

# NGEE ANN POLYTECHNIC

## NEW CAREER AND COMPENSATION FRAMEWORK 2008

### A. New Career and Compensation Framework for Academic and Senior Non-Academic Staff

#### 1. New Scheme and Grade Structure

- 1.1. The new Polytechnic Academic Executive (PAX) Scheme will take effect on 1 Nov 2008. It consists of 6 grades. The bottom three grades will be managed as two separate schemes – one for Academic staff and another for Senior Non-Academic staff. These two schemes are differentiated by different career management options and Performance Bonus (PB) framework. The top three grades will be merged to form one single scheme for senior appointments.

PAX Grade 1		<i>One common scheme for both academic &amp; non-academic staff</i>
PAX Grade 2		
PAX Grade 3		
PAX Grade 4A	PAX Grade 4E	<i>'A' &amp; 'E' denotes Academic and Non-Academic Schemes respectively.</i>
PAX Grade 5A	PAX Grade 5E	
PAX Grade 6A	PAX Grade 6E	

- 1.2. All existing Division I schemes listed below in the Polytechnic will be replaced by the new scheme.

Educational Development Officer  
 Engineer  
 Lecturer  
 Librarian  
 Polytechnic Administrative Officer  
 Student Development Officer  
 Systems Analyst

1.3. Staff will be mapped across to the new grades as follows:

Existing Schemes of Service		New Scheme of Service and Grade
Existing Grade for Education Development Officer/Engineer/ Lecturer/ Student Development Officer/ Systems Analyst	Existing Grade for Librarian & Polytechnic Administrative Officer	
Superscale E, E1	Superscale E, E1	PAX Grade 1
Superscale G1, G, F	Superscale G1, G, F	PAX Grade 2
Grade 2, 2A	Grade 1/ 1A	PAX Grade 3
Grade 3	Grade 2	*PAX Grade 4A/ 4E
Grade 4	Grade 3	*PAX Grade 5A/ 5E
Grade 5, 5A	Grade 5, 4, 4A	*PAX Grade 6A/ 6E

*\*'A' denotes Academic Scheme while 'E' denotes non-Academic Scheme*

## 2. New Career Development Pathway

Staff at the junior levels will be given opportunities to be exposed to a wider spectrum of roles to broaden their career options including teaching; student development; curriculum and instructional review, design and development; academic administration and technology development. At the senior levels, staff can aspire to take on managerial leadership roles or academic leadership roles such as course management, mentoring, pedagogy development and technology development.

## 3. New Salary Ranges

Existing fixed increment salary scales will be replaced by new salary ranges with variable performance-based merit increments. The new gross salary ranges are shown in Annex A.

## 4. Pegging to Market

The total remuneration (monthly salary, performance bonus etc) will be reviewed periodically, once in every 2 to 3 years, and be aligned to general market conditions. The first review will be conducted in a year's time.

## **5. Revised Performance Bonus (PB) Framework**

The key features of the revised PB framework are as follows:

- 5.1. A new C+ grade will be introduced. The rating scale is A, B, C+, C, D and E.
- 5.2. The base rate (ie for a 'C' grade) will be increased so that performance-based pay will form a larger proportion of the total compensation. Under the revised framework, a good performing non-academic staff can expect an increase in PB of up to 1 month for a 'C' rate while a good performing academic staff can expect an increase of up to 1.75 months.
- 5.3. The differentiation of rewards between 'A' and 'C' performance will be sharpened and the variance increased. A 'B' performer can expect 0.75 to 1.25 months more than a 'C' performer while an 'A' performer can expect 1.25 to 2 months more than a 'C' performer.

## **6. New Merit Increment (MI) Framework**

Performance-based merit increments will replace existing seniority-based fixed annual increments. The key features of the proposed MI matrices are as follows:

- 6.1. A tiered increment factor will be applied across the various levels. For the junior levels, a more competitive factor will be applied for retention purposes while a smaller increment factor is applied for the senior level to place greater focus on variable compensation i.e. PB.
- 6.2. A built-in Market Increment Factor will be applied as an anchor to allow IHLs to respond faster to market movements.
- 6.3. MI for the top 3 grades will be expressed in percentage term as a reflection of the officer's salary while that for the bottom 3 grades will be expressed in fixed quantum.
- 5.4. In general, base MI rates will be close to the existing increment quantum. Depending on the grades, 'B' MI rates will be about 30-40% more than the base rate and 'A' MI rates will be about 60 – 70% more than the base rate.
- 5.5. 'D' and 'E' performers will not be eligible for MI.

## **7. New Promotion Increment (PI)**

Currently under our fixed salary scale structure, PI is usually an additional increment awarded on top of the staff's existing salary point before mapping to the new scale. Under the new system, PI will be a percentage of base salary or a quantum which will be awarded over and above the merit increment in recognition of individual performance and ability to perform a

larger job scope at a higher grade. The PI rates range between 4% to 8% depending on the grades the staff are promoted to.

## **8. Revision of Leave Benefits for Academic Staff**

- 8.1. As part of the overall package, existing academic staff who opt into the new scheme will have their annual vacation leave revised to 28 days.
- 8.2. All new academic staff recruited after the effective date of the new scheme will be placed on 21 days of annual leave. Their leave will be increased to 24 days after completing 10 years of service.
- 8.3. The medical leave benefit for academic staff will also be revised to 60 days per year. In the event that a staff is still certified unfit for duty after all his/her medical leave has been used up, he/she is eligible to apply for extended sick leave.
- 8.4. Details of the modified Academic Leave Scheme and medical leave are found in Annex B.

## **9. Award of Structural Adjustment**

- 9.1. For staff who opt into the new scheme they will be awarded a structural adjustment as follows:

Staff in the top three grades	-	Up to 5%
Staff in the bottom three grades	-	Up to 6%

- 9.2. Staff whose current salaries are close to the salary bars will be awarded the full structural adjustment provided they have at least a "C" performance grade. But they will not be deemed to have crossed the salary bars. Their next MI will be subject to the criteria for crossing of salary bars.
- 9.3. For the 'D' graders whose current salaries are close to the salary bars, they will be awarded the full structural adjustment or up to the salary bars, whichever is lower.

## **10. Opt-In Payment**

- 10.1. Staff who opt into the new scheme will be awarded the following one-off opt-in payment :

Academic Staff	-	2 months
Non-Academic Staff	-	1 month

- 10.2. The opt-in payment is based on staff's salary as at 31 Oct 2008.

- 10.3. There is a 3-month minimum service period. Staff who resign within 3 months from the effective date of the new scheme ie 1 Nov 2008 will be required to refund the full amount of the opt-in payment and structural adjustment.

## **11. Option Exercise**

- 11.1. All eligible staff will be given an individual notification indicating their new substantive appointment grade, new salary range, gross monthly salary, incremental date, and new leave benefits (for academic staff) under the new scheme.
- 11.2. Staff will be given 3 weeks to exercise their option. Once the option is exercised, it is irrevocable.
- 11.3. Staff who decide not to opt into the new scheme will remain on their existing schemes and leave benefits. Their salary schemes will be deemed moribund ie they will not enjoy further revision.

## **B Revised Management Support Officer (MSO) Scheme and Technical Support Officer (TSO) Schemes**

### **12. Revised MSO and TSO Salary Ranges**

The salary scales for MSO and TSO schemes will be converted to ranges with minimum/maximum points and variable performance-based merit increments. The new gross salary ranges are shown in Annex A.

### **13. Revised Performance Bonus (PB) Framework**

The PB framework for MSO and TSO schemes has been similarly revised to sharpen the differentiation in the PB payouts. For MSOs and TSOs with good performance, they can look forward to an increase in PB of up to 0.35 months while better performers will be rewarded with an additional PB of up to 0.75 months.

### **14. New Merit Increment (MI) framework**

Instead of annual fixed increments, officers in the revised schemes will be awarded variable merit increment which will vary according to their performance and market conditions. Officers with 'D' & 'E' grades will not receive any merit increment.

### **15. Award of Structural Adjustment**

15.1. Staff who opt into the new schemes will be awarded a structural adjustment as follows:

MSO	-	Up to 4%
TSO	-	Up to 3%

15.2. Staff in the top 3 grades whose current salaries are close to the salary bars will be awarded the full structural adjustment provided they have at least a 'C' performance grade. But they will not be deemed to have crossed the salary bars. Their next MI will be subject to the criteria for crossing of salary bars.

15.3. For the 'D' graders whose current salaries are close to the salary bars, they will be awarded the full structural adjustment or up to the salary bars, whichever is lower.

### **16. Opt-In Payment**

16.1. Staff who opt into the new schemes will be awarded a one-off opt-in payment of one month based on salary as at 31 Oct 2008.

16.2. There is a 3-month minimum service period. Staff who resign within 3 months from the effective date of the new schemes ie 1 Nov 2008 will be required to refund the full amount of the opt-in payment and structural adjustment.

## **17. Option Exercise**

17.1. All eligible staff will be given an individual notification indicating their new substantive appointment grade, new salary range, gross monthly salary and incremental date under the new schemes.

17.2. Staff will be given 3 weeks to exercise their option. Once the option is exercised, it is irrevocable.

17.3. Staff who decide not to opt into the new schemes will remain on their existing schemes. Their salary schemes will be deemed moribund ie they will not enjoy further revision.

**C. Corporate Support Officer (CSO) and Operations Support Officer (OSO) Schemes**

**18. Salary Scales**

The salary scales of CSO and OSO schemes will remain unchanged. According to the Public Service Division, the salaries of CSOs and OSOs have been found to be competitive. As such, there will be no salary revision for these groups of staff.

**19. Revised PB framework**

The PB framework for these schemes will be enhanced to sharpen the differentiation in PB payouts among officers. Good performers can expect to receive up to 0.2 month more in PB and better performers can be rewarded up to 0.3 to 0.5 month more in PB.

**20. Training Incentive Scheme**

Officers will be eligible for Training Incentives of \$200 to \$300 for completion of national level courses (capped at \$400 per FY) as follows :

<u>Qualification</u>	<u>Incentive</u>
Career Readiness Cert (Operations)	\$200
Career Readiness Cert (Supervisory)	\$300
Other WSQ Cert or equivalent	\$200
Higher NITEC Cert (ITE)	\$200

**21. Job Redesign**

Jobs in these schemes will be redesigned. The re-designed jobs will be more challenging and meaningful. This will help to enhance the skills and employability of these categories.

ANNEX A

**NEW GROSS SALARY RANGE FOR ACADEMIC AND SENIOR NON-ACADEMIC STAFF – POLYTECHNIC ACADEMIC EXECUTIVE (PAX) SCHEME**

<b>Grade</b>	<b>Min (\$)</b>	<b>Bar / Max (\$)</b>
PAX 1	14,080	18,770 / 21,120
PAX 2	10,520	14,500/ 16,490
PAX 3	6,620	9,140/ 10,400
PAX 4A/ 4E	4,580	7,030/ 8,250
PAX 5A/ 5E	3,470	5,320/ 6,240
PAX 6A/ 6E	2,150	4,160/ 5,160

*'A' and 'E' denotes Academic and Non-Academic Schemes respectively*

**NEW GROSS SALARY RANGE FOR MANAGEMENT SUPPORT OFFICER (MSO) SCHEME**

<b>Grade</b>	<b>Min (\$)</b>	<b>Bar / Max (\$)</b>
1	5,100	6,160 / 6,690
2	4,200	5,230 / 5,750
3	3,390	4,590 / 5,190
4	2,590	4,280
5	2,110	3,400
6	1,500	2,450

**NEW GROSS SALARY RANGE FOR TECHNICAL SUPPORT OFFICER (TSO) SCHEME**

<b>Grade</b>	<b>Min (\$)</b>	<b>Bar / Max (\$)</b>
1	5,100	6,160 / 6,690
2	4,200	5,230 / 5,750
3	3,390	4,590 / 5,190
4	2,710	4,420
5	2,230	3,520
6A	2,270	2,770
6	1,650	2,640
7	1,810	2,350
8	1,110	2,140

## ANNEX B

### NGEE ANN POLYTECHNIC POLYTECHNIC ACADEMIC LEAVE SCHEME 2008 (MODIFIED)

- 1 This Scheme applies to all Academic Staff who opted for the 2008 restructured salary scheme which was implemented on 1 November 2008.

#### **Vacation Leave**

- 2 An officer under this Scheme shall be granted vacation leave of 28 working days per calendar year or the proportionate amount if the period of service in any calendar year is less than 12 months.

#### **Accumulated Leave**

- 3 Leave of up to one year's eligibility may be carried forward to the following year. At the end of the second year, this leave cannot be deferred further and will be forfeited, if left unconsumed.

#### **Medical Leave**

- 4 An officer may be given full-pay sick leave for the period shown in a medical certificate up to a total of:
- (a) 30 days in a calendar year; or
  - (b) 60 days if he has to be warded in a hospital.

#### **Extended Sick Leave**

- 5 If an officer is still certified unfit for duty after he has used up all the sick leave under paragraph 4, he may apply for extended sick leave on full pay as set out below, minus any extension given to him previously.

Limits of Extension of Full-Pay Sick Leave	
Length of Service	Maximum Extension Allowed (Days)
Less than 1 year	0
1 year and above	10
5 years and above	20
10 years and above	45
15 years and above	60
20 years and above	90
25 years and above	120
31 years and above	150

## ANNEX C

### POLYTECHNIC ACADEMIC LEAVE SCHEME 2008

- 1 This Scheme applies to all Academic Staff appointed on or after 1 November 2008.

#### Vacation Leave

- 2 An officer under this Scheme qualifies for vacation leave at these rates:

Less than 10 years' service	21 working days per calendar year
After 10 years' service	24 working days per calendar year

#### Accumulated Leave

- 3 Leave of up to one year's eligibility may be carried forward to the following year. At the end of the second year, this leave cannot be deferred further and will be forfeited, if left unconsumed.

#### Medical Leave

- 4 An officer may be given full-pay sick leave for the period shown in a medical certificate up to a total of:
- (a) 14 days in a calendar year; or
  - (b) 60 days if he has to be warded in a hospital.

#### Extended Sick Leave

- 5 If an officer is still certified unfit for duty after he has used up all the sick leave under paragraph 4, he may have his sick leave extended on full pay as set out below, minus any extension given to him previously.

Limits of Extension of Full-Pay Sick Leave	
Length of Service	Maximum Extension Allowed (Days)
Less than 1 year	0
1 year and above	10
5 years and above	20
10 years and above	45
15 years and above	60
20 years and above	90
25 years and above	120
31 years and above	150

**General**

**1. What had led to the Joint Review by the six institutions?**

The existing salary schemes in the Polytechnics and ITE were mostly adapted from Civil Service schemes in the early 1980s, and last revised in 2001 and 2005 respectively. Republic Polytechnic, the newest among the six institutions, formulated its salary scheme in 2002 when it was established. Many of these schemes are now outdated and unable to support the latest human resource policies of the institutions. For example, most of these schemes are still on salary scales with seniority-based annual fixed increments. This does not align with the objective of these institutions to strengthen the link between performance and pay.

Individually, the six institutions saw the need to review their career and compensation structures. However, recognising that the institutions recruit similar talent from the same market and offer similar career opportunities, the Polytechnics and ITE decided in 2007 to embark on a joint review instead.

**2. In view of the current economic climate, is it the right time to implement these changes?**

Developing a strong Polytechnic and ITE education system is a long-term undertaking. To put in place a new career and compensation structure is timely so that our institutions are able to attract, retain, motivate and develop their talent. This is vital for the growth of the polytechnic and ITE education systems, and will place them in a better position to groom future generations of skilled manpower for the Singapore economy.

The new system will strengthen the link between performance and compensation, and will also be pegged to appropriate market benchmarks.

**3. What will happen if there is an economic downturn next year?**

We will take the cue from the National Wage Council and market trends in setting an annual variable component that best reflects market conditions. This would be able to absorb most of the cyclicity of the economy.

In addition, appropriate market benchmarks have been established as a key feature of the new compensation framework. The Polytechnics and ITE will conduct periodic reviews to ensure that their compensation structure keeps pace with changing market movements. In view of the uncertainty in the economic outlook, the Polytechnics and ITE will conduct its first periodic review in a year's time to determine if there is a need to make adjustments to the overall compensation package based on the market wage levels.

**4. Is the new Polytechnic Academic Executive (PAX) Scheme comparable to the salary package of MOE teachers?**

Although our compensation package may be different from MOE's, our total compensation is comparable with theirs.

**Leave for Academic Staff**

**5. Why is there a need to reduce the leave for academic staff?**

In this comprehensive review, since the compensation framework has been revised to

keep pace with market movements, the leave benefits should likewise be reviewed and aligned closer to practices in the general market. Under the new scheme, all existing and newly-recruited academic staff in these institutions will be entitled to 28 and 21 days of annual leave respectively.

**6. Were there any consultations with the lecturers on the leave issue?**

Yes, both the academic staff unions and staff representatives of the six institutions were consulted and their inputs had been taken into consideration in the review.

**7. I am an academic staff, currently on contract. If I should decide not to opt in, what will be my leave benefits if I am subsequently given a new contract?**

An academic staff who chooses not to opt in but whose contract is subsequently renewed will be offered 28 days of annual leave.

**8. I am on establishment. Would I be penalized if I decide not to opt-in?**

A staff on the establishment who chooses not to opt in will remain on their existing scheme, existing PB framework and leave benefits. He/she will not enjoy any future salary adjustments under the new scheme.

**9. How many days of annual leave will an academic staff be entitled to in 2008 if he/she decides to opt in?**

An academic staff who has opted in will be entitled to 40 days of pro-rated leave for the whole of 2008. This is calculated by pro-rating the days of leave he is entitled to in the first 10 months of the year based on the old scheme plus the days of leave he is entitled to over the last 2 months of the year, based on the new scheme.

**10. How many days of leave can an academic staff who has opted in carry forward if he is unable to consume all his leave in 2008?**

All academic staff who have opted in the new scheme will be allowed to carry forward 14 days of unconsumed leave from 2008 to 2009. However, if one cannot consume his/her leave in 2008 due to heavy work commitment, he/she will be allowed to carry forward up to 28 days of unconsumed leave to 2009. Such application will be considered on a case-by-case basis.

**11. How many days of leave can an academic staff carry forward in subsequent years?**

Under the new academic staff leave scheme, a staff is allowed to carry forward one year's eligibility to the following year, i.e. the full 28 days. At the end of the second year, this leave cannot be deferred further and will be forfeited, if left unconsumed.

**Support Staff**

**12. Does this review cover only the academic staff and senior admin staff? What about support staff?**

The Management Support Officer and Technical Support Officer Schemes in these institutions are similarly revised from the current system of fixed annual salary increments to performance-based merit increments. Differentiation in their performance bonus will likewise be sharpened to strengthen the link between pay and performance.

For the Corporate Support Officers and Operations Support Officers, their salary structures will remain unchanged, as these are currently aligned to market rates. However, their performance bonus framework will be revised to sharpen the

differentiation between the good and better performers. Training incentives will be provided to incentivise these categories of staff to continue to upgrade their skills. In addition, the institutions will redesign these job schemes with a view to making these jobs more challenging and meaningful. The aim is to enhance the skills sets of these junior staff and sustain their employability.

**13. What is the base rate for performance bonus under the revised framework?**

MSOs and TSOs with good performance, i.e. 'C' graders, can look forward to an increase in PB of up to 0.35 months while better performers will be rewarded with an additional PB of up to 0.75 months. Using the 2008 base rate of 0.5 month, the revised base rate can be up to 0.85 months.

**14. Is the new merit increment (MI) a fixed quantum?**

Yes it will be a fixed quantum that will vary with performance. Officers with 'D' & 'E' grades will not receive any merit increment.

**15. My current incremental date is in Jan. With the revised timeline, all MIs will be paid in April. How will my MI be calculated?**

Your MI will be pro-rated, i.e. it will be calculated based on 15 months instead of 12 months. Similarly, staff whose current incremental date is in July will have their MI pro-rated based on 9 months.

**One-off Opt-in Payment and Salary Adjustment**

**16. Will I still be eligible for the salary adjustment if I have tendered my resignation? Is there any minimum service period for the opt-in payment and salary adjustment?**

Staff who have tendered resignation will not be eligible. There is a 3-month minimum service period. Those who tender resignation within the minimum service period will be required to refund the full amount of opt-in payment and salary adjustment.

**17. I joined NP less than 3 mths ago. Will I be entitled to the one-off Opt-in payment and salary adjustment if I opt-in?**

All existing staff who are in service or are recruited before 1 Nov 08 are eligible for the option exercise and will be entitled to the same terms of opt-in payment and salary adjustment.

**18. My current salary is close to the salary bar. Will I benefit from the full salary adjustment?**

If your performance is "C" and above, you will benefit from the full salary adjustment even if your salary is close to the salary bar. However, this does not mean that you have already crossed the bar. Your next increment will be subjected to the more stringent performance criteria for crossing the salary bar.

**19. Will staff on no-pay leave as at 1 Nov 08 be eligible for the salary adjustment?**

Yes, staff who are on no-pay leave will be eligible. However, the opt-in payment and adjustment will be paid when the staff returns from no-pay leave.

**20. Are staff on part-time employment (e.g. half-work load with half-pay) eligible for opt-in payment and salary adjustment?**

Yes, for staff who are on permanent part-time employment, their opt-in payments and

salary adjustments will be based on their pro-rated salaries. For staff who are on temporary part-time employment arrangement, their opt-in payments and salary adjustments will be based on their normal salaries, provided there is at least 3 months of full-time employment in 2008.

**21. Are staff on non-local contracts eligible for the new scheme?**

No, staff on non-local terms will not be eligible as their remuneration packages are different from that of the local staff.

**22. Are Adjunct Lecturers eligible for the salary adjustments?**

No, Adjunct Lecturers and staff on casual employment schemes will not be eligible.

**23. I am on a fixed-term contract. Am I eligible for the salary adjustment?**

No, staff on fixed-term contracts are not eligible.

**24. I am a retired staff who is re-employed. Will I be eligible?**

Yes, staff re-employed on contract after retirement will be eligible if they are employed in the schemes covered in the review and have at least 3 months of service beyond the effective date of the new scheme, or if their contracts have been or will be renewed.

**New Compensation Framework**

**25. Which industry or profession are the new salary structures for the PAX scheme pegged to?**

As the IHLs recruit from many different industries and professions, the salary was benchmarked against the general market.

**26. In addition to the new PB and MI framework, will the current annual variable components be changed?**

No, the current Non-Pensionable Variable Payment (NPVP) and Annual Variable Component (AVC) will remain unchanged. We will continue to follow the Civil Service for these variable payments.

**27. What are salary bars and what are the criteria for crossing the salary bars?**

As the mid-point of a salary range is the target salary for a particular job level, a salary bar is set at about the 2/3 point of the range to ensure that only staff who can add value to their jobs can progress to the top of the salary ranges. For crossing the salary bars, staff must produce consistent performance of at least grade "C+" for 2 consecutive years. For staff in the senior grades, the minimum criterion is 2 "B"s.

**28. Will the MI quantum and PB rates vary from year to year?**

The MI and PB are two of the elements of the new compensation framework. The whole compensation framework is aligned to the general market, which means that the individual elements may be adjusted if our periodic reviews (once every 2 to 3 years, the first one being in 2009,) show that our overall framework is out of alignment with the general market.

**29. Will the MI quantum under the new scheme be similar to what I have been receiving under the current scheme?**

The MI quantum will be about the same as what a 'C' grader receives under the current scheme. The quantum for 'A' and 'B' graders will be substantially higher.

**30. Will there be a fixed quota for the no. of A, B, C or D graders?**

While there are general public sector guidelines, assessment of staff will be based on individual performance and he or she will be assigned a performance grade based on actual performance.

**31. What are the different MI rates for each performance grade of the PAX Scheme?**

In general, base MI rates will be close to the existing increment quantum. Depending on the grades, 'B' MI rates will be about 30-40% more than the base rate and 'A' MI rates will be about 60 – 70% more than the base rate.

**32. What is the base rate for performance bonus under the revised framework?**

Under the revised framework, the base rate (ie for a 'C' grade) will be increased so that performance-based pay will form a larger proportion of the total compensation. A good performing senior non-academic staff can expect an increase in PB of up to 1 month (for a 'C' grade) while a good performing academic staff can expect an increase of up to 1.75 months. Using the 2008 base rate of 0.75 month, the revised base rate can be up to 2.5 months for an academic staff.

**33. Currently, a staff knows only his performance banding. How can a staff figure out what was the performance rate that his MI or PB quantum was based on?**

Moving forward, a staff will be informed of their actual performance grade when he receives a letter informing him of the MI and PB rates awarded.

**Option Exercise**

**34. Is this a one-off exercise, or are staff allowed to opt into the new scheme later?**

Yes, this is a one-off exercise. Staff who do not opt in will remain on their existing schemes. However, when they next get promoted, they will be mapped onto the new scheme, and not be eligible for any of the incentives offered under this exercise.

**35. I am an academic staff on local contract. If I do not opt in now, will I be eligible for the opt-in payment and adjustment when my contract is renewed?**

On contract renewal, contract staff who remain on the existing scheme will be offered a new contract based on the new salary scheme and new leave scheme. They will not be eligible for the opt-in payment.

**36. What is the rationale for the 3-month minimum service period?**

The opt-in payment and salary adjustment are forward-oriented. A 3-month minimum service period is therefore imposed to ensure that staff who are already planning to leave do not qualify for these incentives.

**37. What is the total salary revision the average staff on Division I schemes of service can expect?**

The salary revision is focused on the career development opportunities for the staff, as well as strengthening the link between pay and performance. With the new market

benchmarks, the majority of staff can expect up to 11% of increase in their annual salary once the new performance management structure is fully factored-in for 2009. 6% would be from structural adjustments to the monthly salary, and the remainder from the enhanced performance bonus framework. Outstanding staff can look forward to even higher increases. This does not include the one-off opt-in payout.

**38. If I am undecided by 28 Nov 08 (the deadline), can I still be allowed to exercise the option after that?**

Staff will need to exercise their option by 28 Nov 08. If no opt-in is received from a staff by that date, it is assumed that the staff has decided not to opt-in. He/she shall remain on his/her existing scheme.