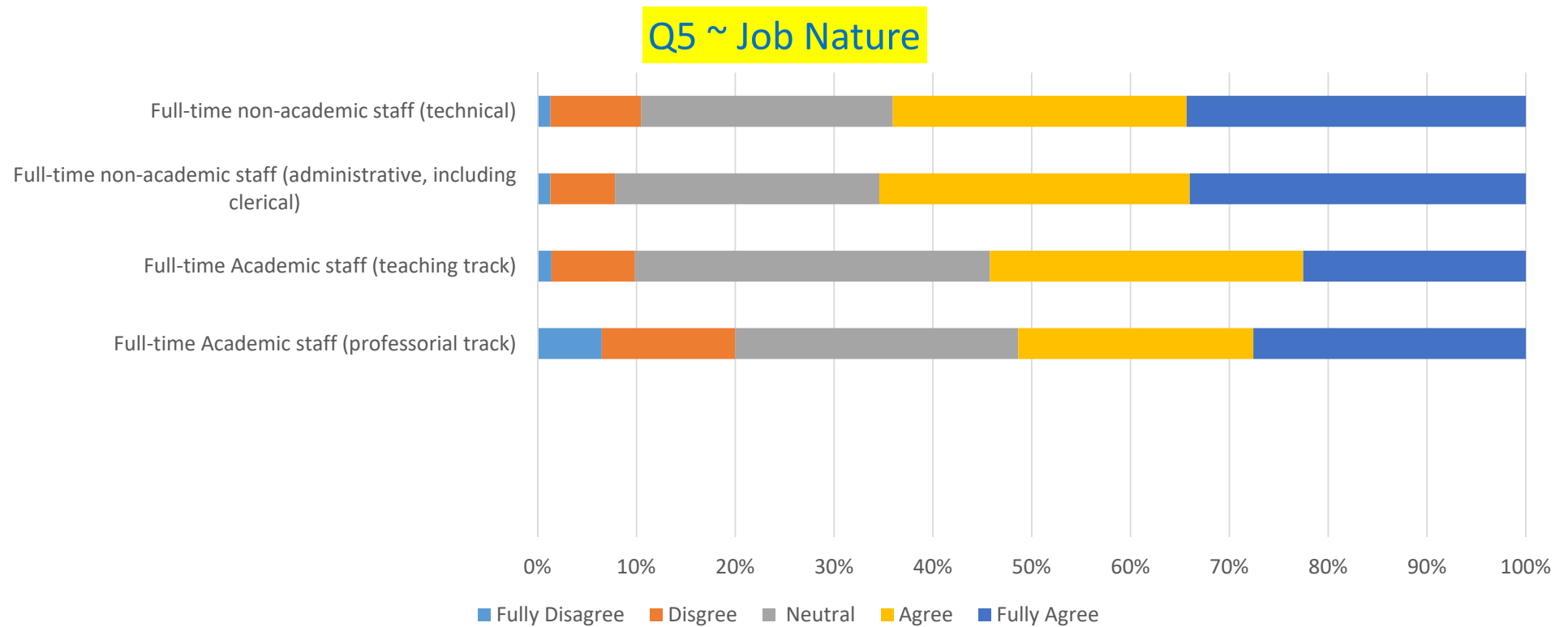
## Responses to Question 4: (Retirement / End of Contract Benefits)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, the quality of life of staff and their family will be worsened.*



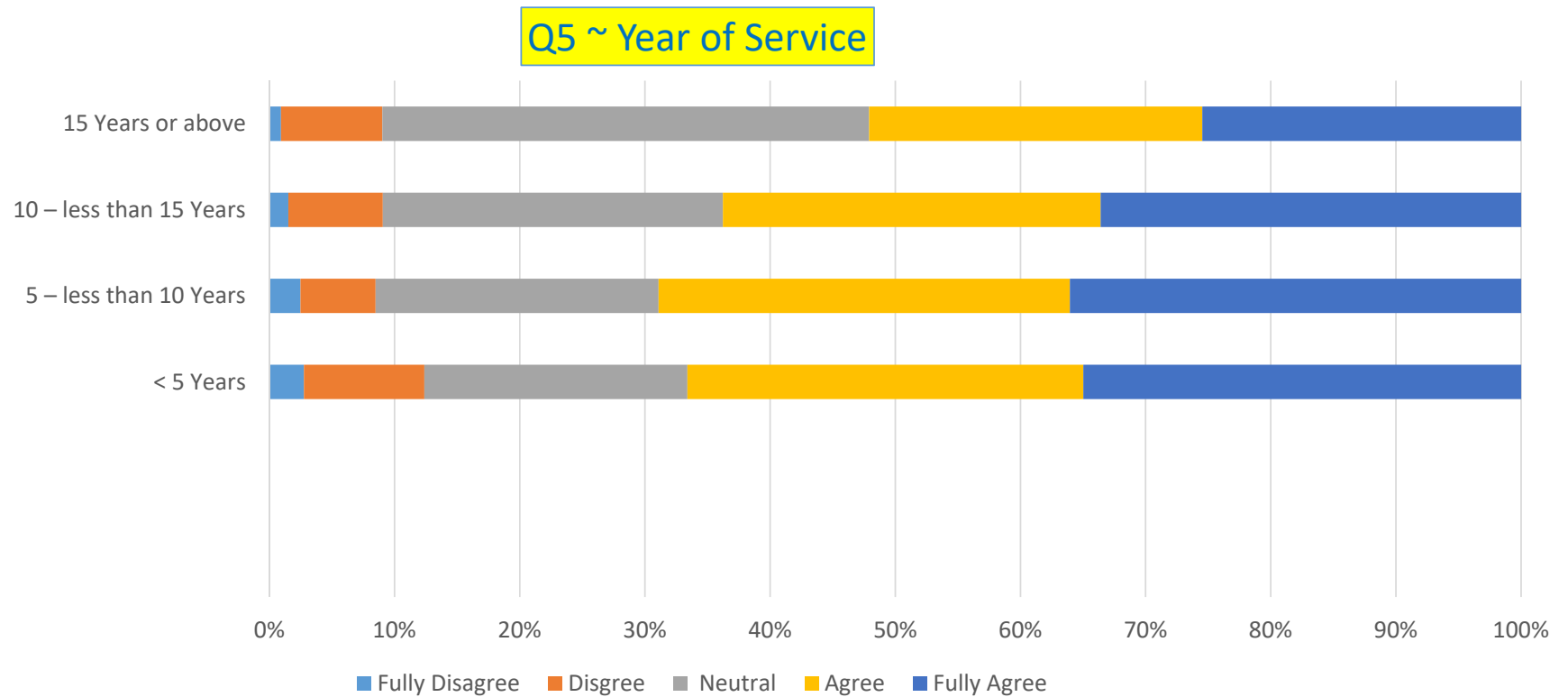
## Responses to Question 5: (Job Nature)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, you will consider looking for jobs where this does not happen.*



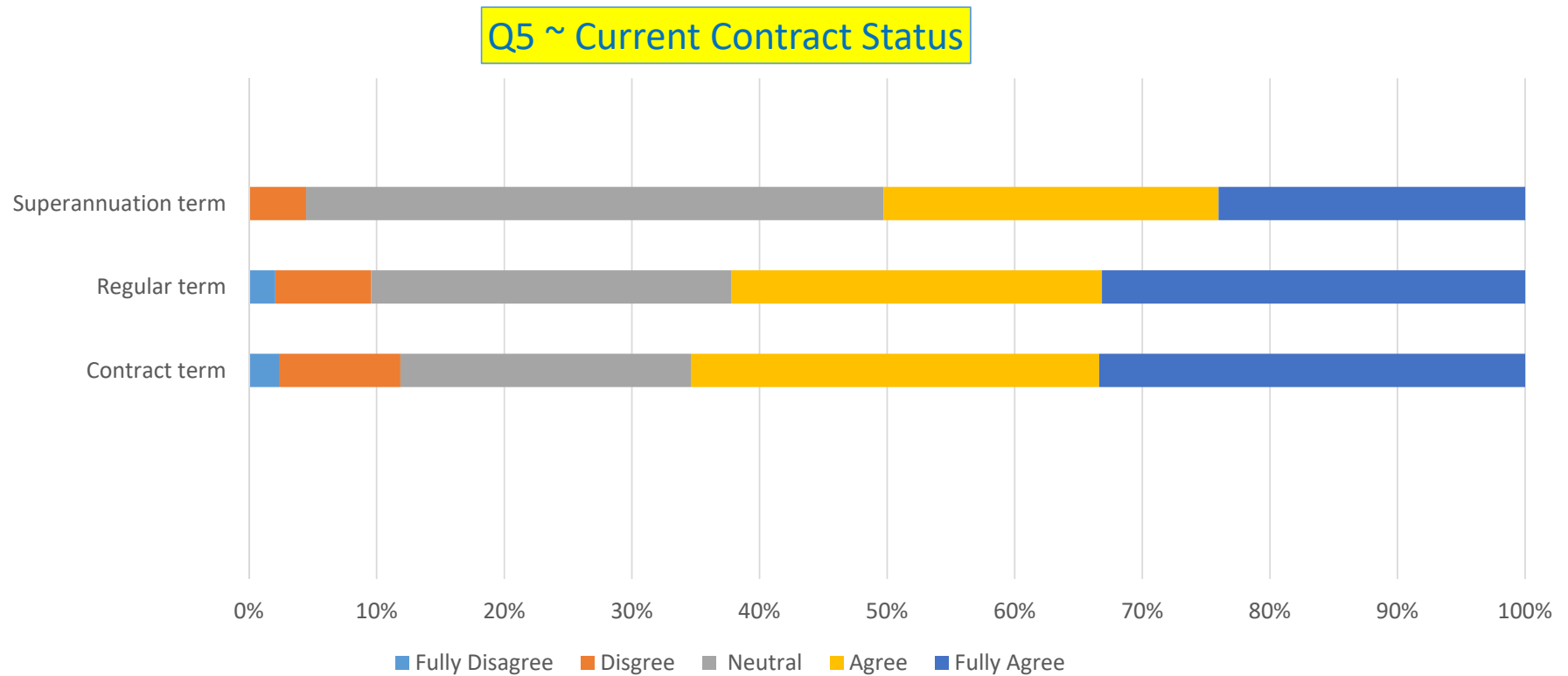
## Responses to Question 5: (Year of Service)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, you will consider looking for jobs where this does not happen.*



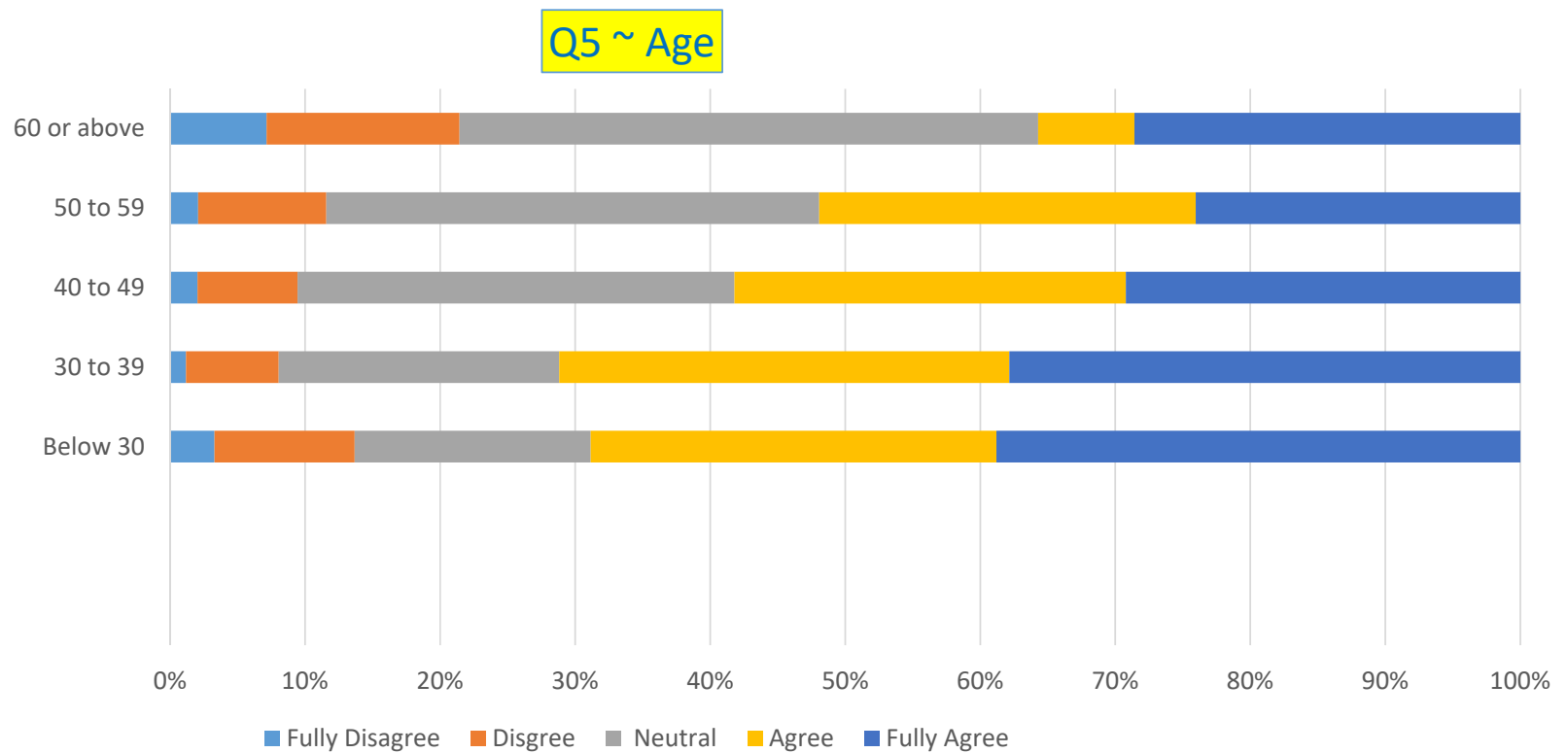
## Responses to Question 5: (Current Contract Status)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, you will consider looking for jobs where this does not happen.*



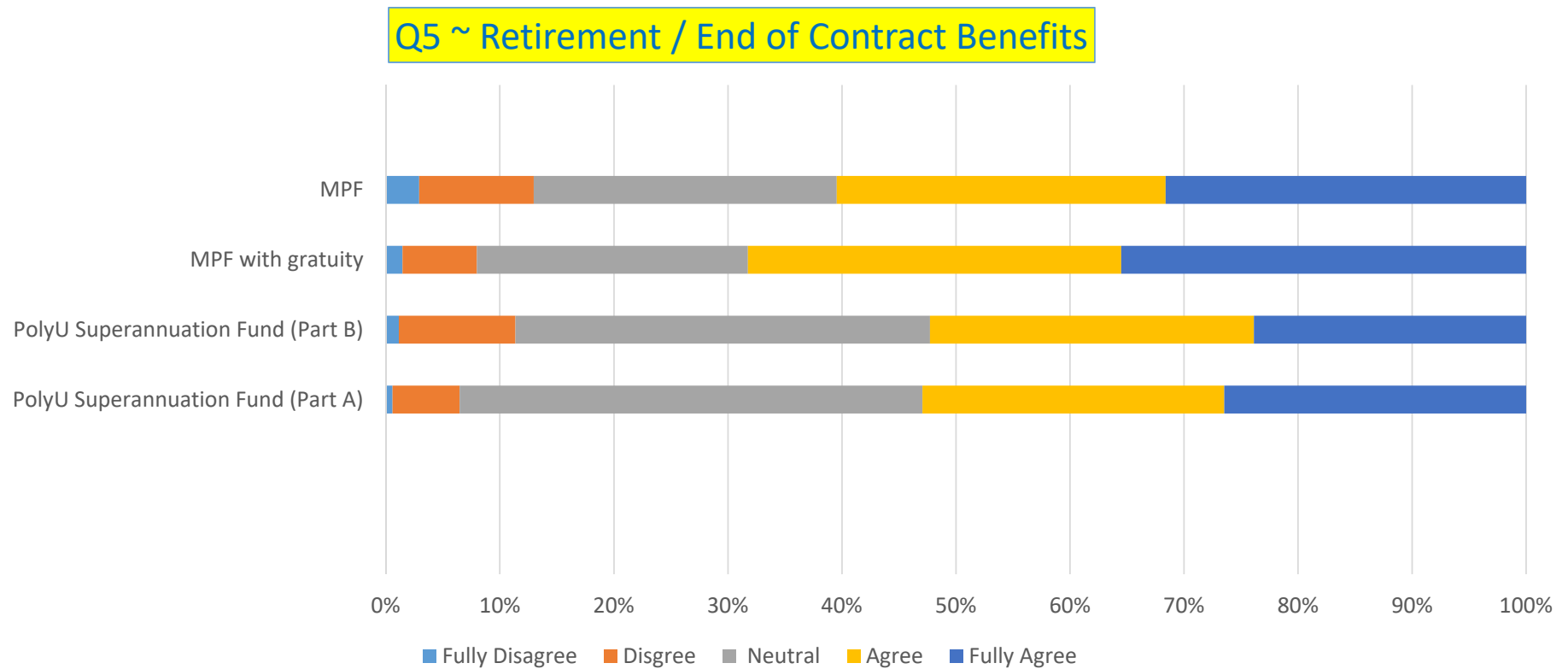
## Responses to Question 5: (Age)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, you will consider looking for jobs where this does not happen.*



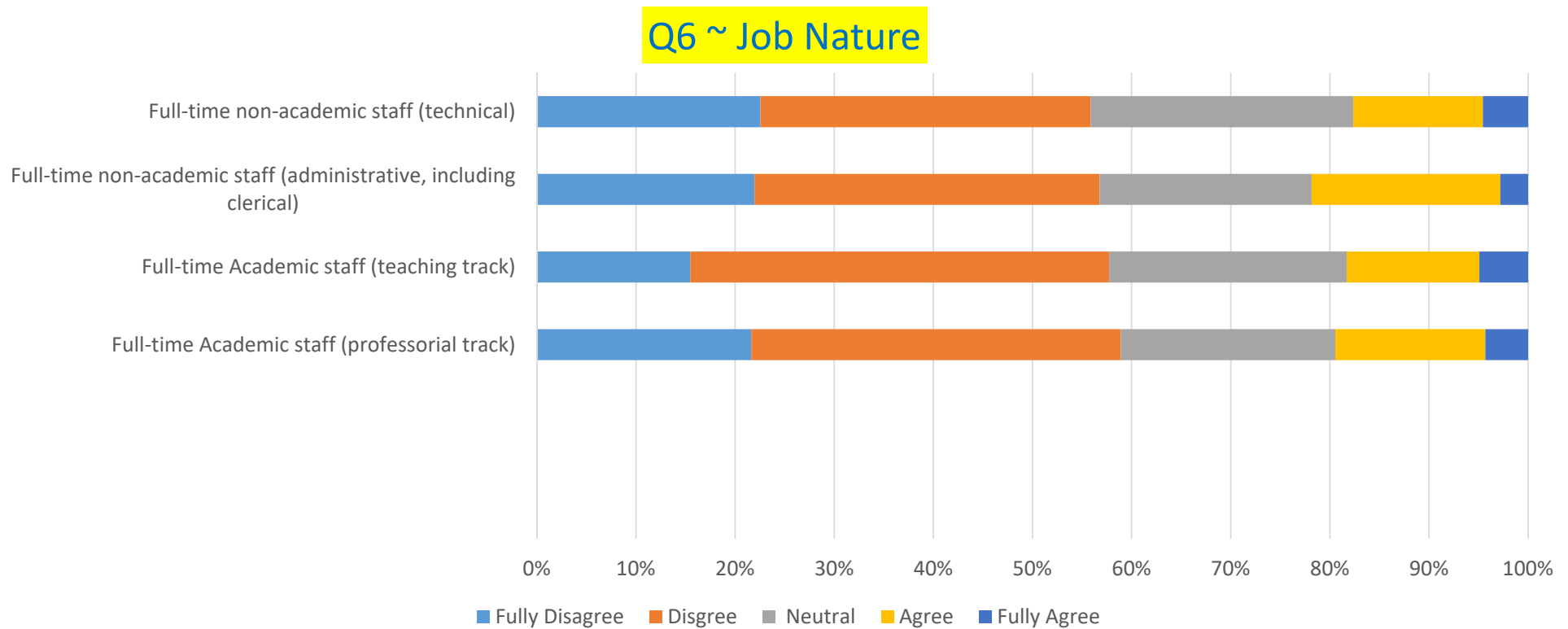
## Responses to Question 5: (Retirement / End of Contract Benefits)

*If the 'General Adjustment' of salary is linked with the work performance of staff members, you will consider looking for jobs where this does not happen.*



## Responses to Question 6: (Job Nature)

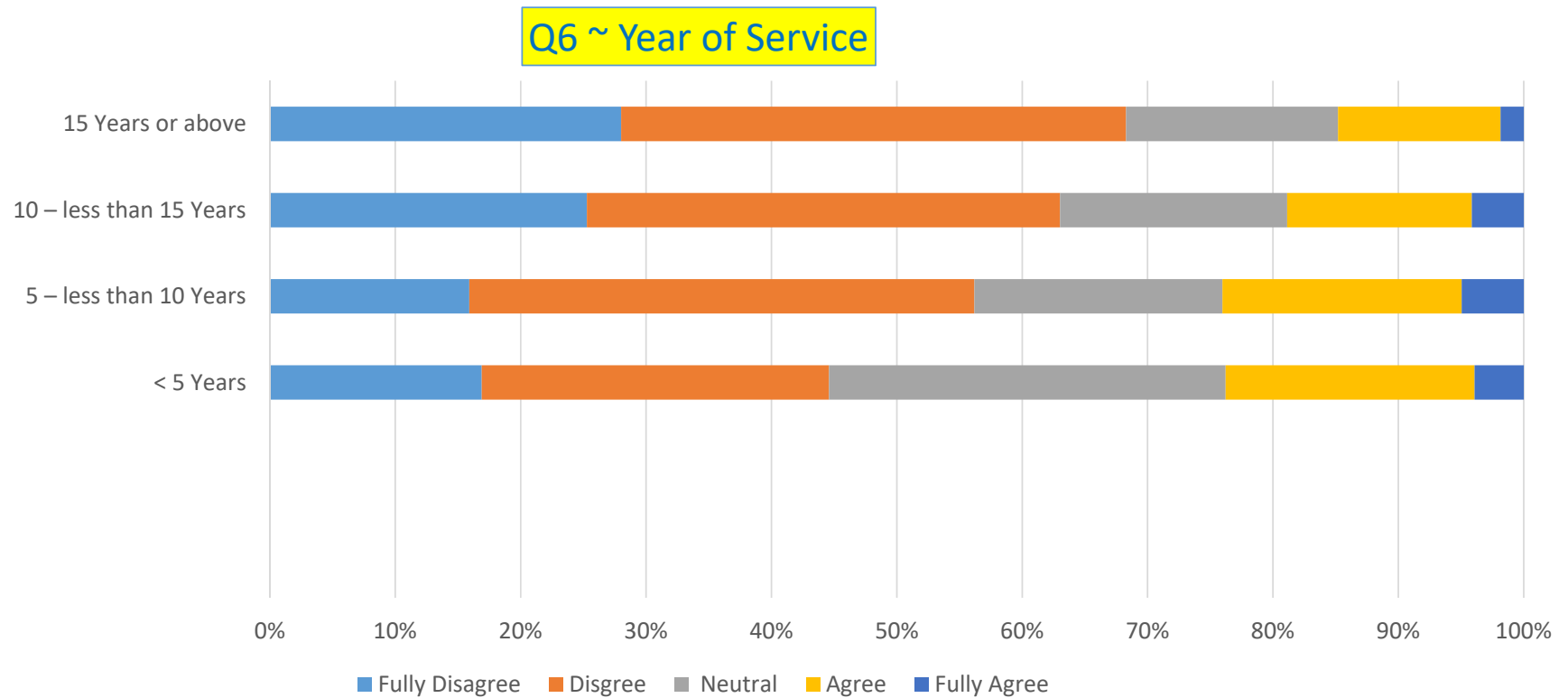
*The 'Annual Appraisal Exercise' that has been adopted by the University is able to accurately assess the work performance of staff members.*





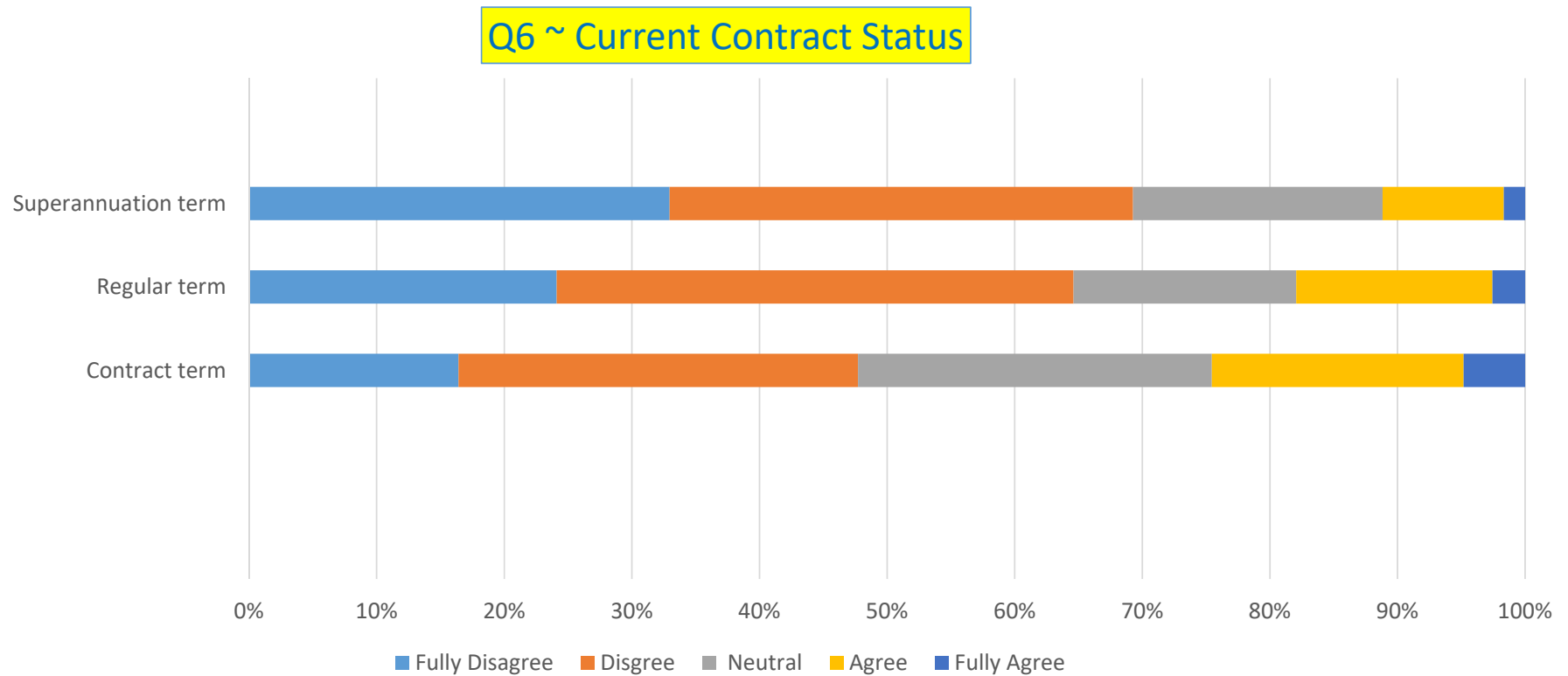
## Responses to Question 6: (Year of Service)

*The 'Annual Appraisal Exercise' that has been adopted by the University is able to accurately assess the work performance of staff members.*



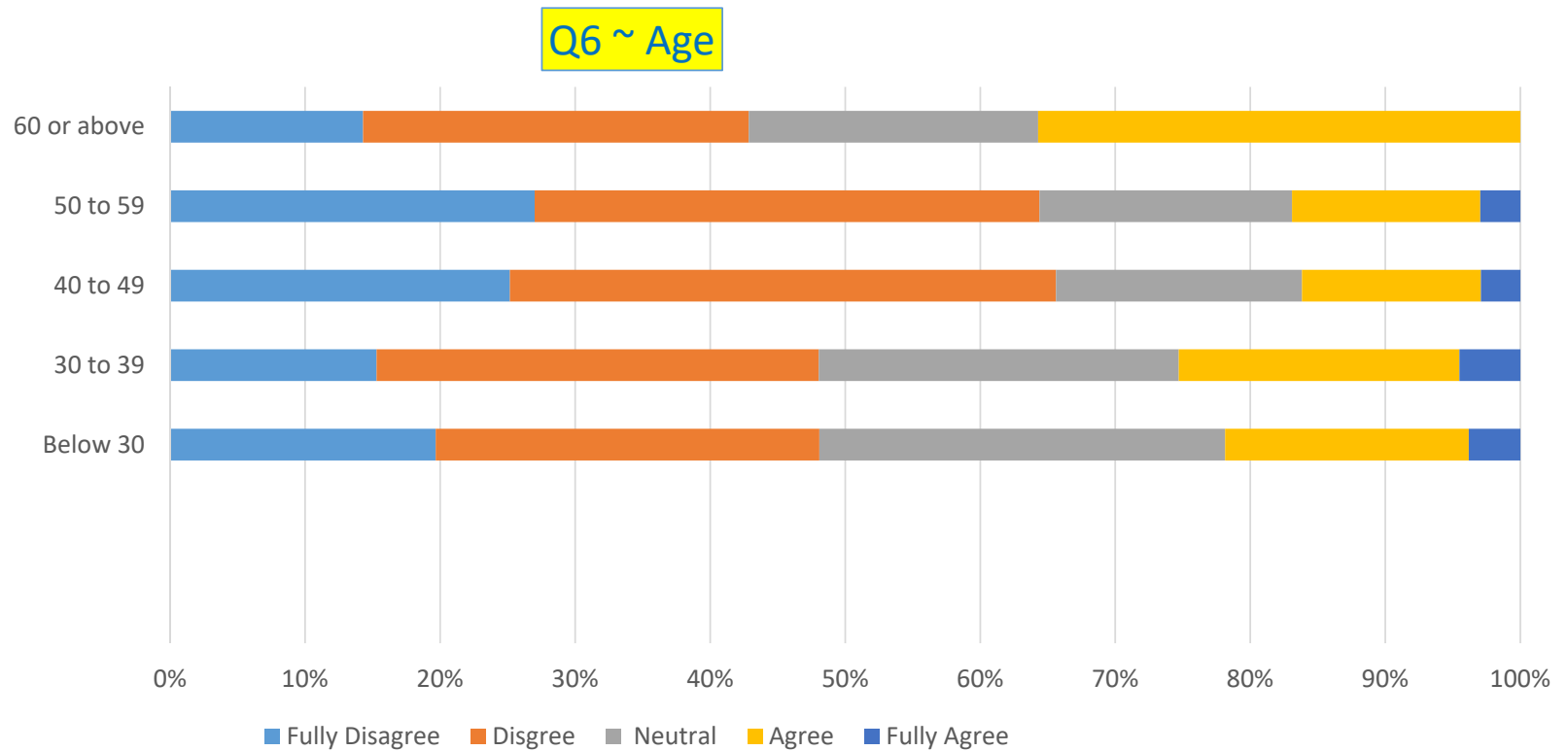
## Responses to Question 6: (Current Contract Status)

*The 'Annual Appraisal Exercise' that has been adopted by the University is able to accurately assess the work performance of staff members.*



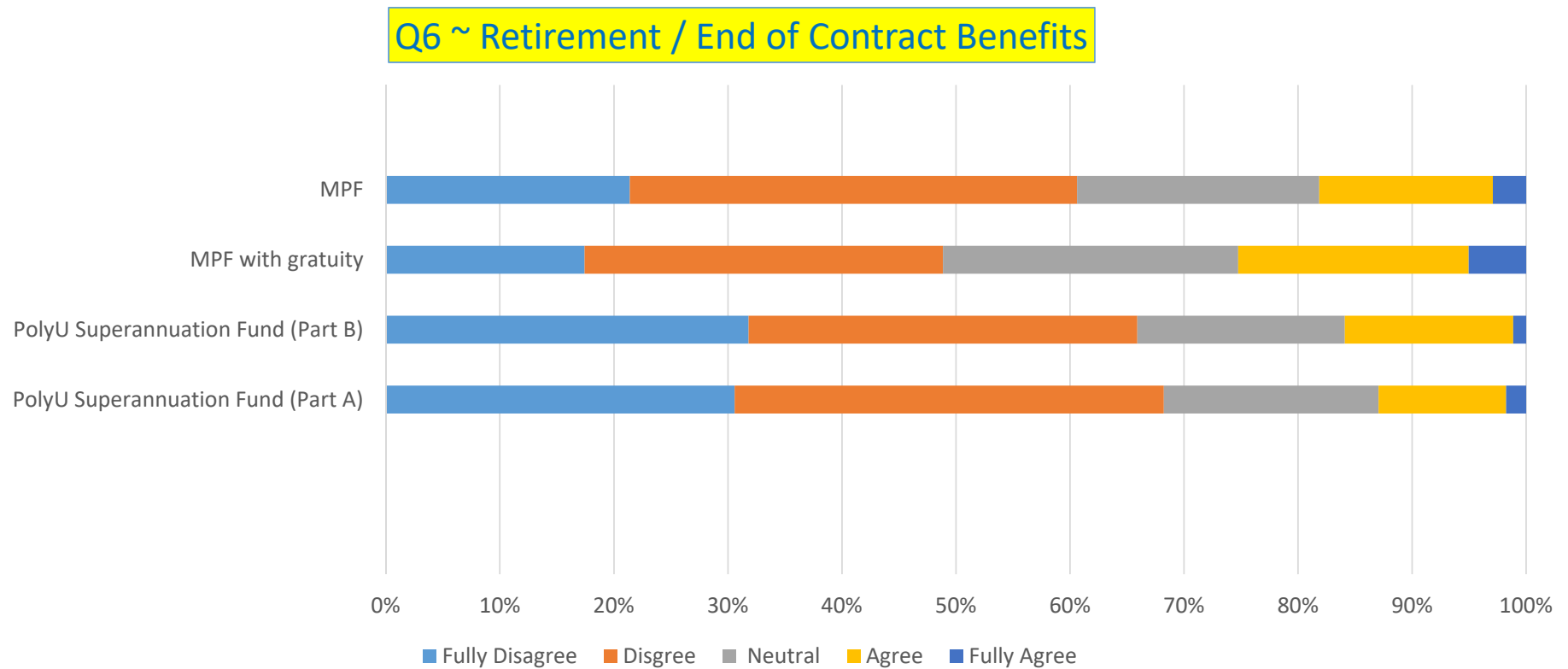
## Responses to Question 6: (Age)

*The 'Annual Appraisal Exercise' that has been adopted by the University is able to accurately assess the work performance of staff members.*



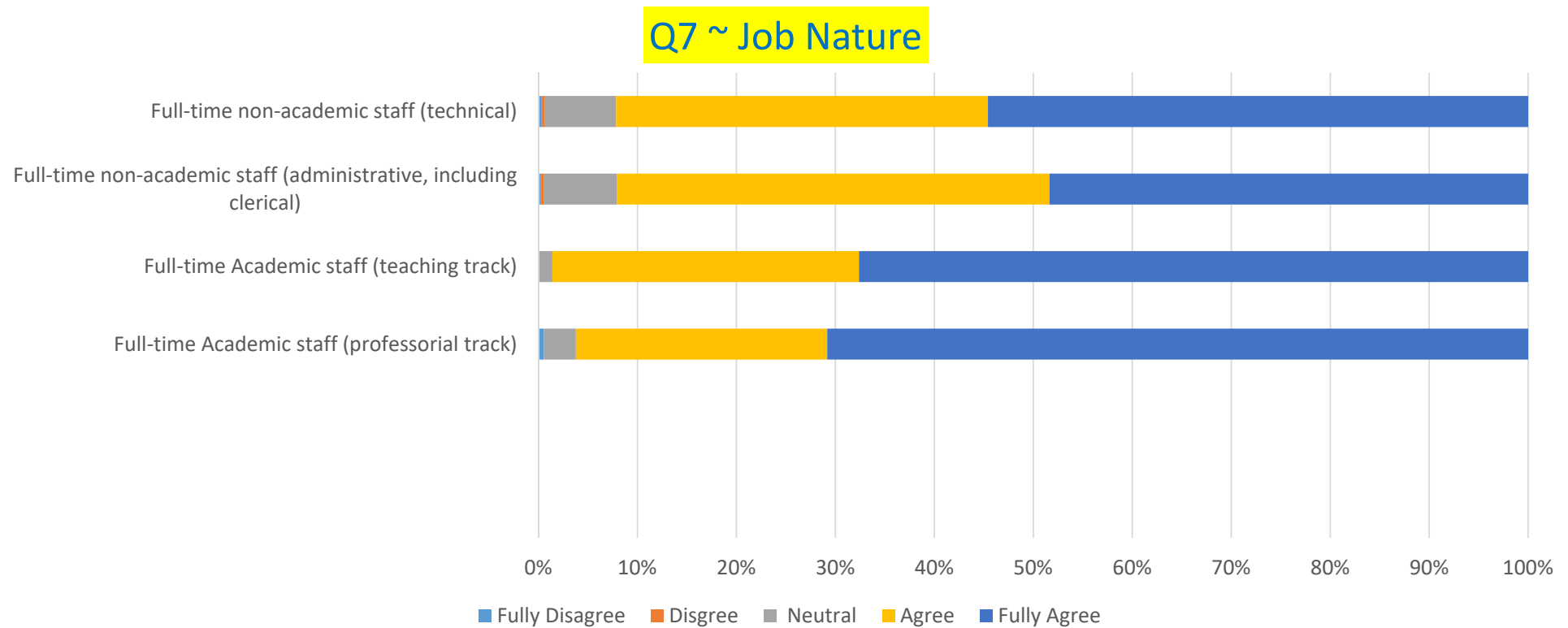
## Responses to Question 6: (Retirement / End of Contract Benefits)

*The 'Annual Appraisal Exercise' that has been adopted by the University is able to accurately assess the work performance of staff members.*



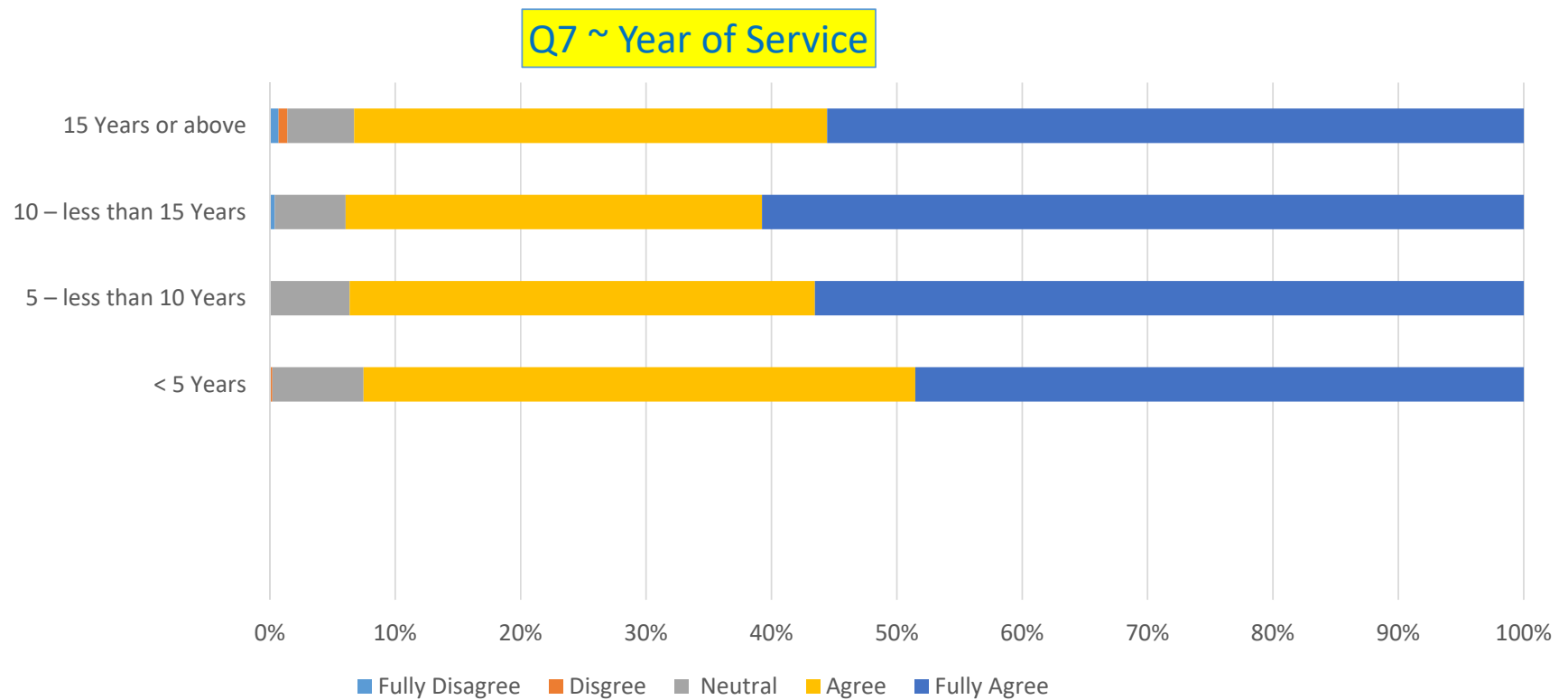
## Responses to Question 7: (Job Nature)

*The University should increase its transparency so that staff members can know its financial and operational status.*



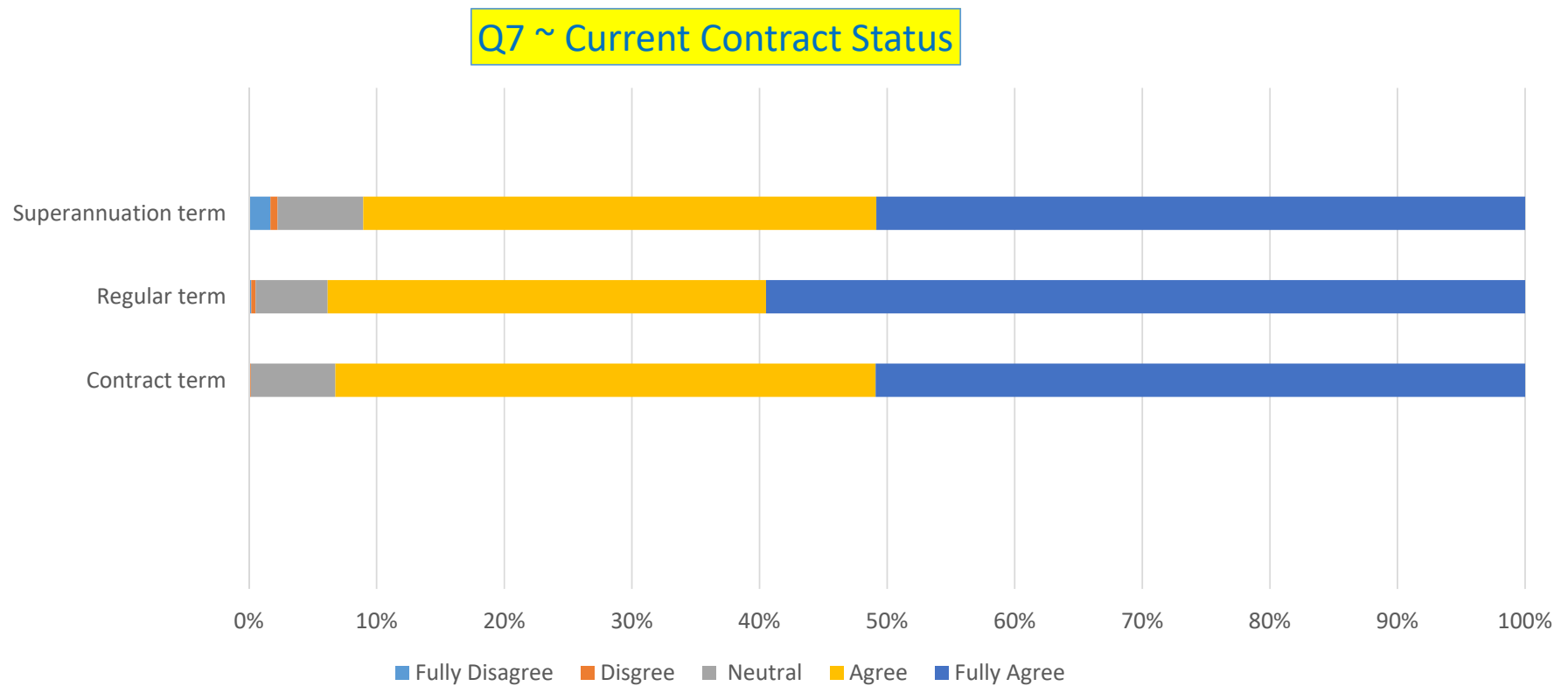
## Responses to Question 7: (Year of Service)

*The University should increase its transparency so that staff members can know its financial and operational status.*



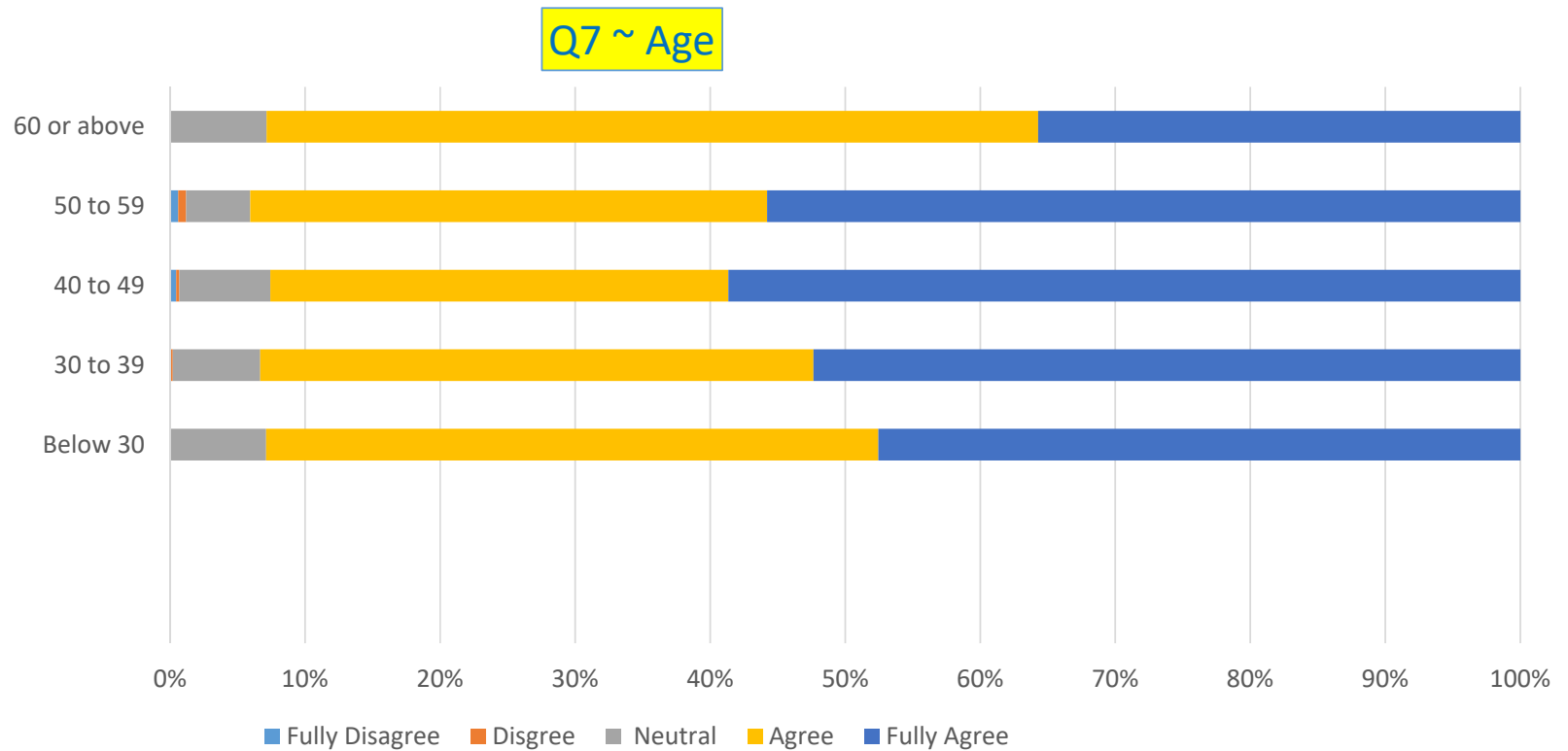
## Responses to Question 7: (Current Contract Status)

*The University should increase its transparency so that staff members can know its financial and operational status.*



## Responses to Question 7: (Age)

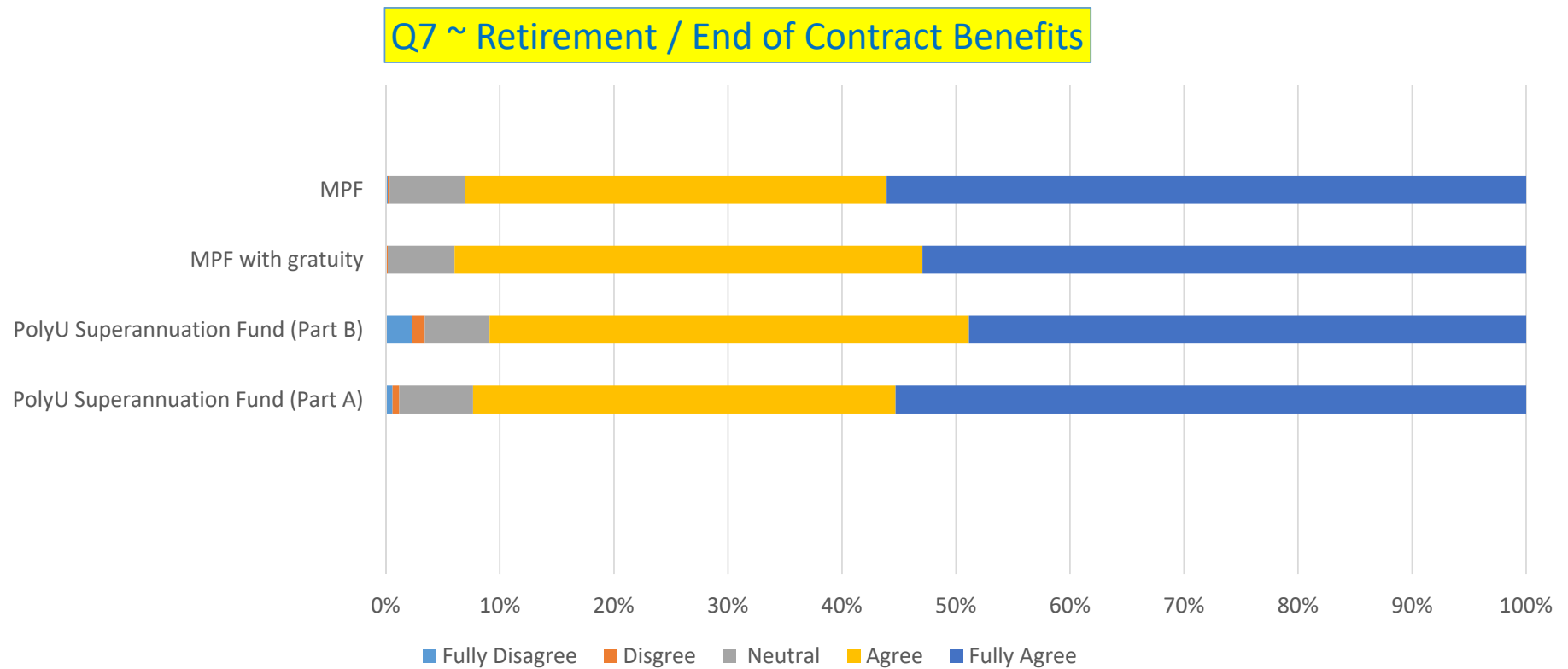
*The University should increase its transparency so that staff members can know its financial and operational status.*





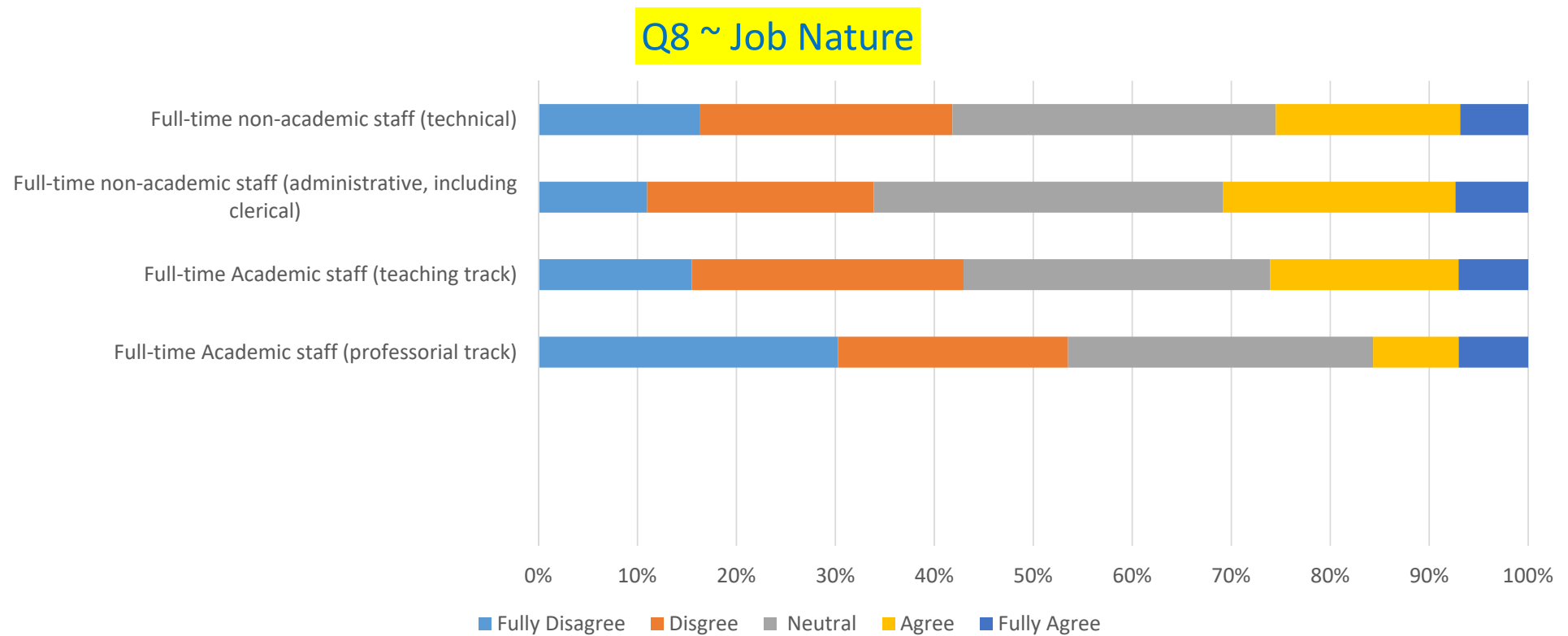
## Responses to Question 7: (Retirement / End of Contract Benefits)

*The University should increase its transparency so that staff members can know its financial and operational status.*



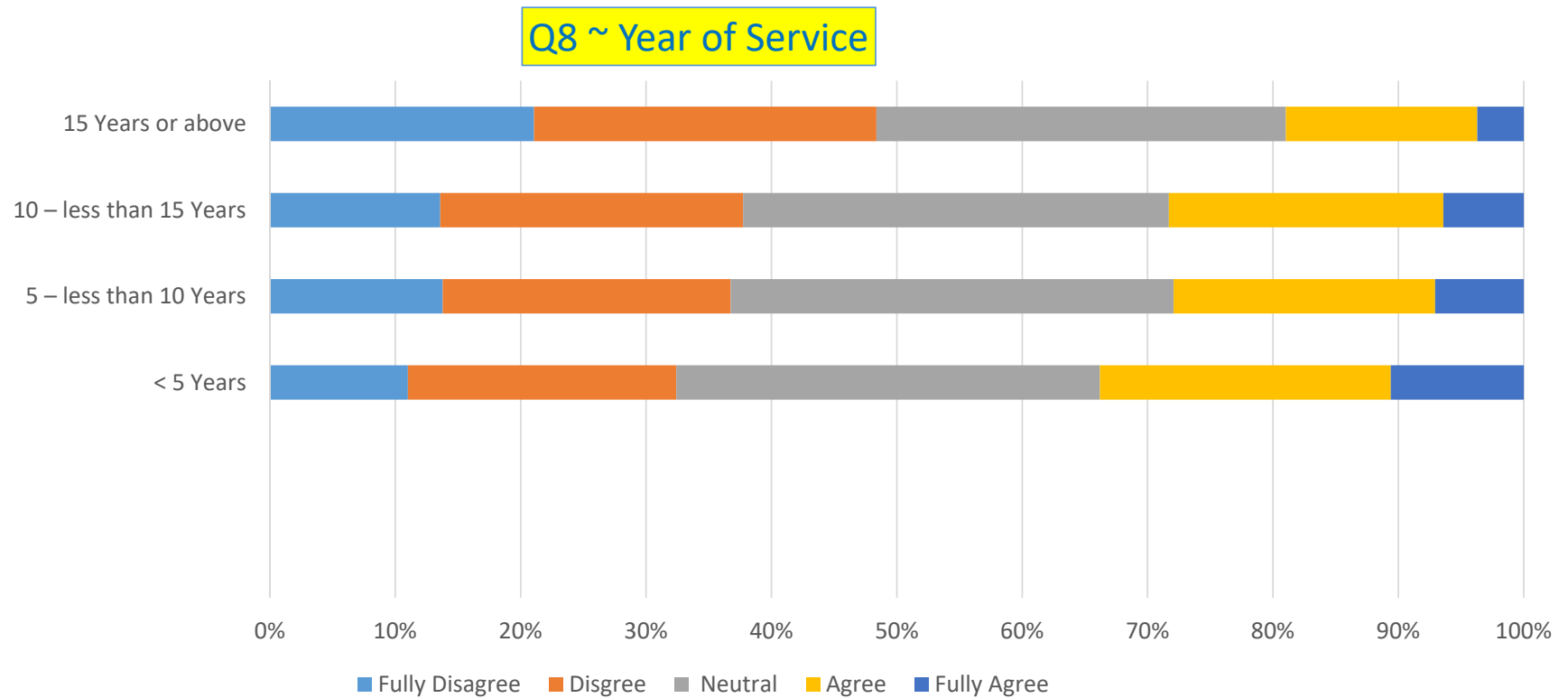
## Responses to Question 8: (Job Nature)

*The University should make reference to the commercial sector in measuring the performance of staff.*



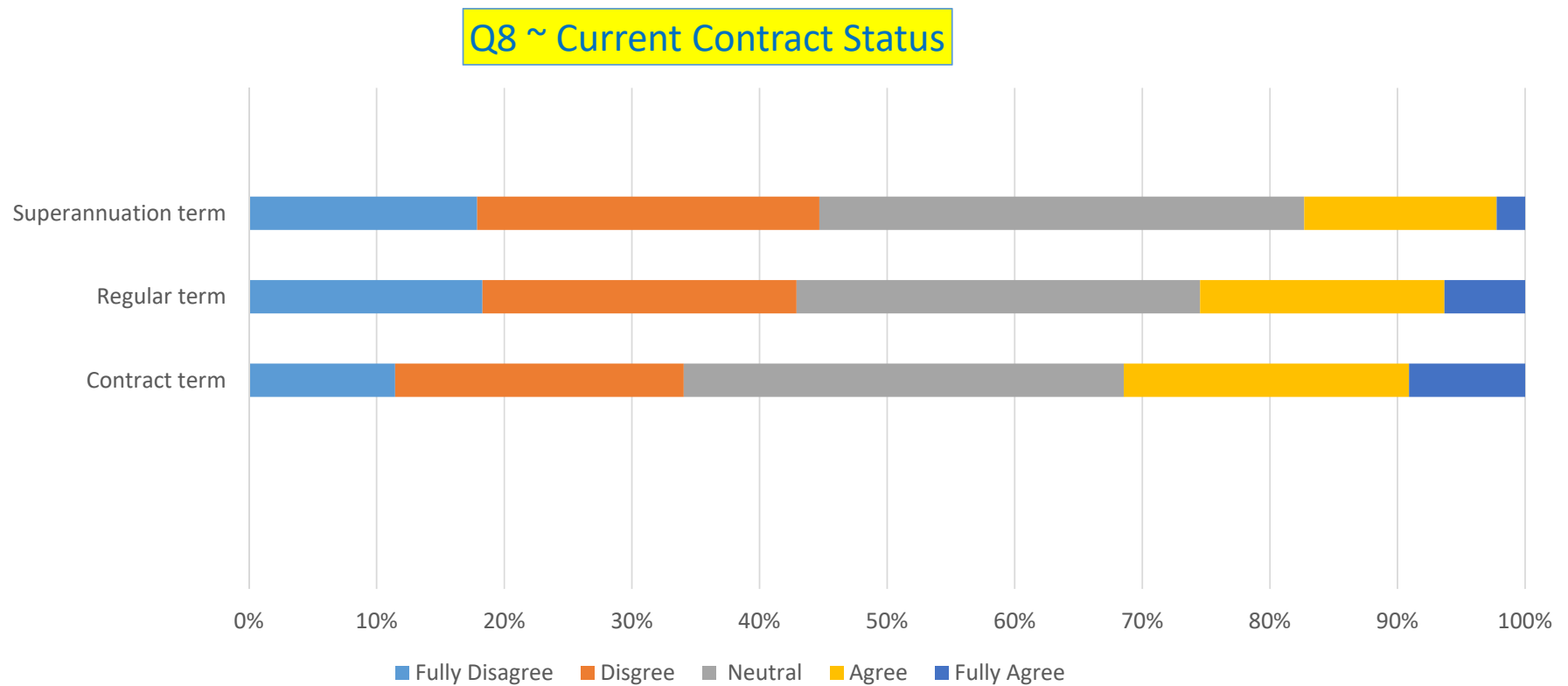
## Responses to Question 8: (Year of Service)

*The University should make reference to the commercial sector in measuring the performance of staff.*



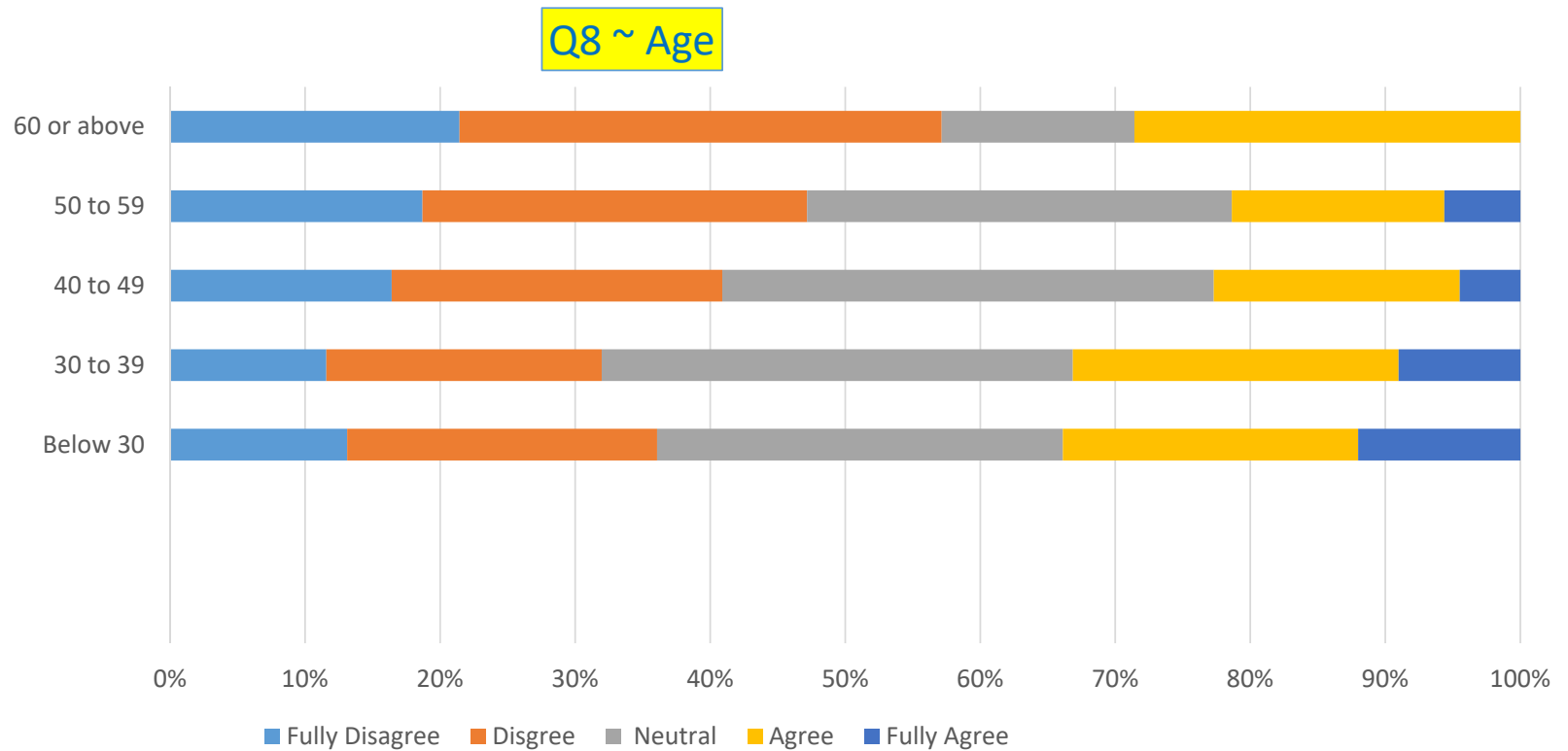
## Responses to Question 8: (Current Contract Status)

*The University should make reference to the commercial sector in measuring the performance of staff.*



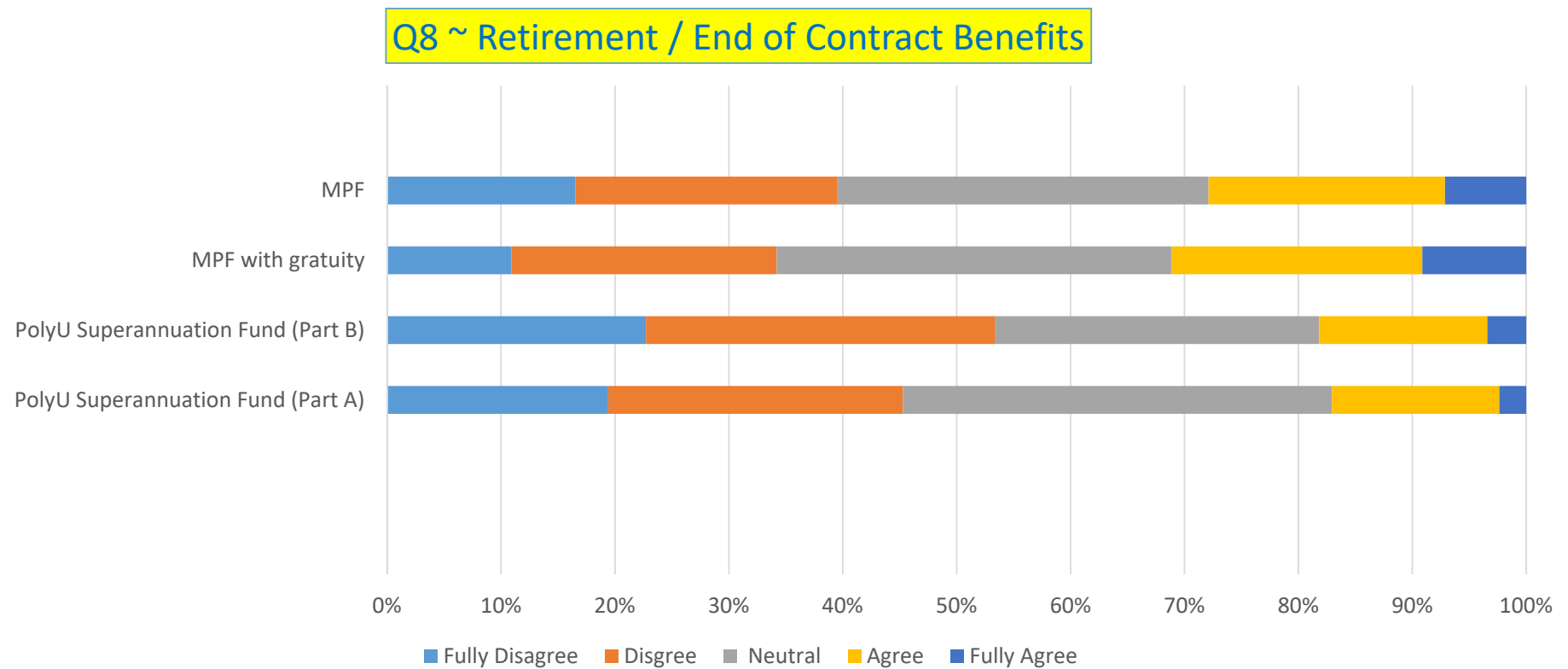
## Responses to Question 8: (Age)

*The University should make reference to the commercial sector in measuring the performance of staff.*



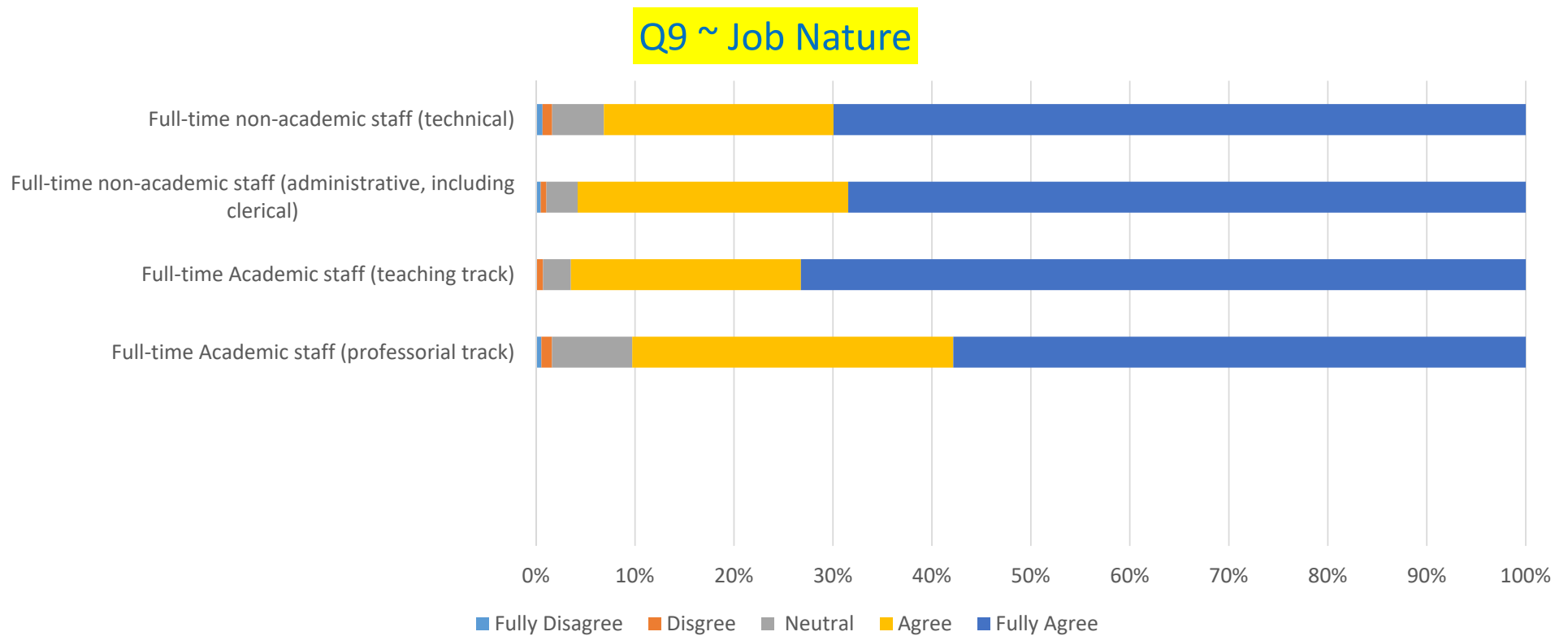
## Responses to Question 8: (Retirement / End of Contract Benefits)

*The University should make reference to the commercial sector in measuring the performance of staff.*



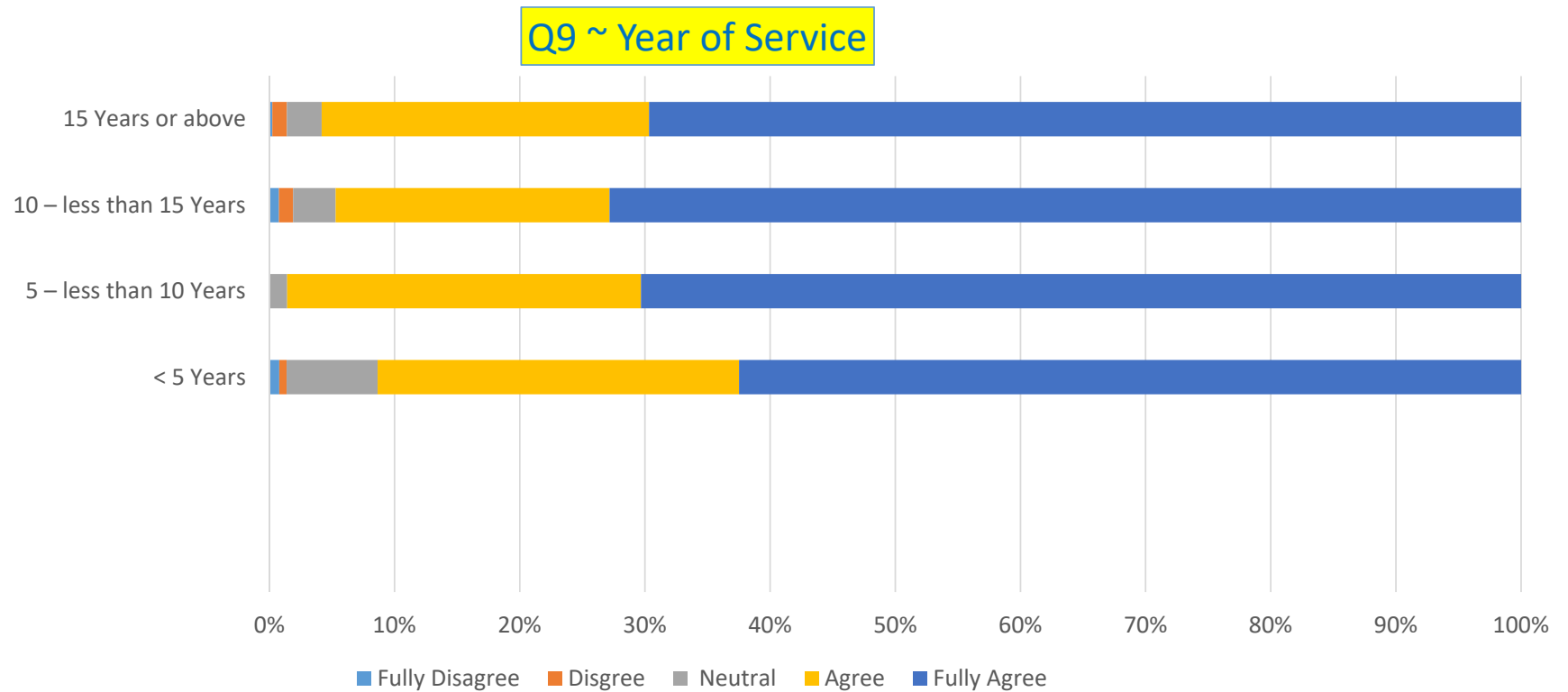
## Responses to Question 9: (Job Nature)

*There should not be any modification of the current practice of 'Salary Review Reward System' before staff members are fully consulted and a consensus reached.*



## Responses to Question 9: (Year of Service)

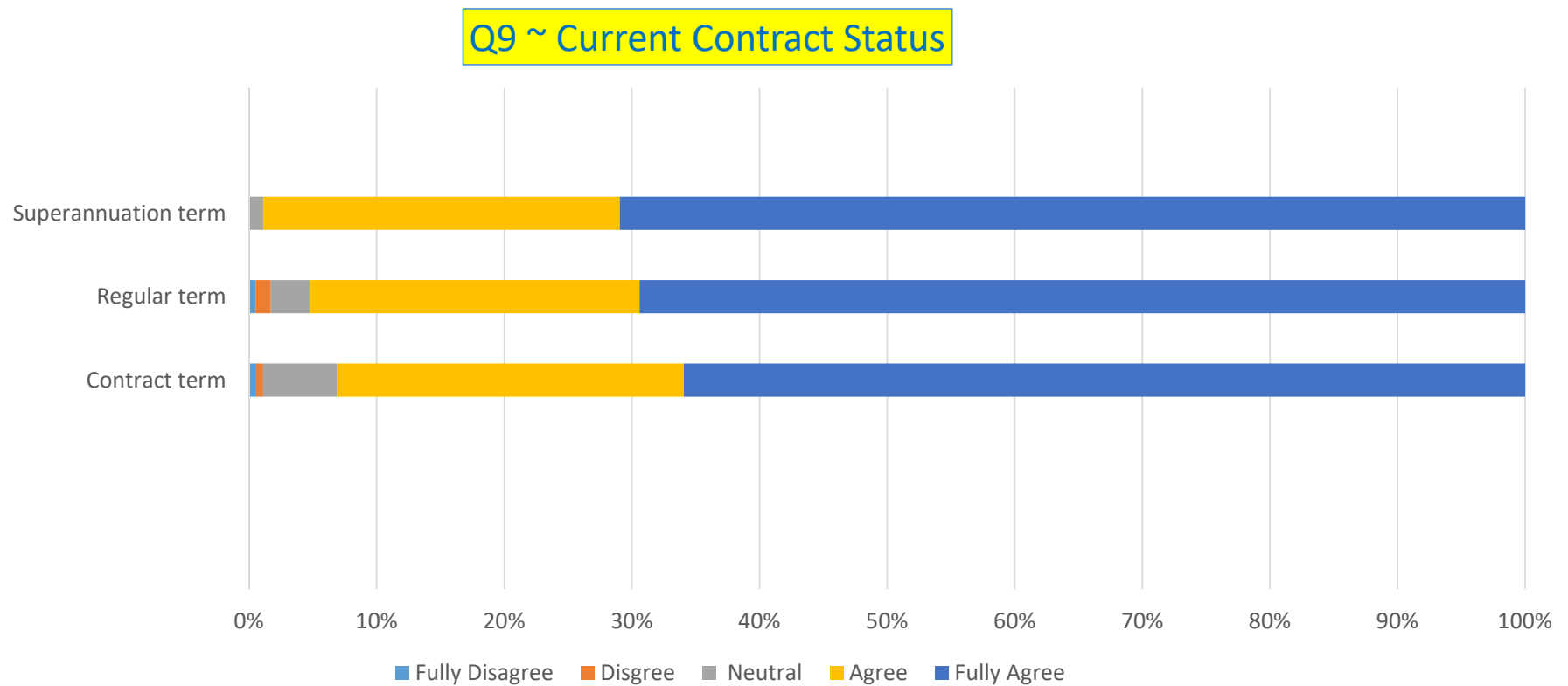
*There should not be any modification of the current practice of 'Salary Review Reward System' before staff members are fully consulted and a consensus reached.*





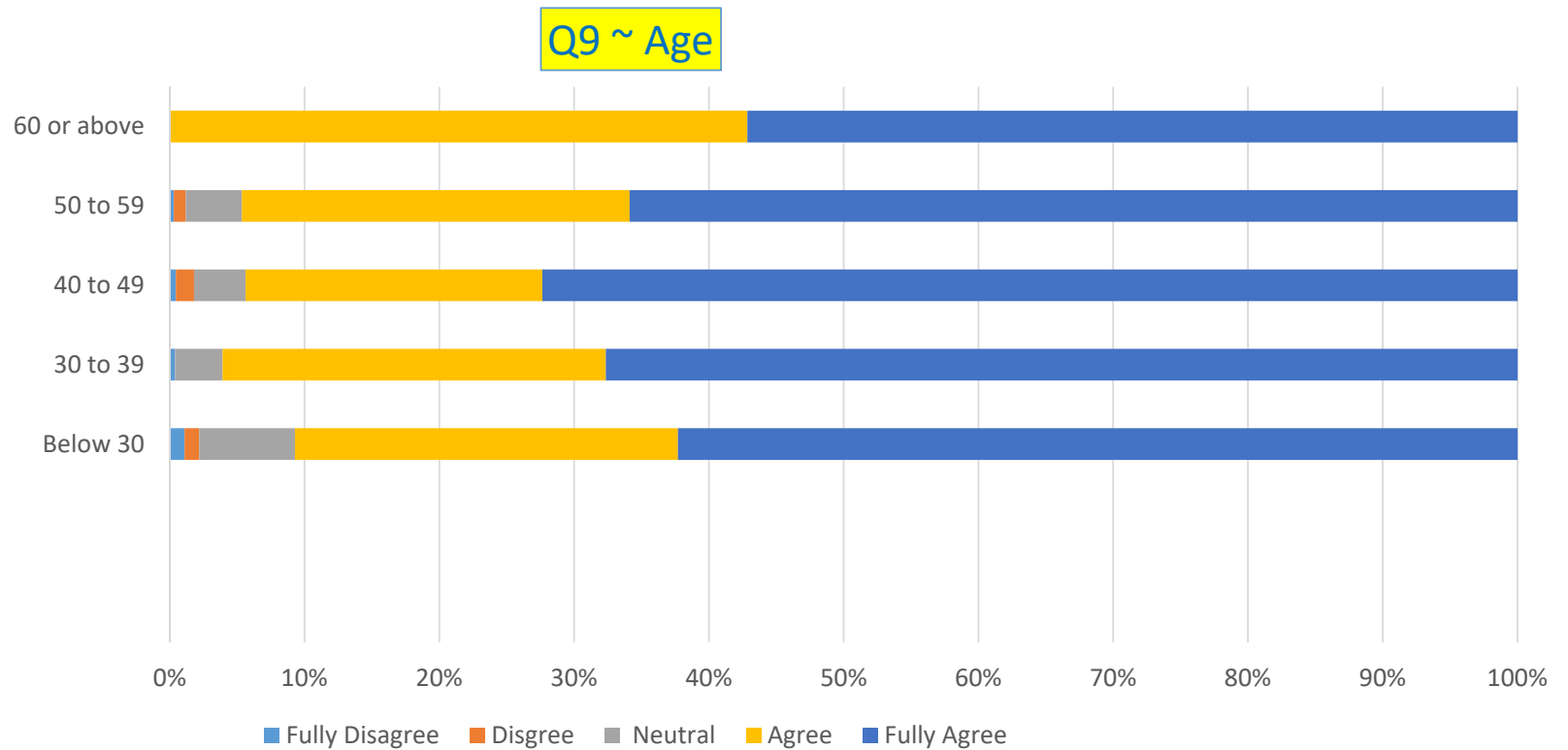
## Responses to Question 9: (Current Contract Status)

*There should not be any modification of the current practice of 'Salary Review Reward System' before staff members are fully consulted and a consensus reached.*



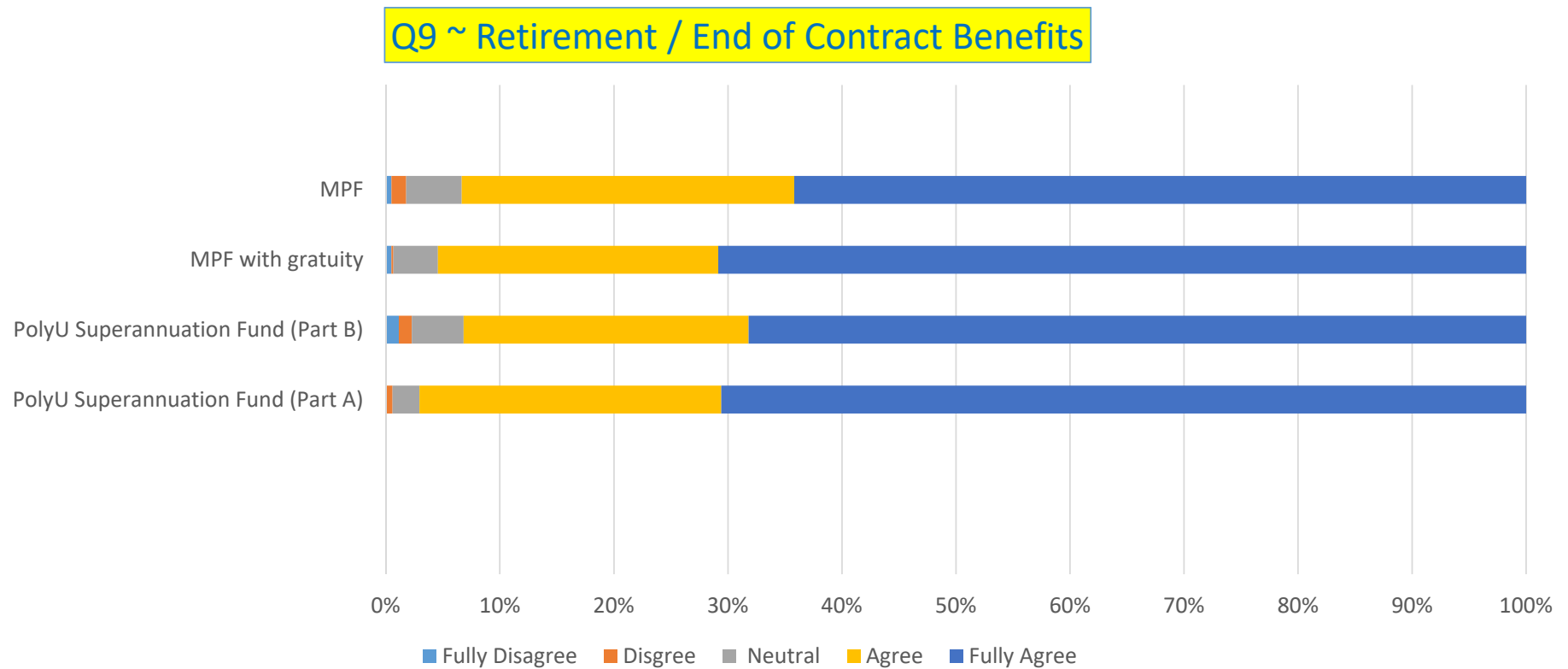
## Responses to Question 9: (Age)

*There should not be any modification of the current practice of 'Salary Review Reward System' before staff members are fully consulted and a consensus reached.*



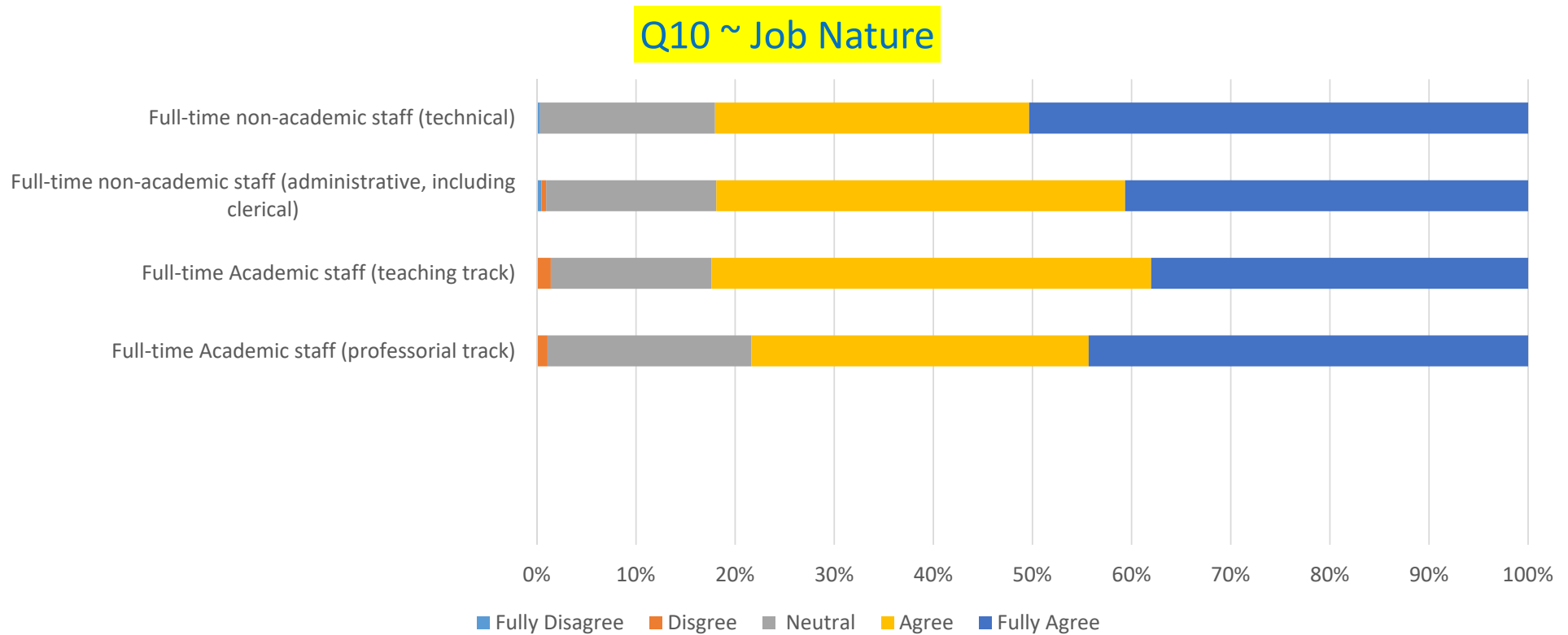
## Responses to Question 9: (Retirement / End of Contract Benefits)

*There should not be any modification of the current practice of 'Salary Review Reward System' before staff members are fully consulted and a consensus reached.*



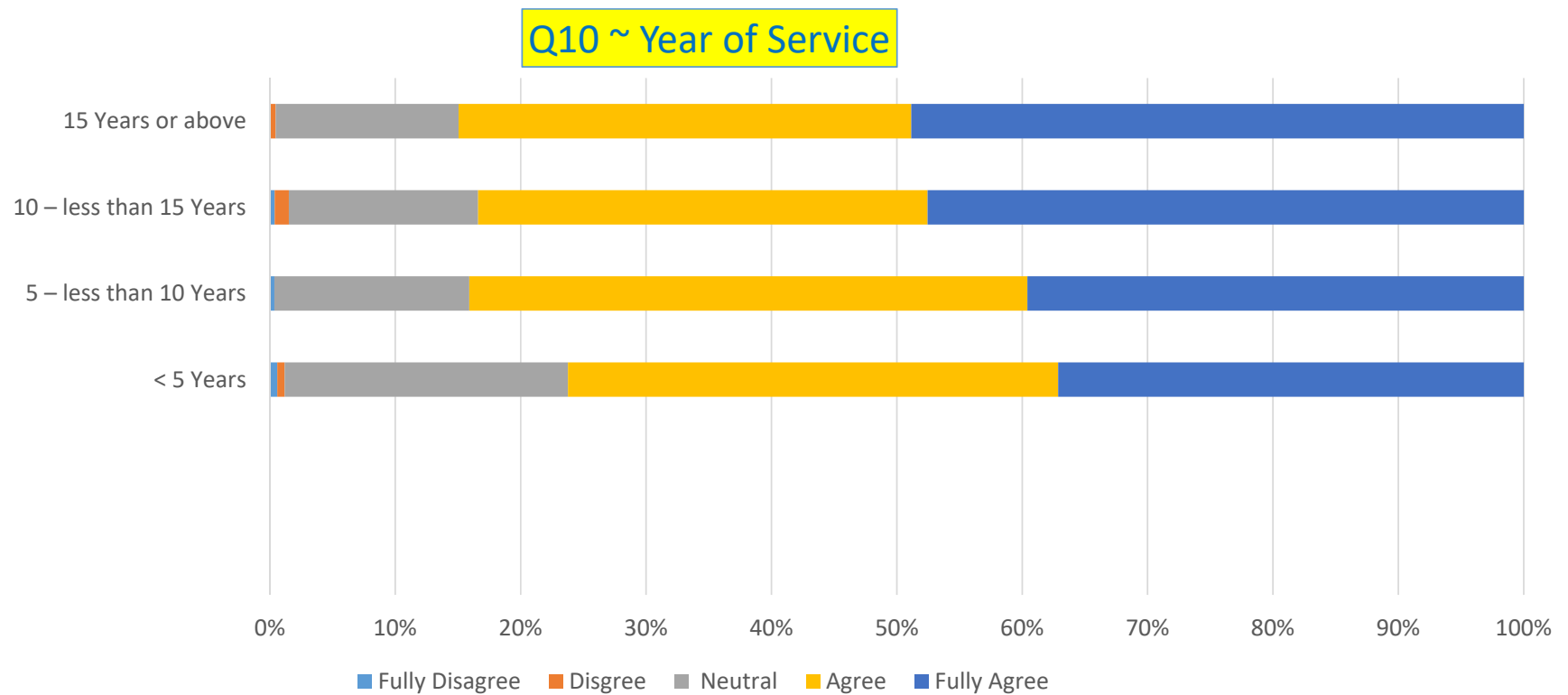
## Responses to Question 10: (Job Nature)

*As a follow-up to the previous statement, if the Senior Management unilaterally amends the content of the SRRS, staff members should consider taking further actions.*



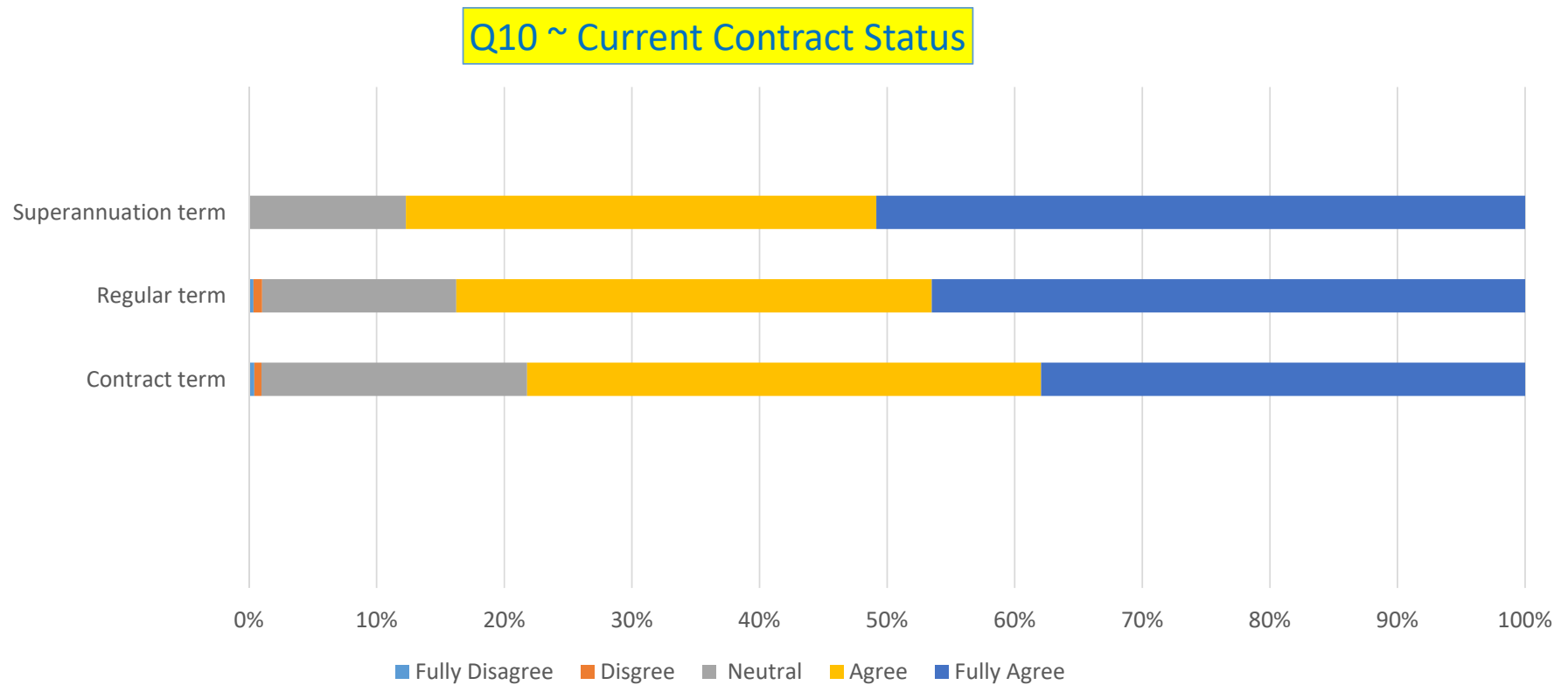
## Responses to Question 10: (Year of Service)

*As a follow-up to the previous statement, if the Senior Management unilaterally amends the content of the SRRS, staff members should consider taking further actions.*



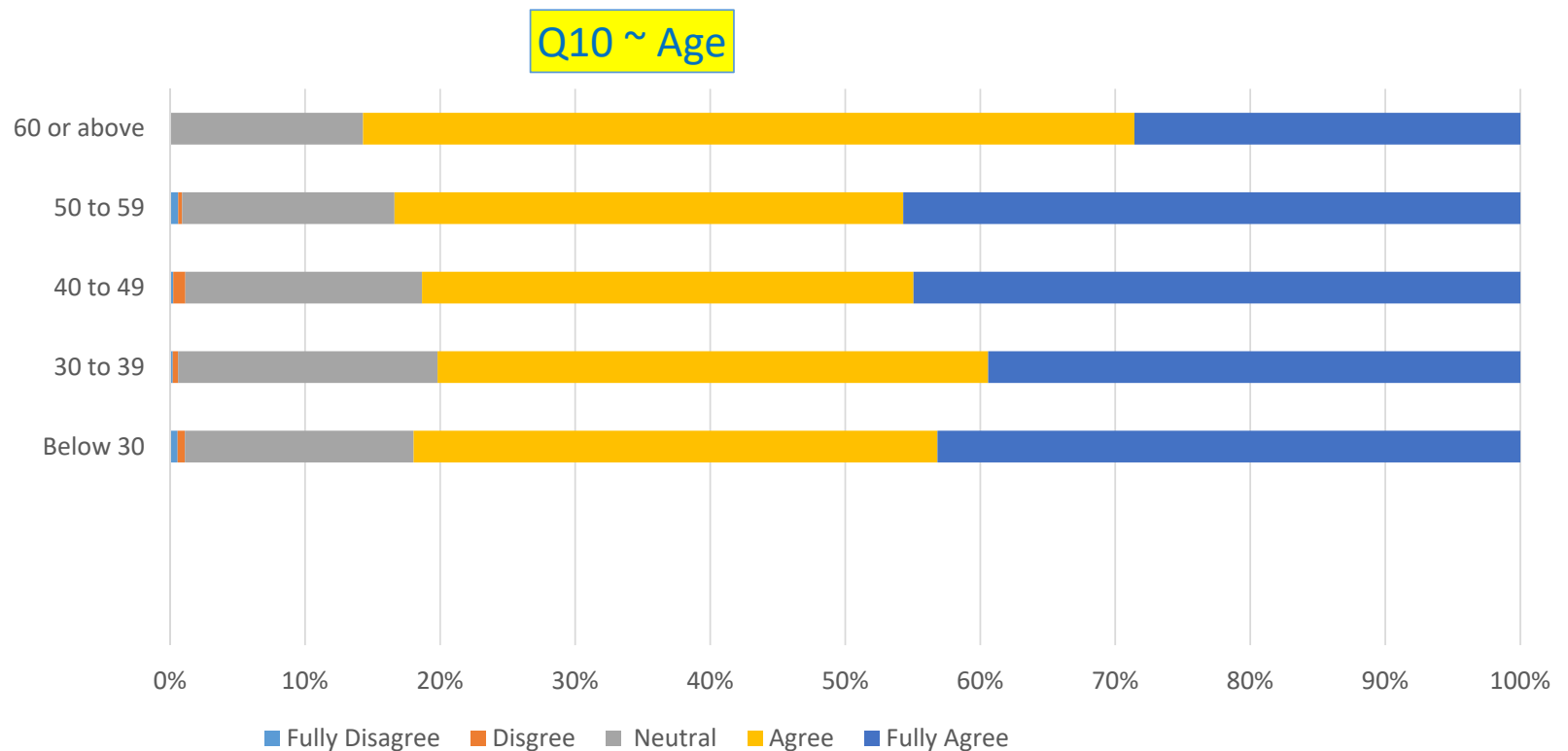
## Responses to Question 10: (Current Contract Status)

*As a follow-up to the previous statement, if the Senior Management unilaterally amends the content of the SRRS, staff members should consider taking further actions.*



## Responses to Question 10: (Age)

*As a follow-up to the previous statement, if the Senior Management unilaterally amends the content of the SRRS, staff members should consider taking further actions.*



## Responses to Question 10: (Retirement / End of Contract Benefits)

*As a follow-up to the previous statement, if the Senior Management unilaterally amends the content of the SRRS, staff members should consider taking further actions.*

