

A photograph showing several business professionals in a meeting. One person is holding a tablet displaying charts, another is pointing at a tablet with a pie chart and bar graph, and a third is holding a smartphone. The scene is brightly lit, suggesting an office environment.

# Government of the Virgin Islands

Consultancy Services for Public Service  
Compensation Review and Job Classification for the  
British Virgin Islands

*Del # 4: Final Compensation Review Report*

24 November 2023

Confidential Information for the sole benefit and use of the GoVI



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# Approval Page

Name	Job Title	Signature	Date
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## Change Record

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25 August 2023	PwC	Version 1 - Draft
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24 November 2023

***Consultancy Services for Public Service Compensation Review and Job Classification for the British Virgin Islands - Deliverable #4 – Compensation Review Report***

Dear Permanent Secretary,

Please find enclosed a final revised version of Deliverable #4 - Compensation Review Report for the Consultancy Services for Public Service Compensation Review and Job Classification for the British Virgin Islands. The deliverable contains revisions as per feedback and information received from the Working Group, The Steering Committee and Cabinet on prior and Draft Deliverables dated 25 August 2023, 20 October 2023, 1 November 2023, 2 Nov 2023, 3 November 2023 and 6 Nov 2023.

This Final Report contains detailed analyses of GoVI salaries as compared with the living wage, inflation rates and market averages, highlights gaps, and provides recommendations and possible next steps for the GoVI to bridge these gaps, particularly for the specific industries of importance/critical interest for the public service.

We thank you for your input towards finalisation of this document.

Should you have any questions or clarifications, please do not hesitate to contact me.

Sincerely,

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## Introduction and Background

# Project Purpose and Objectives

The purpose of this consultancy is to address remuneration disparity, to further support the retention, engagement and motivation of skilled and competent officers to effectively deliver public services, and to support a move to a 'Total Rewards' Scheme that promotes high performance.

The specific objectives of this consultancy are to advise and make recommendations to GoVI on:

- A classification system that enables a focus on competencies, not just position title and grade;
- Appropriate Job Families for a modern Public Service;
- How to strengthen the Job Classification/Re-Classification process and training of evaluators;
- A Total Rewards Scheme that enables base pay, and, variable pay such as allowances, performance bonuses and any other benefits to be considered and articulated as part of the overall compensation package; and,
- How to ensure the Public Service's compensation keeps pace with inflation and market value.

Focus of this report

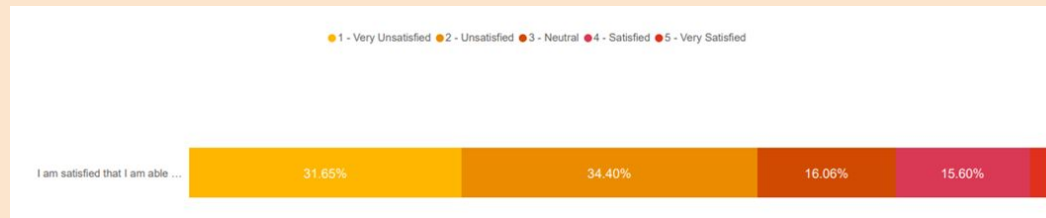
# Background

During the Current State Assessment phase, It was noted in our analysis that the current salary levels are not significantly higher than the 2003 recommended salary levels which indicates the critical importance of this Compensation Review exercise. Analysis shows that current salary levels are not likely to be sufficient to motivate staff and meet their needs given inflation rates, increase Cost of Living, and the knock on impact of natural disasters and Covid-19, among other factors.

This was substantiated by the opinions of employees as captured in the Current State Assessment Stakeholder Survey. Approximately 66% of respondents to the survey responded that they were generally unsatisfied that they are able to cover the cost of basic necessities.

## Stakeholder Survey

**Question: I am satisfied that I am able to cover the cost of basic necessities (e.g., food, shelter, clothing transport etc.)**



This response indicates the critical need to evaluation the current compensation packages in current economic circumstances.

*\*It must also be noted that this perception was shared prior to the receipt of increments.*



# Background cont'd

The current salary structure was analysed to identify key areas for rectification in the revised recommended salary structure.

## Living Wage Analysis

Analysis of current salaries to the living wage for a single person household also revealed that the median salary for grades 1 - 3 is currently below the living wage. This accounts for 17.3% of total employees in the GoVI.

Additionally, grades 4 - 6 are between 2% and 20% higher than the living wage which leaves limited opportunities for upward social mobility, savings, settling debt, emergencies, investments etc. Approximately 42.6% of total GoVI employees are situated in these levels.

Grade Level	Current Median Salary - Monthly	% Difference in Median Monthly Salary and Minimum Wage Monthly Salary	% Difference in Median Monthly Salary and Living Wage Monthly Salary
21	\$9,614.96	90.0%	79.4%
20	\$8,546.58	88.8%	76.9%
19	\$7,713.08	87.6%	74.4%
18	\$7,062.83	86.4%	72.0%
17	\$6,460.42	85.1%	69.4%
16	\$5,800.33	83.4%	65.9%
15	\$5,508.96	82.6%	64.1%
14	\$5,110.54	81.2%	61.3%
13	\$4,583.13	79.1%	56.9%
12	\$4,128.00	76.7%	52.1%
11	\$3,736.42	74.3%	47.1%
10	\$3,400.38	71.8%	41.9%
9	\$3,108.46	69.1%	36.4%
8	\$2,857.63	66.4%	30.8%
7	\$2,641.29	63.7%	25.2%
6	\$2,456.42	60.9%	19.5%
5	\$2,296.42	58.2%	13.9%
4	\$2,022.00	52.5%	2.2%
3	\$1,909.92	49.7%	-3.5%
2	\$1,722.92	44.3%	-14.7%
1	\$1,644.92	41.6%	-20.2%

# Background cont'd

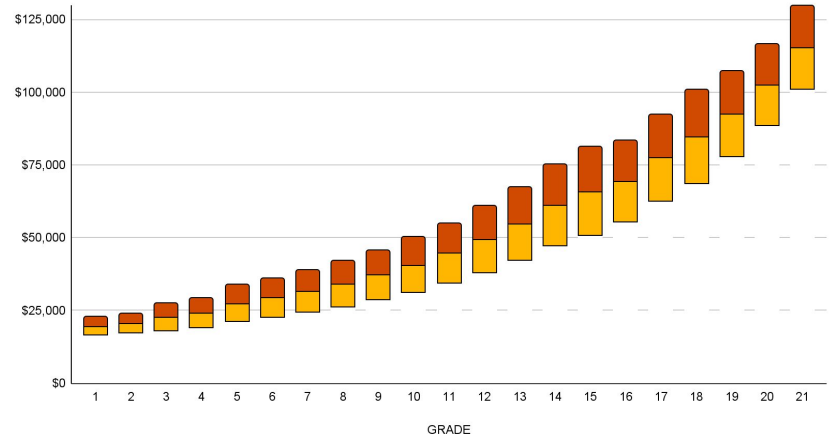
The current salary structure was analysed to identify key areas for rectification in the revised recommended salary structure.

## Grade Structure Analysis

The existing salary structure currently has excessive overlap between levels ranging from 53% to 92%. This exceeds leading practice which suggests that salary ranges do not overlap by more than 50%.

Analysis also shows that there is no consistency or evident trend/pattern to the midpoint differential and range spread of successive levels. We note that typically, well-designed salary structures will either have consistent midpoint differentials at each intersection or there will be an increase in the midpoint differential as the salary level increases. Similarly range spread should increase as salary grades increase to reflect the increased complexity of the roles and the time taken to achieve proficiency.

Salary Range vs Grade Level



# Background cont'd

As a part of this engagement, a revised classification framework has been recommended for the GoVI public service which groups positions into Job Families and Streams, with additional degrees of differentiation for Stages and Levels to be included upon the conduct of a comprehensive job evaluation.

- **Job family** - reflects the type of work
- **Stream** - reflects the nature of work
- **Stage and level** - measure the impact

## JOB FAMILY

A Job family is a high level grouping of positions that are defined by a similar type of work. Typically Job Families are strongly linked with employee development, via career paths within the same Job Family, though lateral moves can also happen.

*In the Revised Classification Framework, the International Standard Industrial Classification of All Economic Activities was used as the basis to group positions into families/categories with customisation to fit the needs of the GoVI.*

*For example; An additional Family of "Leadership and Governance" was included to positions which relate to leadership, policy-making and governance, to serve the interests of citizens and society as a whole.*

## STREAM

Career streams reflect the nature of work performed in a certain position, i.e. support (assisting roles), specialist (professional roles), project management, management (leadership roles) or executive (senior leadership roles).

*In the Revised Classification Framework, positions are grouped into the following streams:*

- *Executive - Lead the public service or a large business segment with major functions*
- *Management - Lead people; develop assignments and deliver on own objectives*
- *Professional - Individual contributors; project managers; limited supervisory responsibility*
- *Support/Technical - Support others; perform technical, administrative or operational tasks*

# Background cont'd

## STAGE

Career stages represents major changes in an individual's career resulting from a significant increase in the position's impact and scope, responsibilities, and associated core competencies

*In the Revised Classification Framework, positions are to be grouped into the following stages:*

- *E - Executive positions*
- *D - Leaders in Senior management positions, 2nd and 3rd line managers, Individual contributor experts*
- *C - Senior professional individual contributors with significant impact and high levels of experience and managers of professional individual contributors*
- *B - Developing professionals to experienced individual contributors in professional disciplines*
- *A - Entry level professionals*

## LEVEL

Career levels represent a step within a stage and movement between the levels represent incremental change in position scope and responsibilities, reflecting a position with higher impact.

*In the Revised Classification Framework, there are varying number of levels based on the Career Stream, this is summarised below and the expanded explanation can be found in Deliverable #3 and at Appendix B of this report.*

- *Executive - Positions comprise Stage E only with 3 Levels within*
- *Management - Positions comprise Stages B-D with 5 levels across the family*
- *Professional - Positions comprise stages A-D with 7 levels across the family*
- *Support/Technical - Positions comprise stages A and B with 8 levels across the family*

# Background cont'd

A summary of the recommended revised classification system as reported on in Deliverable #3 is presented aside.

Through consultation with the GoVI leadership, a selection of position types were identified as being of critical importance in this engagement. The position types identified are included on page 23 of this report. These position types fall into the following families in the revised classification system:

- *Legal, Policy, Public Administration and Defence*
- *Professional, Scientific & Technical Activities*
- *Education*
- *Information & Communication*
- *Construction*
- *Financial and Insurance Activities*
- *Transportation and Storage*
- *Human Health and Social Work Activities*

Family	Stream				Grand Total
	Executive	Management	Professional	Support/ Technical	
Accommodation & Food Service Activities				4	4
Activities of Extraterritorial Organizations and Bodies		1			1
Administrative and Support Service Activities	1	15	30	96	142
Agriculture, Forestry & Fishing		4	25	32	61
Arts, Entertainment and Recreation		4	5	16	25
Construction		4	7	31	42
Education		7	13	8	28
Electricity, Gas, Steam and Air Conditioning Supply		1		4	5
Financial & Insurance Activities	1	7	16	12	36
Human Health and Social Work Activities	1	11	20	28	60
Information & Communication		8	23	23	54
Leadership and Governance	7	8	2		17
Legal, Policy, Public Administration and Defence	6	22	12	52	92
Mining & Quarrying				1	1
Other Service Activities				1	1
Professional, Scientific & Technical Activities	5	32	45	62	144
Real Estate Activities		2	2		4
Transportation & Storage		10	2	21	33
Water Supply, Sewerage, Waste Management & Remediation Activities		4		25	29
Wholesale & Retail Trade; Repair of Motor Vehicles & Motorcycles	1	3	4	9	17
<b>Grand Total</b>	<b>22</b>	<b>143</b>	<b>206</b>	<b>425</b>	<b>796</b>

# Background cont'd

Subsequent to submission of the previous draft versions of this deliverable, the classification was further revised with the GoVI Project Team. A view of the revised classification system accounting for Streams and existing Salary Grades is presented below. During the review it was noted that some positions may not be graded accurately. This supports the recommendation to conduct a job evaluation exercise which will allow for accurate placement of positions within the structure given its relative worth to the public service.

Overall Grouping by Stream and Salary Range				
Salary Range	Executive	Management	Professional	Support/ Technical
21	1			
20	3			
19	7			
18	11			
17		35		
16		24		
15		32		
14		52		
13			55	
12			77	
11			74	
10				42
9				68
8				28
7				62
6				37
5				50
4				59
3				28
2				36
1				15

*\*Numbers reflect the count of unique positions in each grade for the respective group/stream*

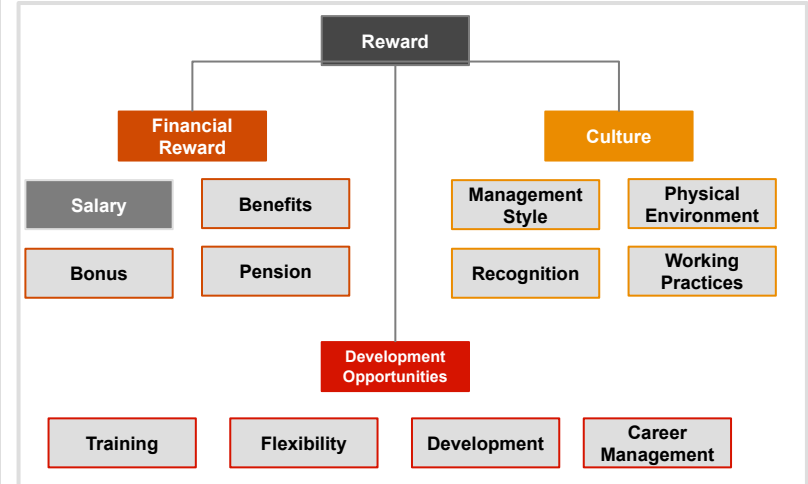
# Background cont'd

In conducting a Compensation Review it was also important for GoVI to establish a compensation philosophy for its public Service. As a public/civil service, it is noted that competitiveness may look different from private sector organisations. According to the OECD, salaries are not the only factor that the Public/Civil Service uses to attract and retain talent. Several other factors should be considered when trying to attract young, specialized and skilled individuals. (Source: Report on Competitive Public Sector Project - OECD)

OECD identified **5 key factors** to consider for a competitive Civil Service utilized across the globe are:

- Flexible and tailored salary scales (e.g. Canada, Australia, United Kingdom) - **FINANCIAL REWARD (Salary) & DEVELOPMENT OPPORTUNITIES (Career Management)**
- Enhanced attention to training and development (Canada, United Kingdom) - **DEVELOPMENT OPPORTUNITIES (Training and Development)**
- Flexible working hours (United Kingdom, Australia) - **DEVELOPMENT OPPORTUNITIES (Flexibility)**
- Adopting new pay systems: performance related pay; bonuses based on years in service, awards for achievements; pay increases at the senior level, at-risk pay; decentralized and flexible pay systems (Canada, Australia, Germany) - **FINANCIAL REWARD (Bonus, Salary)**
- Monitoring and improving the image of the public service: spreading examples of good professional work (United Kingdom) - **CULTURE (Recognition) & FINANCIAL (Bonus)**







## PwC's Total Reward Framework



\*Wellness programs form a subset of the Benefits category. Other examples of benefits are medical, dental and vision care and childcare.

# Background cont'd

The core elements considered in the development of GoVI's recommended compensation philosophy are presented below.

1. Goal Alignment	2. Market Position	3. Equitable Pay Practices	4. Pay Mix	5. Reward Focus	6. Maintenance
 <p>The main purpose of the compensation philosophy is to align national and operational strategy to compensation strategy. The compensation philosophy should outline principles for setting pay that support the achievement of broader strategic goals of the Public Service.</p>	 <p>The compensation philosophy should outline the decisions taken to lead, match or lag the market with respect to compensation. The decision should be underscored by the strategically aligned principles for compensation.</p>	 <p>The compensation philosophy should outline the Public Service's level of commitment to fair and equitable pay. It should outline clear equity benchmarks and standards.</p>	 <p>The compensation philosophy should outline the pay mix to be used to create a compelling employee experience. Strategies on market position can vary for the different components to aid in the creation of the ideal compensation package for the Public Service</p>	 <p>The compensation philosophy should outline the employee attributes it values and wishes to reward. These attributes can include acquisition of new skills, performance and tenure. This will show employees what they need to do in order to achieve more and earn more.</p>	 <p>The compensation philosophy should be reviewed periodically and updated based on current factors affecting the business. The compensation philosophy should outline conditions for review.</p>



# Background cont'd

Considering the elements on the previous page, GoVI's recommended Compensation Philosophy Statement was developed. The recommendations in this report will be assessed for alignment to the proposed compensation philosophy.

## Compensation Philosophy Principles

GoVI strives to offer a comprehensive compensation package that attracts, retains and motivates the requisite talent needed to achieve its objectives. This compensation philosophy for the Public Service is outlined below within the framework of four key principles:

- **Principle on Market Position:** Public servants will be offered a competitive compensation package that meets but not leads the market while remaining within the appropriate financial, legal and economic parameters
- **Principle on Equity:** Public servants will be assured of a compensation package in accordance with the principle of equal pay for equal work of equal value, while also taking into account the qualifications, experience, skills, knowledge, job responsibilities and performance of public officers.
- **Principle on Reward Focus:** The compensation rewards for public servants will be on the basis of individual and organisational performance within appropriate financial, legal and economic parameters.
- **Principle on Pay Mix:** Public servants will be offered a compensation package that is all encompassing, modernised and meets the changing needs of employees.

## Review process

The compensation philosophy will undergo a soft review every 3 years with a comprehensive review done every 5 years. Compensation practices will be monitored and evaluated to ensure compliance with the philosophy.

# Background cont'd

To support the implementation of the recommended classification system and adoption of the compensation philosophy three analyses were conducted to determine the most appropriate pathway to address gaps and align compensation administration.

<b>Living Wage</b>	Compare current compensation to living wage and determine the cost to bridge any gaps
<b>Industry</b>	Compare current compensation to industry salary averages reported by BVI CSO and data from the Department of Labour and Workforce Development and Ministry of Finance and determine the cost to bridge any gaps
<b>Market Salary Survey</b>	Compare current compensation to select benchmark roles across comparator companies and determine the cost to bridge any gaps

The analyses are presented in the following sections and form the basis for our final recommendations.



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## Analysis

- a. Living Wage Analysis
- b. Industry Analysis
- c. Market Analysis

# 2 a. Living Wage Analysis

Our previous analysis in the Current State Assessment phase of this engagement revealed that while the current median salary for all grades are at least 40% above the minimum wage, **the median salary for Grades 1 - 3 are below the living wage for the average individual household (i.e., \$23,719.80 annually)**.

The living wage reflects the costs to live a basic but decent life in a specific region, inclusive of food, housing, education, healthcare, transportation, clothing and other essential needs for a family including unexpected events. The exact costs reflect local items and prices for 2021-2022 as reported by the BVI Central Statistics Office.

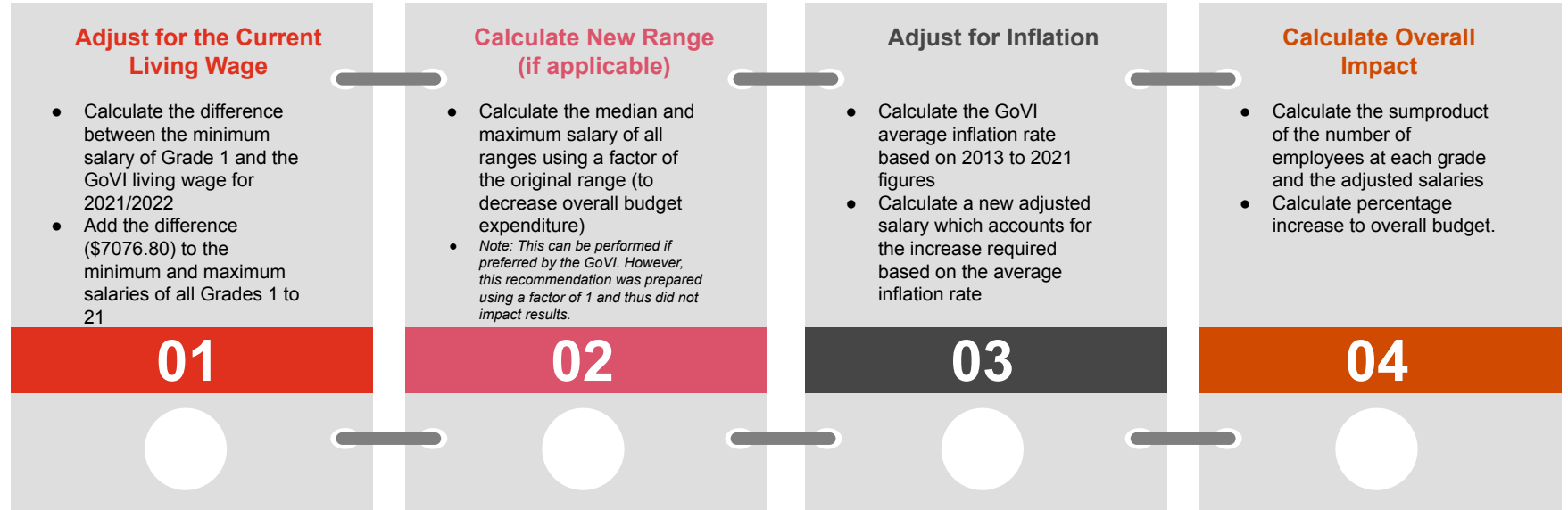
Grade Level	Current Median Salary Annual	% Difference in Median Salary and Annual Living Wage
21	\$115,379.50	79.4%
20	\$102,559.00	76.9%
19	\$92,557.00	74.4%
18	\$84,754.00	72.0%
17	\$77,525.00	69.4%
16	\$69,604.00	65.9%
15	\$66,107.50	64.1%
14	\$61,326.50	61.3%
13	\$54,997.50	56.9%
12	\$49,536.00	52.1%
11	\$44,837.00	47.1%

Grade Level	Current Median Salary Annual	% Difference in Median Salary and Annual Living Wage
10	\$40,804.50	41.9%
9	\$37,301.50	36.4%
8	\$34,291.50	30.8%
7	\$31,695.50	25.2%
6	\$29,477.00	19.5%
5	\$27,557.00	13.9%
4	\$24,264.00	2.2%
3	\$22,919.00	-3.5%
2	\$20,675.00	-14.7%
1	\$19,739.00	-20.2%

\*We understand that a new census exercise is underway and thus living wage figures may be revised upon completion.

The living wage comparison along with general dissatisfaction with compensation, as noted in the GoVI Current State Stakeholder Survey, highlights the critical need for GoVI to address the observed gaps.

In advance of market survey results, we completed preliminary analysis to account for the need to meet living wage requirements. The following steps were applied to generate the analysis and understand the possible impact on overall employee costs with an adjustment for living wage.



In calculating the impact of living wage and inflation rate estimates on the average salaries, the assumptions listed below were made. It must be noted that any changes to these assumptions will have an impact on the results of same.

Living wages and inflation show low levels of volatility over the 3 to 5 year period.

The accuracy of this plan is dependant on the recency of the data used.

If living wages and inflation rates are highly volatile over the 3 to 5 year period, adjustments to the budget estimates will need to be made.

Max grade salaries were used for budget estimates. It is provided as an overestimate.

## KEY DEFINITIONS

<u>Word/Phrase</u>	<u>Definition</u>	<u>Calculation</u>
Midpoint Differential	Percentage difference between the midpoint salary of sequential grades	$(\text{Max Salary for Grade above} - \text{Max Salary for Grade below}) / \text{Max Salary for Grade below}$
Living Wage Adjusted Salary	Salaries adjusted for an increase by the difference between Grade 1 minimum salary and the living wage	$\text{Current Salary} + \text{Difference between Living Wage and Minimum of Grade 1}$
Inflation and Living Wage Adjusted Salary	Salary adjusted for living wage increase and average inflation	$\text{Living Wage Adjusted Salary} \times (1 + \text{Inflation Rate})$
Budget for adjusted salaries	Max Salary for each grade by number of employees for each grade	Sum product for max salary and number of employees for each grade
Percentage Increase	Percentage increase of the salary grade compared to current year	$(\text{Target Salary} - \text{Current Salary}) / \text{Current Salary}$

# Outcome

***The outcome of this analysis is an increase to the salaries of all grades in the existing salary structure by \$7076.80.***

This figure represents the difference between the current estimated living wage and the existing minimum salary of Grade 1. With this revision, the minimum salary of Grade 1 will meet living wage expectations and all other salaries will exceed current living wage calculations.

This analysis results in an upward shift in the structure and assumes that persons remain at the same step as they are currently placed in the existing structure. Thus, consideration to move all persons to the minimum or midpoint of the revised salary bands is not given. To understand the estimated impact of adjusting salaries to meet living wage requirements closer attention must be paid to the impact on the maximum budget allocation for the implementation of the structure. The overall budget increase to meet living wage and inflation costs is between 17% and 18% depending on the adjustment desired (i.e., whether the adjustment selected is based on the living wage only, or the living wage and average inflation rate).\*

		Estimated Budget Allocation	Increase	Overall Percentage Increase
Existing	<b>Current Maximum Annual Salary</b>	\$149,514,413.00	-	-
	<b>Proposed Minimum Annual Salary</b>	\$122,494,680.00	-\$27,019,733.00	-18.07%
Living Wage Adjusted	<b>Proposed Midpoint Annual Salary</b>	\$148,972,782.50	-\$541,630.50	-0.44%
	<b>Proposed Maximum Annual Salary</b>	\$175,450,885.00	\$25,936,472.00	17.41%
Inflation and Living Wage Adjusted	<b>Proposed Minimum Annual Salary</b>	\$123,028,104.20	-\$26,486,308.81	-15.10%
	<b>Proposed Midpoint Annual Salary</b>	\$149,506,206.70	-\$8,206.30	-0.01%
	<b>Proposed Maximum Annual Salary</b>	\$175,984,309.20	\$26,469,896.20	17.70%



# 2 b. Industry Analysis

The RFP for this engagement indicated that specific focus should be placed on technical and specialist roles including, but not limited to, Information Communication and Technology, Emergency First Responders, Legal, and Financial. Subsequent communication and collaboration with key stakeholders in previous phases of the exercise have expanded this list to include positions in the following fields:

- Education
- Senior Managers
- Shipping
- Finance and Audit
- Engineering and Surveying
- Public Health
- Protective/Law Enforcement Services
- Information and Communication Technology
- Legal

To further understand the current positioning of GoVI public service salaries to the market, the position grouping was aligned to the ISIC classifications as used in the Central Statistical Office’s analysis.

Position Grouping	Industry Alignment (ISIC definitions)
<b>Education</b>	Education
<b>Engineering and Surveying</b>	Construction; Professional, scientific and technical activities
<b>Finance and Audit</b>	Financial and Insurance Activities
<b>Information and Communication Technology</b>	Information and Communication
<b>Legal</b>	Professional, scientific and technical activities
<b>Protective/Law Enforcement Services</b>	Public administration and defence; compulsory social security
<b>Public Health</b>	Human Health and Social Work Activities
<b>Shipping</b>	Transportation and Storage
<b>Senior Managers</b>	<i>*Not required - Data supplied from the Department of Workforce and Labour Development and the Ministry of Finance</i>

The average salary earned by these grouping of positions were compared to an indicative 2023 average salary based on the 2021 industry average salaries as reported in the BVI's Central Statistics Office's Industry Earning Statistics for 2015-2021 and average inflation rates for 2022 and 2023. Based on our analysis, GoVI public service salaries are generally above the market for the critical position groupings identified. The four groups with average salaries below the 2021 industry average are:

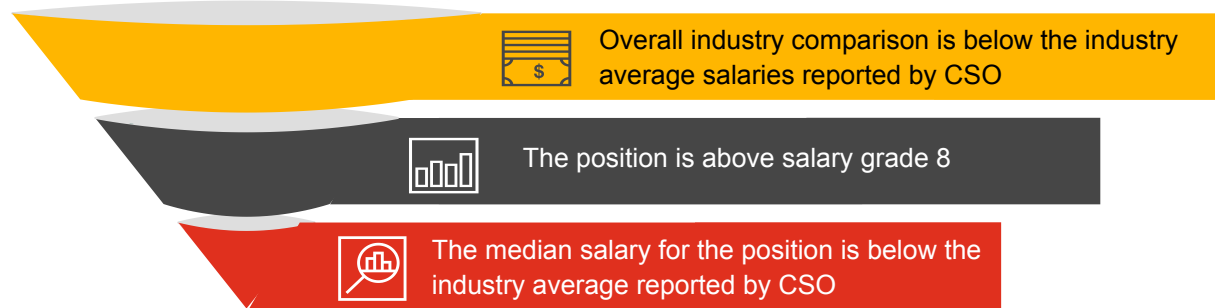
- Engineering and Surveying
- Finance and Audit
- Legal
- Senior Managers

Position Grouping	Industry Alignment (ISIC definitions)	Average GoVI Salary	2021 Average Earning by Industry	Indicative 2023 Average Earning by Industry	Salary Comparison	Difference in Average Salaries
Education	Education	\$48,365	\$32,482.96	\$34,628.00	On average, GoVI salaries are above the industry average	\$13,737
Engineering and Surveying	Construction; Professional, scientific and technical activities	\$40,708	\$41,435.69	\$44,171.93	On average, GoVI salaries are below the industry average	-\$3,464
Finance and Audit	Financial and Insurance Activities	\$49,562	\$57,738.49	\$61,551.31	On average, GoVI salaries are below the industry average	-\$11,989
Information and Communication Technology	Information and Communication	\$45,574	\$38,234.79	\$40,759.66	On average, GoVI salaries are above the industry average	\$4,814
Legal	Professional, scientific and technical activities	\$48,482	\$67,129.48	\$71,562.44	On average, GoVI salaries are below the industry average	-\$23,081
Protective Services	Public administration and defence; compulsory social security	\$42,830	\$33,489.97	\$35,701.51	On average, GoVI salaries are above the industry average	\$7,129
Public Health	Human Health and Social Work Activities	\$41,134	\$32,643.61	\$34,799.26	On average, GoVI salaries are above the industry average	\$6,334
Shipping	Transportation and Storage	\$63,624	\$21,614.76	\$23,042.11	On average, GoVI salaries are above the industry average	\$40,582
Senior Managers	*Not required - Data supplied from the Department of Workforce and Labour Development and the Ministry of Finance	\$86,678	N/A	\$150,577.44	On average, GoVI salaries are below the industry average	-\$63,899

# Outcome

Focus for salary increases should be placed on positions within the Engineering and Surveying, Finance and Audit and Legal sectors with critical attention given to Legal positions given the large difference in average salaries.

There are 97 positions within these groupings for which median salaries are below the industry average salary covering salary ranges 2 - 16. This data was additionally filtered to only include positions from range 8 and above. This range was selected as it typically represents entry into more specialised/professional positions within the categories. Positions were selected for representation in this section of the report based on the following criteria:



In addition, all 15 positions Senior Management roles from Grades 17 - 20 which were included in this analysis show a great variance below the industry average.

An assessment of the approximate impact of bringing the 112 selected positions from these four groupings up to the industry average salary is presented on the following pages.

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

# Outcome cont'd

The tables below and on the following pages present the analysis and assessment of approximate budget impact that would result from targeted salary increases to being select positions in specific industries in order to match industry average salaries.

## ENGINEERING AND SURVEYING

Industry	Position Title	Number of positions	Salary Grade	GoVI Median Salary	Indicative 2023 Industry Average Salary	Comparison	Difference	% increase required	Impact (Budget spend required)
Engineering and Surveying	CAD Specialist	1	8	\$34,292	\$44,171.93	Less than average salary	-\$9,880	29%	\$9,880
Engineering and Surveying	Clerk of Works	1	8	\$34,292	\$44,171.93	Less than average salary	-\$9,880	29%	\$9,880
Engineering and Surveying	Floor Supervisor/ Maintenance Engineer	1	8	\$34,292	\$44,171.93	Less than average salary	-\$9,880	29%	\$9,880
Engineering and Surveying	Civil Engineer I	8	9	\$37,302	\$44,171.93	Less than average salary	-\$6,870	18%	\$54,963
Engineering and Surveying	Physical Planner I	6	9	\$37,302	\$44,171.93	Less than average salary	-\$6,870	18%	\$41,223
Engineering and Surveying	Quantity Surveyor I	4	9	\$37,302	\$44,171.93	Less than average salary	-\$6,870	18%	\$27,482
Engineering and Surveying	Surveyor I	7	9	\$37,302	\$44,171.93	Less than average salary	-\$6,870	18%	\$48,093
Engineering and Surveying	Assistant Marine Surveyor	1	10	\$40,805	\$44,171.93	Less than average salary	-\$3,367	8%	\$3,367
<b>Engineering and Surveying Total</b>									<b>\$204,770</b>

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

# Outcome cont'd

## FINANCE AND AUDIT

Industry	Position Title	Number of positions	Salary Grade	GoVI Median Salary	Indicative 2023 Industry Average Salary	Comparison	Difference	% increase required	Impact (Budget spend required)
Finance and Audit	Accounts Supervisor I	9	9	\$37,302	\$61,551.31	Less than average salary	-\$24,250	65%	\$218,248
Finance and Audit	Finance Cadet	5	9	\$37,302	\$61,551.31	Less than average salary	-\$24,250	65%	\$121,249
Finance and Audit	Investment Promotions Officer	1	9	\$37,302	\$61,551.31	Less than average salary	-\$24,250	65%	\$24,250
Finance and Audit	Senior Accounts Officer	14	9	\$37,302	\$61,551.31	Less than average salary	-\$24,250	65%	\$339,497
Finance and Audit	Tax Inspector	3	9	\$37,302	\$61,551.31	Less than average salary	-\$24,250	65%	\$72,749
Finance and Audit	Accounts Manager	5	10	\$40,805	\$61,551.31	Less than average salary	-\$20,747	51%	\$103,734
Finance and Audit	Accounts Supervisor II	1	10	\$40,805	\$61,551.31	Less than average salary	-\$20,747	51%	\$20,747
Finance and Audit	Audit Manager	3	10	\$40,805	\$61,551.31	Less than average salary	-\$20,747	51%	\$62,240
Finance and Audit	Senior Auditor	5	10	\$40,805	\$61,551.31	Less than average salary	-\$20,747	51%	\$103,734
Finance and Audit	Assistant Commissioner of Inland Revenue	2	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$33,429
Finance and Audit	Audit Manager	3	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$50,143
Finance and Audit	Finance Officer	8	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$133,714
Finance and Audit	Financial Accountant	2	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$33,429
Finance and Audit	Internal Auditor I/II/III	1	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$16,714
Finance and Audit	Senior Collections Officer	1	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$16,714
Finance and Audit	Senior Tax Administrative Officer	1	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$16,714
Finance and Audit	Senior Tax Inspector	4	11	\$44,837	\$61,551.31	Less than average salary	-\$16,714	37%	\$66,857

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

# Outcome cont'd

## FINANCE AND AUDIT

Industry	Position Title	Number of positions	Salary Grade	GoVI Median Salary	Indicative 2023 Industry Average Salary	Comparison	Difference	% increase required	Impact (Budget spend required)
Finance and Audit	Audit Manager	3	12	\$49,536	\$61,551.31	Less than average salary	-\$12,015	24%	\$36,046
Finance and Audit	Budget Analyst	1	12	\$49,536	\$61,551.31	Less than average salary	-\$12,015	24%	\$12,015
Finance and Audit	Financial Comptroller	1	12	\$49,536	\$61,551.31	Less than average salary	-\$12,015	24%	\$12,015
Finance and Audit	Senior Investment Promotions Officer	1	12	\$49,536	\$61,551.31	Less than average salary	-\$12,015	24%	\$12,015
Finance and Audit	Management Accountant	1	12	\$49,536	\$61,551.31	Less than average salary	-\$12,015	24%	\$12,015
Finance and Audit	Auditing professionals	1	13	\$54,998	\$61,551.31	Less than average salary	-\$6,554	12%	\$6,554
Finance and Audit	Financial Analyst	2	13	\$54,998	\$61,551.31	Less than average salary	-\$6,554	12%	\$13,108
Finance and Audit	Financial Reporting Manager	1	13	\$54,998	\$61,551.31	Less than average salary	-\$6,554	12%	\$6,554
Finance and Audit	Deputy Director of Internal Audit	1	13	\$54,998	\$61,551.31	Less than average salary	-\$6,554	12%	\$6,554
Finance and Audit	Revenue Manager	1	13	\$54,998	\$61,551.31	Less than average salary	-\$6,554	12%	\$6,554
<b>Finance and Audit Total</b>									<b>\$1,557,594</b>

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

# Outcome cont'd

## LEGAL

Industry	Position Title	Number of positions	Salary Grade	GoVI Median Salary	Indicative 2023 Industry Average Salary	Comparison	Difference	% increase required	Impact (Budget spend required)
Legal	Case Manager	8	8	\$34,292	\$71,562.44	Less than average salary	-\$37,271	109%	\$298,168
Legal	Paralegal II	1	8	\$34,292	\$71,562.44	Less than average salary	-\$37,271	109%	\$37,271
Legal	Court Reporter I	9	9	\$37,302	\$71,562.44	Less than average salary	-\$34,261	92%	\$308,348
Legal	Legal Research Officer	1	9	\$37,302	\$71,562.44	Less than average salary	-\$34,261	92%	\$34,261
Legal	Court Reporter II	1	10	\$40,805	\$71,562.44	Less than average salary	-\$30,758	75%	\$30,758
Legal	Senior Court Administrator	1	10	\$40,805	\$71,562.44	Less than average salary	-\$30,758	75%	\$30,758
Legal	Law Librarian	1	12	\$49,536	\$71,562.44	Less than average salary	-\$22,026	44%	\$22,026
Legal	Crown Counsel	15	13	\$54,998	\$71,562.44	Less than average salary	-\$16,565	30%	\$248,474
Legal	Judicial Assistant	3	13	\$54,998	\$71,562.44	Less than average salary	-\$16,565	30%	\$49,695
Legal	Legal Office Administrator	1	14	\$61,327	\$71,562.44	Less than average salary	-\$10,236	17%	\$10,236
Legal	Senior Legislative Officer	1	14	\$61,327	\$71,562.44	Less than average salary	-\$10,236	17%	\$10,236
Legal	Deputy Registrar of Supreme Court	1	15	\$66,108	\$71,562.44	Less than average salary	-\$5,455	8%	\$5,455
Legal	Director, Legal Operations Support Division	1	15	\$66,108	\$71,562.44	Less than average salary	-\$5,455	8%	\$5,455
Legal	Senior Crown Counsel	7	15	\$66,108	\$71,562.44	Less than average salary	-\$5,455	8%	\$38,185
Legal	Senior Legislative Counsel	1	15	\$66,108	\$71,562.44	Less than average salary	-\$5,455	8%	\$5,455
<b>Legal Total</b>									<b>\$1,134,781</b>

**Note:** Lawyers in the Crown Counsel and Senior Crown Counsel positions who have passed the bar attract an allowance ranging from \$7,000 to \$12,000 when employed by the GoVI public service. The allowance was introduced to create a more competitive package and attract talent. For Senior Crown Counsels, this means that their median salary and lawyer's allowance package is above the average salary for the Legal profession. For Crown Counsels, while the lawyer's allowance results in a package closer to the average salary for the legal profession, it does not meet the average salary.

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.



# Outcome cont'd

The analysis for Senior Managers in the GoVI public service includes select positions from grades 17-20. The Indicative 2023 Industry Average Salary is based on analysis of comparable positions with data provided by the Department of Labour and Workforce Development, the Office of the Deputy Governor and the Ministry of Finance.

## SENIOR MANAGERS

Industry	Position Title	Number of positions	Salary Grade	GoVI Median Salary	Indicative 2023 Industry Average Salary	Comparison	Difference	% increase required	Impact (Budget spend required)
Senior Manager	Budget Coordinator	1	17	\$77,525	\$150,577.44	Less than average salary	-\$73,052	94%	\$73,052
Senior Manager	Chief of Staff	1	17	\$77,525	\$150,577.44	Less than average salary	-\$73,052	94%	\$73,052
Senior Manager	Chief Planner	1	17	\$77,525	\$150,577.44	Less than average salary	-\$73,052	94%	\$73,052
Senior Manager	Accountant General	1	17	\$77,525	\$150,577.44	Less than average salary	-\$73,052	94%	\$73,052
Senior Manager	Deputy Secretary	11	17	\$77,525	\$150,577.44	Less than average salary	-\$73,052	94%	\$803,577
Senior Manager	Auditor General	1	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$65,823
Senior Manager	Chief Medical Officer	1	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$65,823
Senior Manager	Chief Parliamentary Counsel	1	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$65,823
Senior Manager	Deputy Financial Secretary	2	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$131,647
Senior Manager	Director of Central Statistics	1	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$65,823
Senior Manager	Director of Policy, Planning and Performance	1	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$65,823
Senior Manager	Director, Human Resources	1	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$65,823
Senior Manager	Trade Commissioner	1	18	\$84,754	\$150,577.44	Less than average salary	-\$65,823	78%	\$65,823

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

# Outcome cont'd

## SENIOR MANAGERS

Industry	Position Title	Number of positions	Salary Grade	GoVI Median Salary	Indicative 2023 Industry Average Salary	Comparison	Difference	% increase required	Impact (Budget spend required)
Senior Manager	Cabinet Secretary	1	19	\$92,557	\$150,577.44	Less than average salary	-\$58,020	63%	\$58,020
Senior Manager	Chairman, Law Reform Commission	1	19	\$92,557	\$150,577.44	Less than average salary	-\$58,020	63%	\$58,020
Senior Manager	Complaints Commissioner	1	19	\$92,557	\$150,577.44	Less than average salary	-\$58,020	63%	\$58,020
Senior Manager	Permanent Secretary	7	19	\$92,557	\$150,577.44	Less than average salary	-\$58,020	63%	\$406,143
Senior Manager	Policy Specialist	2	19	\$92,557	\$150,577.44	Less than average salary	-\$58,020	63%	\$116,041
Senior Manager	Executive Director of International Business (Regulations)	1	20	\$102,559	\$150,577.44	Less than average salary	-\$48,018	47%	\$48,018
Senior Manager	Financial Secretary	1	20	\$102,559	\$150,577.44	Less than average salary	-\$48,018	47%	\$48,018
<b>Senior Manager Total</b>									<b>\$2,480,480</b>

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

# Outcome cont'd

Based on feedback received on a previous draft version of this report, analysis of the following positions are included in the analysis. The Court Clerk II and Scopist are included as the current grading of these positions presents issues in recruitment and filling the role. The “Senior Managers - support” roles are included as these form a critical part of the team tasked with assisting the PS in managing operations of their assigned Office/Ministry.

## ADDITIONAL POSITIONS

Industry	Position Title	Number of positions	Salary Grade	GoVI Median Salary	Indicative 2023 Industry Average Salary	Comparison	Difference	% increase required	Impact (Budget spend required)
Legal	Court Clerk III	1	4	\$24,264	\$71,562.44	Less than average salary	-\$47,298	195%	\$47,298
Legal	Scopist	3	7	\$31,696	\$71,562.44	Less than average salary	-\$39,866	126%	\$119,599
Senior Managers - support	Finance and Planning Officer	8	14	\$61,327	\$102,655.16	Less than average salary	-\$41,328	67%	\$330,625
Senior Managers - support	Human Resources Manager	18	14	\$61,327	\$102,655.16	Less than average salary	-\$41,328	67%	\$743,907
Senior Managers - support	Information Officer II	1	11	\$44,837	\$102,655.16	Less than average salary	-\$57,818	129%	\$57,818
<b>Additional Positions Total</b>									<b>\$1,299,248</b>

*\*These figures are not included in the summarised salary/budget impact*

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

# Outcome cont'd

Summary of the average % increase and budget impact on positions in grades 8 and above in the positions groupings which are below the indicative 2023 Industry Average Earnings.

Industry	Average % increase	Impact (Budget spend required)
<b>Engineering and Surveying</b>	21%	\$204,770
<b>Finance and Audit</b>	37%	\$1,557,594
<b>Legal</b>	48%	\$1,134,781
<b>Senior Managers</b>	75%	\$2,480,480
<b>TOTAL</b>	<b>45%</b>	<b>\$5,377,624</b>

\*The number of positions is an estimate based on data provided by the GoVI. It is noted that the positions listed within different documents varies and therefore the information is only as accurate as the information provided. Where information was missing, an assumption was made to include 1 position only.

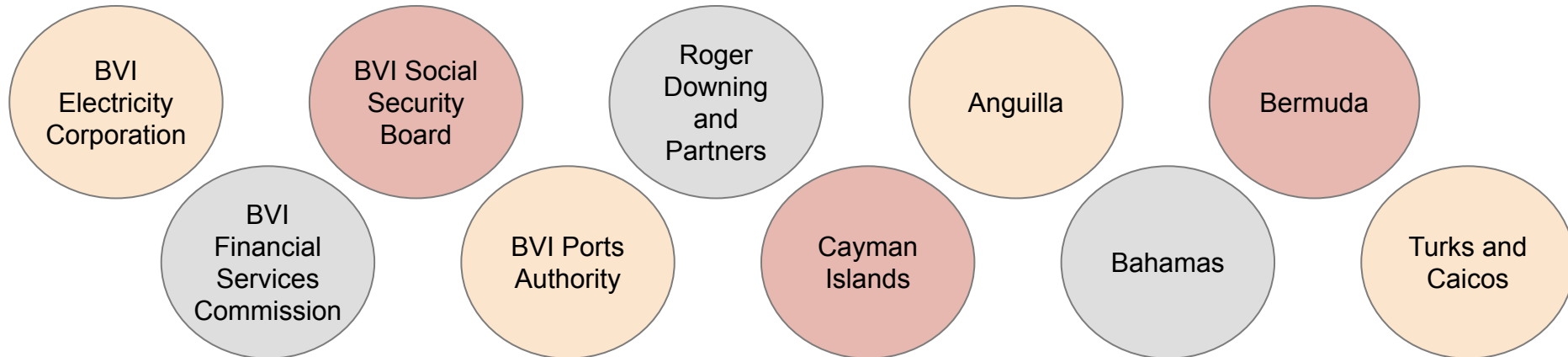
# 2 c. Market Analysis

# Summary

In addition to an analysis of existing market data, a benchmark market survey was conducted to compare salaries to the current market offering with an aim of closer job match for more accurate comparison. For this survey benchmark positions and comparators were selected as targets based on specific selection criteria which is outlined on the following pages.

For this survey, 18 comparators were selected comprising State Agencies/Enterprises, Private Companies and Regional Territories. There was limited participation from private companies, however the data submitted by participants - coupled with salary information on top-level position in the private sector reported from the Department of Labour and Workforce Development and additional reports submitted by the Officer of the Deputy Governor and Ministry of Finance - is sufficient to support thorough analysis and the resulting recommendation.

Comparators with full participation in the survey are:



# Guidelines for pay benchmarking

Pay benchmarking is a process of collecting data on the compensation for similar jobs in other organisations to establish their 'market rate' and tracking movements in those rates. Pay benchmarking can be understood as following five (5) stages, summarised in the figure below:



# Guidelines for selecting benchmark positions and comparator organisations

Leading practice methodologies for compensation surveys advise against attempting to survey an entire population or data set. Our experience has found that larger surveys (i.e. more than 20 positions across more than 6 comparator companies) will fall victim to the laws of diminishing returns. We therefore utilise benchmark positions to create a representative sample of the public service which can serve as a key point of reference throughout the Compensation Review. We will employ regression analyses to develop a market pay line that will then be used to extrapolate and/or slot the non-benchmark positions into the resulting compensation structure for the GoVI Public Service.

Given the scale of the GoVI public service, the varying types of positions to be included and the requested focus on key industries/subject areas (e.g. legal, technical) , 50 benchmark positions were selected for market comparison.

Benchmark positions were selected from the full position listing based on the following three (3) main requirements:

- 01** The representative sample spans the classification and pay grade structure 
- 02** Jobs selected are prevalent throughout the Public Service 
- 03** Jobs selected are commonly found in the selected marketplace or comparator organisations 

Note: Other strategic considerations based on priorities for the public service may also drive the selection of benchmark positions which may not align to the main 3 selection criteria.



# Selection of Benchmark positions

Upon consultation with the GoVI project team, the following benchmark positions were selected for market comparison based on the previously outlined criteria. To form a basis for selection; GoVI public service positions were split into 11 groupings and 3 levels (entry, mid and senior). At least one position in each level for each grouping was included in the exercise.

Ref	GoVI Public Service Position Title
1	Architect
2	Attorney General
3	Auditor General
4	Carpenter
5	Chief Fire Officer
6	Chief Immigration Officer
7	Chief Medical Officer
8	Cleaner
9	Comptroller of Customs
10	Court Reporter
11	Crown Counsel
12	Customs Officer I
13	Deputy Governor
14	Director of Communications
15	Director of Culture
16	Director of Information Technology
17	Director of Planning

Ref	GoVI Public Service Position Title
18	Director of Public Works
19	Economist
20	Electrician
21	Engineer
22	Facilities Manager
23	Financial Analyst
24	Fire Officer I
25	Heavy Equipment Operator
26	Historian
27	House Parent
28	Human Resources Manager
29	Immigration Officer I
30	Information Officer
31	IT Programmer
32	Junior Minister
33	Magistrate
34	Manager, Adina Donovan Home

Ref	GoVI Public Service Position Title
35	Marine Biologist
36	Minister
37	Office Generalist
38	Permanent Secretary
39	Principal
40	Principle Crown Counsel
41	Prison Officer I
42	Project Manager
43	Records Manager
44	Registrar
45	Research Officer
46	Security Guard
47	Superintendent of Prison
48	Surveyor
49	Teacher Grade 1
50	Teacher Grade 4

# Selection of Comparator organisations

## Criteria for Comparator Company Selection

Defining the labour market is one fundamental aspect of the benchmarking process as it outlines relevant boundaries from which comparators should be drawn. The labour market should reflect where the Public Service competes for talent - acquires / sources talent from or loses talent to it should generally be defined in terms of industry, size and location. Comparator companies should operate within a similar labour market to the benchmark positions. Additional factors which may influence comparator selection include:

**SALARY  
STRUCTURE**

**BUSINESS  
MODEL**

**COMPETITION  
FOR TALENT**

**POSITION  
TYPE MATCH**

Due to the multi-sectoral nature of the public service there is no strict comparator that can be used for all positions. As such, various comparator organisations must be selected to cover the scope of positions included in this exercise.

1. Public sector organisations/state agencies that are not within the scope of this exercise will be the primary comparison point.
2. Private sector and NGOs will be used to supplement where necessary e.g. we are more likely to find similar international affairs/relations positions in inter - governmental organisations like the United Nations as opposed to other state enterprises.
3. Regional territories (primarily government organisations in other Overseas Territories) will also be considered for market analysis, where relevant.

# Selection of Comparator Organisations

Upon consultation with the GoVI project team, the following comparators were selected for market comparison based on the previously outlined criteria.

Ref	Comparator	Comparator Type	Participation Status
1	<b>BVI Financial Services Commission</b>	<i>State Agency/Enterprise</i>	<i>Participated</i>
2	<b>BVI Social Security Board</b>	<i>State Agency/Enterprise</i>	<i>Participated</i>
3	<b>BVI Electricity Commission</b>	<i>State Agency/Enterprise</i>	<i>Participated</i>
4	<b>BVI Ports Authority</b>	<i>State Agency/Enterprise</i>	<i>Participated</i>
5	<b>Roadtown Wholesale Trading Ltd.</b>	<i>Private Company</i>	<i>No response</i>
6	<b>Walkers BVI</b>	<i>Private Company</i>	<i>Declined to Participate</i>
7	<b>Harney's</b>	<i>Private Company</i>	<i>Declined to Participate</i>
8	<b>Trident Chambers</b>	<i>Private Company</i>	<i>Declined to Participate</i>
9	<b>ATU General Trust (BVI) Limited</b>	<i>Private Company</i>	<i>Declined to Participate</i>
10	<b>BCQS International</b>	<i>Private Company</i>	<i>Declined to Participate</i>
11	<b>OBM International</b>	<i>Private Company</i>	<i>Completed Qualitative Portion. Declined to submit Quantitative information</i>
12	<b>ABC Plumbing</b>	<i>Private Company</i>	<i>Participated. Note: Data excluded from analysis as it did not meet the match criterion</i>
13	<b>Roger Downing and Partners</b>	<i>Private Company</i>	<i>Participated</i>
14	<b>Cayman Islands</b>	<i>Regional Territory</i>	<i>Participated</i>
15	<b>Bermuda<sup>1,2</sup></b>	<i>Regional Territory</i>	<i>Participated</i>
16	<b>Turks and Caicos Islands<sup>3,4</sup></b>	<i>Regional Territory</i>	<i>Participated</i>
17	<b>Bahamas<sup>5</sup></b>	<i>Regional Territory</i>	<i>Participated</i>
18	<b>Anguilla</b>	<i>Regional Territory</i>	<i>Participated</i>

## Note:

Supplemental salary information and reports on Private Companies, State Agencies and Statutory Boards were provided by the Department of Workforce and Labour Development, Office of the Deputy Governor and the Ministry of Finance and utilised in the market analysis\*.

\*Additional data provided after 20 Oct 2023 was applied to positions in Grades 17 and above

<sup>1</sup><https://www.gov.bm/sites/default/files/Government-Salaries-2021.pdf>

<sup>2</sup><https://parliament.bm/about/view/10>

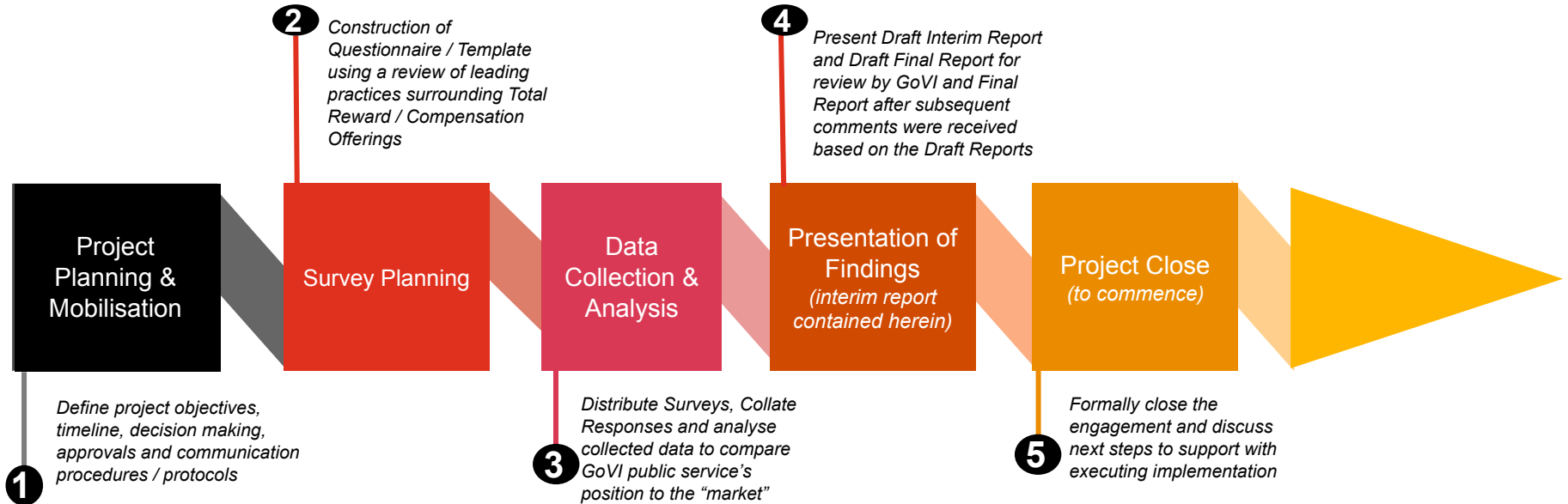
<sup>3</sup><https://www.gov.tc/agc/component/edocman/01-06-house-of-assembly-speaker-and-other-members-salaries-and-allowances-ordinance/viewdocument/1794?Itemid=>

<sup>4</sup><https://www.gov.ky/publication-detail/salary-and-wage-scale---september-2022>

<sup>5</sup><https://www.bahamas.gov.bs/wps/wcm/connect/955a1893-ee35-4b29-9725-53c285774428/2016+Government+of+The+Bahamas+Salary+Book+%281%29.pdf?MOD=AJPERES>

# Survey Approach

Promote Competitiveness, Fairness, Equity, Transparency, and Strategic Alignment to Business Drivers



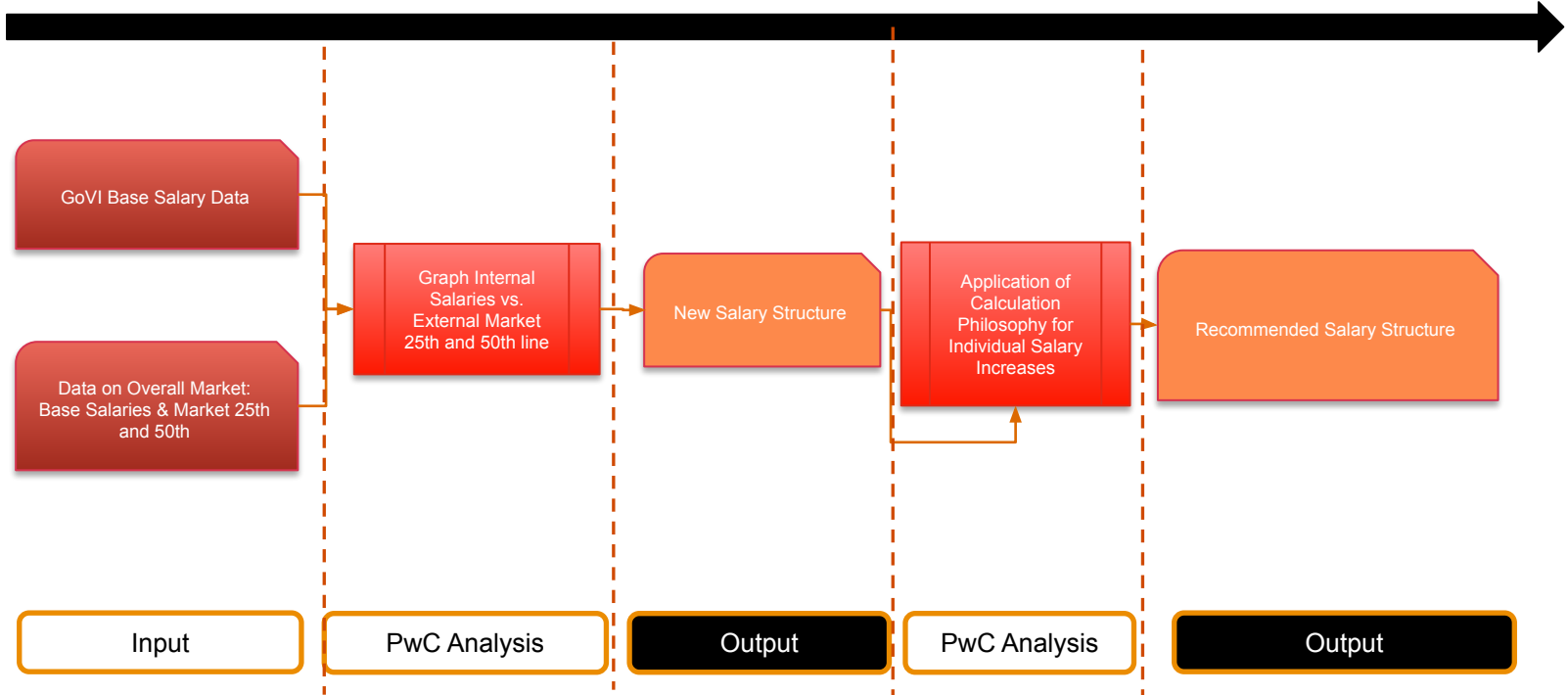
- The primary basis for the comparison of jobs is the Job Match. This is critical to the integrity and comparability of data obtained from comparator companies.
- It is our experience that at least a 70% Job Match is required to ensure the integrity and comparability of the survey results.
- Based on these matches survey data was then collected from comparator companies. Participating companies were assured of the masking of their identities in the final analysis and presentation of findings.
- Composite Figures were calculated for the comparator companies so as to make more relevant comparison.

# **2 c. Market Analysis**

## **i. Base Salary**

# Process for Developing Recommendations

The flow of analysis is shown in the diagram below and shows the tasks executed to determine the ultimate objective of determining and managing Compensation Structure in alignment with GoVI's recommended Compensation Philosophy.



# Market Comparison - Percentiles

GoVI Median Salaries were compared to the market 25th, 45th and 50th percentiles to inform the development of a recommended revised salary structure. Based on participation, sufficient comparator data was submitted for 44 of the 50 benchmark positions. Some key findings are presented below and on the following page. The full analysis can be found at **Appendix C**.

Position Title	GoVI Median Salary	Minimum Annual Base Salary - Market	Average Annual Base Salary - Market	Maximum Annual Base Salary - Market	Market 25th Percentile	Market 45th percentile	Market 50th Percentile	% above/below the 25th Percentile	% above/below the 45th Percentile	% above/below the 50th Percentile
Director of Culture	\$66,108	\$41,199	\$84,562	\$164,538	\$44,574	\$47,275	\$47,950	48%	40%	38%
Superintendent of Prison	\$69,604	\$50,372	\$89,810	\$159,408	\$55,011	\$58,722	\$59,650	27%	19%	17%
Economist	\$37,302	\$30,787	\$45,035	\$71,417	\$31,843	\$32,689	\$32,900	17%	14%	13%

3 of the 44 reported positions (approximately 7%) lie above the market 50th percentile with the largest variance above attributed to the Director of Culture.

Position Title	GoVI Median Salary	Minimum Annual Base Salary - Market	Average Annual Base Salary - Market	Maximum Annual Base Salary - Market	Market 25th Percentile	Market 45th percentile	Market 50th Percentile	% above/below the 25th Percentile	% above/below the 45th Percentile	% above/below the 50th Percentile
Customs Officer I	\$24,264	\$24,451	\$52,897	\$70,163	\$44,264	\$60,114	\$64,077	-45%	-60%	-62%
Immigration Officer I	\$24,264	\$21,676	\$49,813	\$64,077	\$42,681	\$59,485	\$63,686	-43%	-59%	-62%
Teacher Grade 1	\$27,557	\$22,564	\$56,267	\$74,270	\$47,265	\$67,026	\$71,966	-42%	-59%	-62%

The Teacher Grade 1, Immigration Officer I and Customs Officer I have the largest variance from the market 50th percentile at 62% below. These positions are within the Education and Security/National Protective Services field. *These findings are consistent with stakeholder feedback obtained throughout this exercise.*

# Market Comparison - Percentiles cont'd

Position Title	GoVI Median Salary	Minimum Annual Base Salary - Market	Average Annual Base Salary - Market	Maximum Annual Base Salary - Market	Market 25th Percentile	Market 45th percentile	Market 50th Percentile	% above/below the 25th Percentile	% above/below the 45th Percentile	% above/below the 50th Percentile
Registrar	\$77,525	\$57,982	\$125,779	\$159,947	\$108,695	\$149,265	\$159,408	-29%	-48%	-51%
Magistrate	\$77,525	\$71,079	\$135,867	\$178,874	\$114,364	\$148,992	\$157,650	-32%	-48%	-51%
Crown Counsel	\$54,998	\$43,761	\$99,004	\$126,895	\$101,200	\$108,673	\$110,541	-46%	-49%	-50%
Attorney General	\$102,559	\$84,915	\$178,443	\$247,370	\$143,980	\$191,232	\$203,045	-29%	-46%	-49%
Principal Crown Counsel	\$77,525	\$60,970	\$121,096	\$161,743	\$100,773	\$132,615	\$140,575	-23%	-42%	-45%

All legal positions are below the 25th percentile and thus also below the 45th and 50th percentiles. *These findings are consistent with stakeholder feedback obtained throughout this exercise.* While the GoVI median salary is significantly below the market, it is noted that there are 15 other benchmark positions (approx 35%) with a larger variance from the market 50th percentile.



# Market Comparison - Percentiles cont'd

Position Title	GoVI Median Salary	Minimum Annual Base Salary - Market	Average Annual Base Salary - Market	Maximum Annual Base Salary - Market	Market 25th Percentile	Market 45th percentile	Market 50th Percentile	% above/below the 25th Percentile	% above/below the 45th Percentile	% above/below the 50th Percentile
Customs Officer I	\$24,264	\$24,451	\$52,897	\$70,163	\$44,264	\$60,114	\$64,077	-45%	-60%	-62%
Immigration Officer I	\$24,264	\$21,676	\$49,813	\$64,077	\$42,681	\$59,485	\$63,686	-43%	-59%	-62%
Teacher Grade 1	\$27,557	\$22,564	\$56,267	\$74,270	\$47,265	\$67,026	\$71,966	-42%	-59%	-62%
Architect	\$37,302	\$30,787	\$73,461	\$100,000	\$60,191	\$83,715	\$89,596	-38%	-55%	-58%
Project Manager	\$37,302	\$51,728	\$85,151	\$104,878	\$80,000	\$84,800	\$86,000	-53%	-56%	-57%
Research Officer	\$37,302	\$35,000	\$68,138	\$87,680	\$58,367	\$77,060	\$81,733	-36%	-52%	-54%
Prison Officer I	\$29,477	\$22,791	\$52,981	\$72,077	\$43,434	\$59,948	\$64,077	-32%	-51%	-54%
IT Programmer	\$37,302	\$31,046	\$67,092	\$89,596	\$55,839	\$75,674	\$80,633	-33%	-51%	-54%
Surveyor	\$37,302	\$25,708	\$64,961	\$89,175	\$52,854	\$74,571	\$80,000	-29%	-50%	-53%
Engineer	\$37,302	\$41,199	\$74,791	\$102,700	\$51,748	\$70,922	\$77,633	-28%	-47%	-52%
Heavy Equipment Operator	\$22,919	\$28,988	\$53,066	\$82,759	\$38,220	\$45,605	\$47,451	-40%	-50%	-52%
Fire Officer I	\$29,477	\$15,873	\$49,861	\$75,820	\$36,882	\$53,689	\$57,891	-20%	-45%	-49%
Carpenter	\$24,264	\$41,000	\$45,510	\$50,326	\$42,287	\$44,565	\$45,358	-43%	-46%	-47%
Security Guard	\$24,264	\$35,000	\$58,387	\$97,755	\$38,703	\$41,665	\$42,406	-37%	-42%	-43%
Electrician	\$24,264	\$33,362	\$43,026	\$52,261	\$38,183	\$40,437	\$41,000	-36%	-40%	-41%
Information Officer	\$37,302	\$24,451	\$54,285	\$89,596	\$42,863	\$50,783	\$51,547	-13%	-27%	-28%
Office Generalist	\$20,675	\$17,027	\$31,610	\$51,728	\$24,101	\$26,301	\$27,200	-14%	-21%	-24%
Cleaner	\$19,739	\$14,111	\$25,947	\$49,204	\$20,114	\$23,368	\$23,738	-2%	-16%	-17%
Court Reporter	\$37,302	\$26,232	\$48,240	\$79,838	\$32,441	\$37,408	\$38,650	15%	0%	-3%
Economist	\$37,302	\$30,787	\$45,035	\$71,417	\$31,843	\$32,689	\$32,900	17%	14%	13%

19 of the 20 support/technical benchmark positions are below the market 50th percentile with the largest variance attributed to the Customs Officer I, Immigration Officer I and Teacher Grade 1, all at 62% below, followed by the Architect and Project Manager at 58% and 57% below the 50th percentile, respectively.

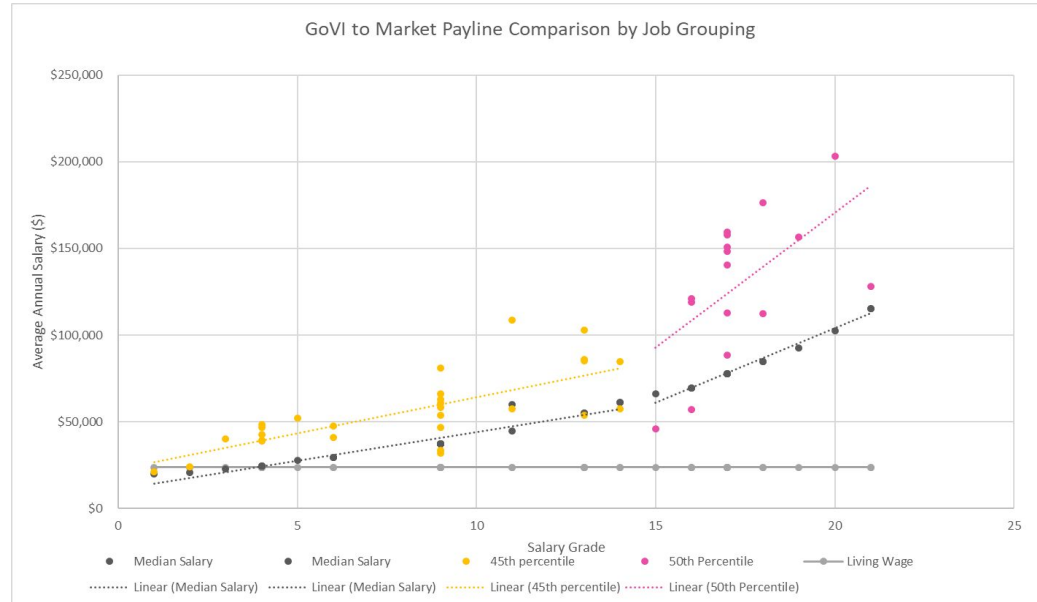
The Economist is consistently above the Market at all reported percentiles, while the cleaner meets the market 45th percentile.

# Market Comparison - Market Payline cont'd

The Market Pay Line was plotted and compared against the Internal Payline to guide the development of a revised/adjusted salary structure. From a feasibility standpoint, and in keeping with the GoVI's recommended compensation philosophy to meet but not exceed the market, the revised salary structure was developed based on the market 45th percentile payline for positions from grades 1-14 and the market 50th percentile for positions from grades 15 and above. This split of the structure was developed to allow opportunity to offer salaries for senior level positions at more competitive levels in the market given the greater divergence from the median salary at these levels. A visual representation of this structure is included below.

***An example to support the split structure.***

If the salary structure were to be developed based on a single payline the midpoint salary for positions at grade 19 would be approximately **\$23,000 below** the mid point salary reported on the next page.



# Adjusted Salary Structure

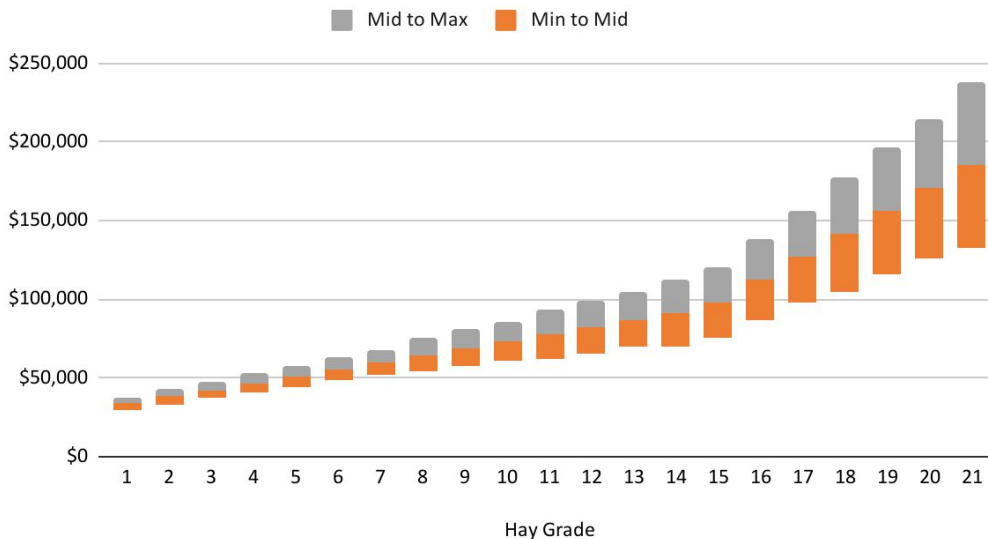
A salary structure was developed using the market 45th and 50th pay lines and attributing increasing range spreads consistent with Salary Grades. It is to be noted that this is based off of the existing structure. A comprehensive job evaluation will allow for greater analysis and differentiation of the structure and allow for more variability to eliminate the observed issue with excessive range overlap. This purpose of this analysis and outcome is primarily to bring GoVI compensation levels to a more competitive level within the context of the economic landscape and realities for the government.

Salary Grade	Range Minimum	Range Midpoint	Range Maximum	Range Spread	Range Overlap	Midpoint Differential
21	\$132,296	\$185,214	\$238,132	80%	78%	9%
20	\$126,373	\$170,603	\$214,833	70%	79%	9%
19	\$115,550	\$155,992	\$196,434	70%	77%	10%
18	\$104,727	\$141,381	\$178,035	70%	70%	12%
17	\$97,515	\$126,770	\$156,025	60%	54%	24%
16	\$75,824	\$102,363	\$128,902	60%	76%	11%
15	\$68,340	\$92,259	\$116,178	60%	77%	9%
14	\$63,787	\$84,518	\$105,249	60%	87%	5%
13	\$60,560	\$80,242	\$99,924	50%	84%	6%
12	\$58,435	\$75,965	\$93,496	50%	85%	6%
11	\$55,146	\$71,689	\$88,233	50%	84%	6%
10	\$51,856	\$67,413	\$82,970	40%	83%	7%
9	\$48,567	\$63,137	\$77,707	40%	76%	7%
8	\$47,088	\$58,861	\$70,633	40%	78%	8%
7	\$43,668	\$54,584	\$65,501	30%	76%	8%
6	\$40,247	\$50,308	\$60,370	30%	67%	9%
5	\$38,360	\$46,032	\$53,704	30%	67%	10%
4	\$34,797	\$41,756	\$48,715	30%	64%	11%
3	\$31,233	\$37,480	\$43,726	30%	60%	13%
2	\$27,670	\$33,203	\$38,737	30%	55%	15%
1	\$24,106	\$28,927	\$33,748	30%		

# Adjusted Salary Structure

A salary structure was developed using the market 45th and 50th pay lines and attributing increasing range spreads consistent with Salary Grades. It is to be noted that this is based off of the existing structure. A comprehensive job evaluation will allow for greater analysis and differentiation of the structure and allow for more variability to eliminate the observed issue with excessive range overlap. This purpose of this analysis and outcome is primarily to bring GoVI compensation levels to a more competitive level within the context of the economic landscape and realities for the government.

Proposed Salary Structure



# Adjusted Salary Structure - Impact

The recommended compensation philosophy states that GoVI should meet but not lead the market and thus an increase in salaries is necessary to comply and align with the philosophy. The feasibility of meeting the market may result in a base salary structure which lags the market, but a total compensation package which meets the market. The impact of the implementation of the proposed salary structure developed based on the 45th and 50th percentiles of the external market is presented below. Bringing all salaries to at least the minimum of the proposed structure will result in an increase of the overall budget for employee costs when compared to the existing maximum value attributed.

	Budget	Increase	Overall Percentage Increase
<b>Current Maximum Annual Salary</b>	\$149,514,413.00	-	-
<b>Proposed Minimum Annual Salary</b>	\$158,960,114.00	\$9,445,701.00	6.32%
<b>Proposed Midpoint Annual Salary</b>	\$199,728,949.00	\$50,214,536.00	33.59%
<b>Proposed Maximum Annual Salary</b>	\$240,498,739.00	\$90,984,326.00	60.85%

**Note:** Figures represent estimates based on the number of positions at the various grades in the Public Service. Actual figures will be quantified by the Ministry of Finance.

# **2 c. Market Analysis**

## **ii. Allowances**

# Allowances and Benefits

The 2008 Draft Allowances Assessment Report for the VI (UK) Government Public Service included an assessment of all Government allowances in terms of relevance, categorization and criteria of allowances. The recommendations coming out of the report are presented below and on the following page:

Allowance	Summary Description	Recommendation
<b>Hazardous (Risk) Allowance</b>	Payable to Officers working in 'high risk' jobs which meet a set criteria of what is considered 'hazardous'	It was recommended that a flat dollar amount be applied but a specific dollar amount was not included. It was recommended that further analysis be done upon the implementation of the health and safety programme and the development of a policy on Occupational Health and Safety.
<b>Travel Allowance</b>	Payable to officers who own a vehicle and are required to be mobile and use this vehicle in the regular performance of their duties	\$172.80 per month for officers who travel occasionally \$259.20 per month for officer who travel frequently
<b>Car Allowance</b>	Payable to identified senior personnel who utilise their personal vehicle in the execution of government business. An officer will not qualify for both a Travel and Car Allowance	\$345.60 per month for eligible officers in grades 1-17 \$432.00 per month for eligible officers in grade 18 and above
<b>Mileage Allowance</b>	Payable to officers who do not qualify for travelling allowance but occasionally travel in their personal vehicles to conduct Government business when a department vehicle is not available. Also payable to officers who are required to travel on weekends in their personal vehicle to conduct Government business	\$1.60 per mile not to exceed \$90.00 per month

# Allowances and Benefits

Allowance	Summary Description	Recommendation
<b>Telephone Allowance</b>	Payable to officers who frequently use their personal phone in the performance of the job. Officers must own the telephone and the number must be published in the public telephone directory	\$70.20 per month for eligible officers in grades 1-18 \$108.00 per month for eligible officers in grade 19 and above
<b>Entertainment Allowance</b>	Payable at the Ministerial level. A vote/sub-head covers legitimate expenses incurred by all senior officers who are required to entertain on Government's behalf	The Entertainment Allowance offered to individual positions is to be discontinued
<b>On-Call Allowance</b>	Payable to Officers required to be on-call and available 24/7 to perform their specific functions	It was recommended that a flat dollar amount be applied but a specific dollar amount was not included. It was also noted that positions receiving an on-call allowance will be excluded from any overtime provisions.
<b>Subsistence Allowance - Per Diem</b>	Payable to Officers on official travel to conduct Government business to cover meals, land transportation, exit taxes, baggage, personal phone calls, and other incidental expenses associated with the official travel	Ranges from \$75 - \$250 per day for Heads of Departments, Permanent Secretaries and above depending on the funding agency and the location Ranges from \$50 - \$200 per day for other eligible positions depending on the funding agency and the location
<b>Local Subsistence Allowance - Travelling on Duty within the Territory</b>	Payable to officers stationed on one island, but required to work on another.	\$25 per day where no overnight stay is required \$35 per day on temporary reassignments for short term duty (up to 6 months)
<b>Warm Clothing Allowance</b>	Payable to officers travelling on duty to a cold climate to engage in Government business	\$500 available to all eligible officers, once every four (4) years



# Allowances and Benefits

Allowance	Summary Description	Recommendation
<b>Commuter Allowance</b>	Payable to officers who live on other Sister Islands but commute to Tortola on a daily basis to work	A specific dollar value amount was not included
<b>Housing Allowance</b>	No description included	Unclear
<b>Gratuity</b>	Payable to contract officers on completion of a contract term	Reduce from 20% to 15%
<b>Special Duty Allowance</b>	Payable to officers who perform special duties that require them to work beyond normal working hours because of their requirement to attend Government functions	New posts were added to the list. A specific dollar amount was not included.
<b>Miscellaneous Allowance</b>	No description included	Discontinue and apply a new/different allowance to teachers
<b>Special Allowance</b>	No description included	Discontinue and apply travel allowance/mileage allowance as applicable

# Allowances and Benefits

Additional allowances currently offered to GoVI Public Service Employees are presented below and on the following page:

Allowance	Summary Description	Rate
<b>Court Reporter Allowance</b>	This allowance is paid to officers who are appointed as Court Reporter. The allowance is intended to recognise this role as a special technical role that requires specialty qualifications that require considerable effort.	\$6,000 per annum to all duly appointed Court Reporter
<b>Senior Head</b>	This allowance is paid to senior offices of Customs and Immigration recognising the duality of the role as a manager and technical enforcement officer and the high associated risk with the roles.	\$3,300. - \$3,600 per annum to Management positions in the Immigrations and Customs Departments
<b>Task Force Allowance</b>	This allowance is paid to member of the Government's Law Enforcement Task force which acts as a type of risk and on-call allowance.	\$4,800 per annum to Officers of the Taskforce in Customs, Immigration and Police. (Current 2023 figures for police range from \$4,200 - \$7,500 per annum)
<b>EMT/Fire Allowance</b>	This allowance is paid to Fire Officers certified as EMTs. It recognises the additional requirements of these officers to function as EMTs.	\$4,200 per annum to Field Fire Officers who are certified as EMTs and required to function as EMTs.
<b>Cashier Allowance</b>	This allowance is paid to Account Officers and Cashier who are responsible for collecting Government revenue.	\$1,944 per annum to Officers assigned to collect government revenue.

# Allowances and Benefits

Allowances current payable to Police and not previously mentioned are presented below:

Allowance	Summary Description	Rate
<b>Orderly Allowance</b>	Payable to officers assigned to Judges, Governor, Premier etc.	\$2,400 - \$9000 per annum
<b>Sister Islands Allowance - Police only</b>	Payable to officers stationed on the Sister Islands	\$900-\$1800 per annum
<b>Band Director's Allowance</b>	Payable to the Director for Musical Band	\$600 per annum
<b>Transfer Allowance</b>	A one-off payment when transfers are made from one island to another	\$1,500 one time payment
<b>Linguistic Allowance</b>	Payable to officers who speak a second language (Spanish)	\$1,200 per annum
<b>Detective Allowance</b>		\$2,400 per annum
<b>Overtime in Lieu - Police only</b>		\$4,800 per annum
<b>Charge Pay</b>		\$1,200 per annum
<b>Plain Clothes Allowance</b>		\$1,800 per annum
<b>Police Technical Allowance</b>		\$2,400 per annum
<b>Technical Allowance</b>		\$2,400 per annum
<b>Enhancement Allowance</b>		\$1200 per annum
<b>Other special employee allowance</b>		\$4,800 per annum

Additional allowances payable to Police which were previously mentioned include: Travel Allowance, On-Call Allowance, Telephone Allowance, Task Force Allowance (also known as National Security Allowance), Special Duty Allowance and Commuter Allowance.

# Market Observations

The Compensation Survey included a review of allowances, benefits and perquisites available in the market. The market observations are presented below and on the following pages:

Allowance/Benefit/ Perquisite	Frequency (%)	Range
<b>Car</b>	86%	\$125-\$250 monthly; Interest free loans also reported
<b>Local Travel</b>	86%	\$22 - \$700 monthly
<b>Other</b>	86%	Includes milestone rewards, educational achievement bonuses, skills/knowledge-based pay systems, allowances for plain clothes officers, long term incentive plans, profit sharing plans, employee share purchase plans and non-cash performance rewards
<b>Educational Assistance and Upskilling</b>	86%	Including external training courses, professional certification and participation at conferences at no cost to the employee or through scholarships offered by the employer
<b>Annual Paid Vacation</b>	86%	2 - 12 weeks
<b>Telephone</b>	71%	\$75 - \$148 monthly
<b>Pay increases</b>	71%	2 - 5 % of annual salary

# Market Observations

Allowance/Benefit/ Perquisite	Frequency (%)	Range
<b>Employee Recognition Programme</b>	57%	Includes year of service awards, customer service awards, employee appreciation events, employee recognition wall, career development and promotional opportunities
<b>Workforce Flexibility</b>	57%	Includes remote working and hybrid working arrangements
<b>Insurance</b>	43%	Dollar value not reported but plans include some combination of medical, major medical, dental and vision. Some include benefits for employees and their dependents. Of note, one comparator has a non-contributory plan meaning the employer covers the entire premium
<b>Membership</b>	43%	\$280-\$300 annually
<b>Pension</b>	43%	Employer contributions: 8% to 12%
<b>Per diem - local</b>	43%	\$12 - 50
<b>Annual Bonus</b>	43%	2 - 10% of annual salary
<b>Housing</b>	29%	\$9438 - \$11,100 annually

# Market Observations

Allowance/Benefit/ Perquisite	Frequency (%)	Range
<b>Overseas Travel</b>	29%	\$20 - \$30 daily
<b>Meal</b>	29%	\$12 - \$75 daily
<b>Uniform</b>	29%	\$400 - \$ 30,000 annually
<b>Entertainment</b>	14%	Where reported, this was only available to a Senior level member of the Government Service at approximately \$520 per month
<b>On call Allowance</b>	14%	Applicable to unique positions with specialist skills

# Allowances and Benefits - Recommendations

Based on the 2008 Draft Allowances Assessment report, information gathered during the Current State Assessment phase and through stakeholder consultations and a review of market observations, the following is recommended:

Existing Allowance/Benefit	Recommendation
<b>Hazardous (Risk) Allowance</b>	Continue administration of Benefit / Allowance under current terms with consideration for adjusted amount dues to higher levels of risk (e.g., National Security personnel may qualify for a higher allocation)
<b>Travel Allowance</b>	Merge the travel/car allowance such that any travelling officer who travels frequently is eligible to receive within demarcated limits. In lieu of a government vehicle, this covers fuel, wear-and-tear, tires, maintenance of personal vehicle utilised for the execution of official duties Officers who travel occasionally should qualify for the mileage allowance but not the travelling allowance.
<b>Car Allowance</b>	
<b>Mileage Allowance</b>	Continue administration of Benefit / Allowance under current terms
<b>Gratuity</b>	Continue administration of Benefit / Allowance under current terms
<b>Special Duty Allowance</b>	Continue administration of Benefit / Allowance under current terms
<b>Commuter Allowance</b>	Continue administration of Benefit / Allowance under current terms. Should include both persons living on Sister Islands and station on Tortola as well as those living on Tortola but stationed on Sister Islands.
<b>Entertainment Allowance</b>	Continue administration of Benefit / Allowance under current terms

Existing Allowance/Benefit	Recommendation
<b>Telephone Allowance</b>	Continue administration of Benefit / Allowance with an increase to account for increase in telephone plans to provide sufficient coverage
<b>On-Call Allowance</b>	Continue administration of Benefit / Allowance under current terms
<b>Subsistence Allowance - Per Diem</b>	Continue administration of Benefit / Allowance under current terms
<b>Local Subsistence Allowance - Travelling on Duty within the Territory</b>	Continue administration of Benefit / Allowance under current terms
<b>Warm Clothing Allowance</b>	Continue administration of Benefit / Allowance under current terms
<b>Housing Allowance</b>	The information regarding the current terms of this allowance were unclear; however we recommend it's continued administration for House of Assembly members, the Deputy Governor and Governor
<b>Pension</b>	Continue administration. It is noted that the method of administration may change as the GoVI is currently considering a move to a contributory pension scheme
<b>Medical/Health Insurance</b>	Continue administration of Benefit / Allowance under current terms
<b>Educational Assistance and Upskilling</b>	Continue administration of Benefit / Allowance under current terms

# Allowances and Benefits - Recommendations cont'd

Existing Allowance/Benefit	Recommendation
<b>Workforce Flexibility</b>	Continue administration of Benefit / Allowance under current terms
<b>Annual Paid Vacation</b>	Continue administration of Benefit / Allowance under current terms
<b>Duplicate Allowances attributed to House of Assembly Members (e.g., Travel, Telecommunications/Phone, Entertainment)</b>	Where an officer forms a part of the House of Assembly, only one level of these allowances should persist. I.i., The Premier should not receive both a Travel and HOA-Travel allowance. If a higher value needs to be attributed to the Premier or other job type, the administration of the HoA - Travel allowance should be so adjusted.
<b>Sister Islands Allowance - Police only</b>	Consider encapsulating with Commuter Allowance and extending applicability to all staff who may live on Tortola but are station on the Sister Islands. This may include other law enforcement staff, teachers and administrative staff.
<b>Orderly Allowance</b>	Continue administration of Benefit / Allowance under current terms
<b>Linguistic Allowance</b>	Continue administration of Benefit / Allowance under current terms or consider grouping under the specialisation allowance

Existing Allowance/Benefit	Recommendation
<b>Court Reporter Allowance</b>	Discontinue allowance. Relevance for the allowance should be considered in light of revised salary structure. If an increase is still required, this group of staff can be considered for a speciation allowance with reviews conducted periodically.
<b>Allowances payable to police including: Technical/ Detective/Police Technical/ Enhancement/ Other Special Employee Allowance</b>	
<b>Senior Head</b>	
<b>EMT/Fire Allowance</b>	
<b>Task Force Allowance</b>	Discontinue allowance. There are already on-call and risks allowances that can be applied to these positions.
<b>Cashier Allowance</b>	Discontinue allowance.
<b>Overtime in Lieu - Police Only</b>	Consideration can be given to encapsulating and administering as a part of the overtime allowance
<b>Plain Clothes Allowance</b>	Continue administration of Benefit / Allowance under current terms
<b>Charge Pay</b>	Discontinue allowance due to limited eligibility
<b>Band Director's Allowance</b>	Continue Administration of Benefit/Allowance under current terms

## Notes on the allocation of the recommended Benefits and Allowances

Vehicle/Transport Facility	Assigned government vehicle, or equivalent benefit allocation for payment towards a vehicle for the execution of official duties. May be provided as a total value, or amount covered per month for lease payment
Medical/Health Insurance	Membership in and entitlement to medical benefits as provided under the designated health plan
Pension/Gratuity	Entitlement to superannuation benefits in accordance with the provisions of approved Pension Plan or applicable Act
Mobile Data/Internet	Enrollment in/Assignment to mobile data plan as provided under company plan where the employee, as determined eligible for the benefit, receives the offered voice and data up to the value reflected. Any charges in excess of this will be incurred by the employee.
Entertainment	Actual expenses incurred for official entertainment in accordance with approved policy
Per diem (including local/international travel)	Fixed daily allowance provided for local and Overseas Business Trips
Car Allowance	In lieu of a government vehicle, covers fuel, wear-and-tear, tires, maintenance of personal vehicle utilised for the execution of official duties



# Allowances and Benefits - Recommendations cont'd

New Recommended Allowance/Benefit	Recommendation
<b>Specialisation Allowance</b>	It is noted that there are jobs, which due to their specialised area, experience higher demand for complex tasks/projects. Additionally, there are professions which pose difficulty in recruitment due to scarce resources. An introduction of the specialisation allowance allows for recognition of these job categories and the significance they may have at a point in time. The position groupings eligible for this allowance should be periodically reviewed to ensure the conditions still apply.
<b>Internet Allowance</b>	Where remote/hybrid working exists in the workforce, consideration can be given to the introduction of an internet allowance to cover a portion of internet costs that persons may need to execute their functions.
<b>Vehicle/Transport Facility</b>	In addition to the travelling/car allowance, consideration can be given to adding this facility to facilitate the purchase of vehicles by travelling officers. This benefit will bolster attractiveness of employment in the GoVI public service
<b>Cost of Living Allowance</b>	Consideration can be given to the introduction of a Cost of Living Allowance which may help alleviate inflationary pressures experienced by employees

Where allowances are reported in the market, the allocation varies from approximately 1% to 30% of the total compensation package with an average of 3%.

As governments everywhere perform a dual role in relation to the Civil Service as employer and as manager of the economy, competitiveness for the civil service looks different that it does for the private sector. **Generally private entities offer more competitive base packages than public entities and public entities tend to respond by using other elements of the compensation package to attract talent.**

A key component of competitive pay for the public service can be a larger allowance allocation than observed in the market. It is recommended that allowances do not exceed 25% of the total cash compensation package.

*\*It is noted that in several cases, allowances were introduced for GoVI employees to boost market competitiveness for select roles given the inability to amend base salaries based on the existing salary structure. We recommend a rationalisation of these allowances as this compensation review exercise is designed to address issues in relative market competitiveness.*

## Notes on the allocation of the recommended Benefits and Allowances

Vehicle/Transport Facility	Assigned government vehicle, or equivalent benefit allocation for payment towards a vehicle for the execution of official duties. May be provided as a total value, or amount covered per month for lease payment
Medical/Health Insurance	Membership in and entitlement to medical benefits as provided under the designated health plan
Pension/Gratuity	Entitlement to superannuation benefits in accordance with the provisions of approved Pension Plan or applicable Act
Mobile Data/Internet	Enrollment in/Assignment to mobile data plan as provided under company plan where the employee, as determined eligible for the benefit, receives the offered voice and data up to the value reflected. Any charges in excess of this will be incurred by the employee.
Entertainment	Actual expenses incurred for official entertainment in accordance with approved policy
Per diem (including local/international travel)	Fixed daily allowance provided for local and Overseas Business Trips
Car Allowance	In lieu of a government vehicle, covers fuel, wear-and-tear, tires, maintenance of personal vehicle utilised for the execution of official duties

# Performance-Based Pay

Performance-based compensation or a “bonus” plan is typical in private entities however, top ranked Civil Services now include modern elements of reward in their pay mix including performance related pay and modernisations programmes show movement away from seniority-based/ time-served pay progression. Incentivising performance presents greater opportunities for motivating staff and accelerating performance levels.

Examples of how performance-based pay can be implemented are presented below:

## UK Civil Service

The Compensation philosophy forces departments to remove automatic progression pay based on time served in the workforce and encourages the introduction of arrangements that enable movement through pay bands based on achievement of higher workforce productivity e.g. growth of capability. Bonuses (known as non-consolidated performance payments) are awarded annually to staff based on their performance at an individual, team and organisational level. The non-consolidated performance pay “pot” is calculated as a fixed percentage of pay-bill.

## Canada Public Service

*Principle: Compensation should reward performance, where appropriate and practicable, based on individual or group contributions to business results.*

The government of Canada sets out a Performance Management Program (PMP) that aims to provide a consistent and equitable framework for the management of the performance of senior public servants. The PMP encourages excellent performance in the senior ranks of the public service by recognizing and rewarding the achievement of results linked to business plans and government objectives and the demonstration of leadership competencies. Thus, the cash compensation for senior personnel has two components - base salary and performance pay. Performance pay has two elements - a variable amount (at-risk pay) which must be re-earned each year and a bonus for performance that surpasses expectations. Those who are rated "unable to assess" or "did not meet" receive no at-risk pay or bonus.

## Australia Public Service

Department of Finance: employees are eligible for pay point advancement at their substantive classification level if they received a performance rating of ‘effective’ at the end of the annual performance cycle. An employee who receives a ‘requires development’ performance rating at the end of the performance cycle will be placed on a Performance Improvement Plan (PIP) and will be ineligible for an annual salary increase and pay point advancement until such time as the employee’s performance is rated as effective.

Linking pay to performance in the public sector required a very mature and transparent performance appraisal system that is aligned with the overarching GoVI Public Service objectives. During the current state assessment phase of this exercise, several concerns were raised about the performance appraisal and management system currently in place. It is recommended that the **performance appraisal system be audited and re-engineered** to incorporate an element of performance related pay so that employees can be rewarded based on their individual performance or their performance as a department/organization. This recommendation will aid in alignment of compensation strategies to objectives set out in the National Sustainable Development Plan.

## **2 c. Market Analysis**

### **iii. House of Assembly Members**

# Base Salary Analysis

It is noted that House of Assembly Members are compensated outside of the GoVI Public Service Salary Structure, thus this group is analysed separately. Comparing to the salaries offered to other public service employees, the current base salary of House of Assembly members would fall within the following grades:

Position	Average Annual Salary	Current alignment to existing salary structure (based on internal pay line)
Premier	\$72,000	15
Deputy Premier	\$65,000	14
Minister	\$60,000	13
Member - Leader of the Opposition	\$45,000	9
Speaker of the House	\$45,000	9
Junior Minister	\$45,000	9
Deputy Speaker	\$40,000	8
Member House of Assembly	\$36,000	7

Members of the House of Assembly play a critical role in the Government of the Virgin Islands and the running of the country. **Notably, in terms of base salary and in comparison to the internal payline for the public service, 5 of the positions/levels within this category will fall in the lower half of the structure, earning less than approximately 23% of persons employed by the GoVI.** It must be noted, however, that there are allowances, benefits and perquisites obtained by House of Assembly members which are not available to public service employees at the same levels.

Fair and competitive compensation and pay provisions are required for this group of persons to ensure they are able to perform their role adequately without any barriers and reduce risk of persons seeking additional forms of incentivisation outside of the public service and government mission. Compensation packages should also promote efficient delivery of public policies and public management solutions as the top level staff of the Government service.

# Regional Comparison

The compensation of these public officers was also compared to regional counterparts to determine perceived attractiveness of the position, given the national prominence and visibility that these positions hold as well as the high levels of responsibility that come with the position. Remuneration should also be set at levels which attract, recruit and retain persons of suitable competence, experience, knowledge, skills and personal attributes to occupy these positions and promote transparency and effectiveness within the service. The summary table below shows this regional comparison.

Ref	Position	Average Base Salary	Indicative Levelling	Minimum Guaranteed Cash	Average Guaranteed Cash	Maximum Guaranteed Cash	25th Percentile	50th Percentile	75th Percentile	% above/below the 25th Percentile	% above/below the 50th Percentile	% above/below the 75th Percentile
1	Premier	\$72,000	A	\$86,000.00	\$179,378.50	\$284,229.00	\$126,500.00	\$173,642.50	\$226,521.00	-43%	-59%	-68%
2	Deputy Premier	\$65,000	B	\$76,000.00	\$160,371.78	\$270,522.12	\$113,500.00	\$147,482.50	\$194,354.28	-43%	-56%	-67%
3	Minister	\$60,000	C	\$66,000.00	\$140,958.99	\$227,571.96	\$101,550.00	\$135,132.00	\$174,540.99	-41%	-56%	-66%
4	Member - Leader of the Opposition	\$45,000	D	\$50,000.00	\$98,930.35	\$184,331.40	\$68,750.00	\$80,695.00	\$110,875.35	-35%	-44%	-59%
5	Speaker of the House	\$45,000	D	\$75,000.00	\$121,735.63	\$245,039.52	\$78,750.00	\$83,451.50	\$126,437.13	-43%	-46%	-64%
6	Deputy Speaker	\$40,000	E	\$32,000.00	\$82,806.88	\$157,919.52	\$59,981.00	\$70,654.00	\$93,479.88	-33%	-43%	-57%
7	Member House of Assembly	\$36,000	F	\$28,000.00	\$77,985.63	\$157,919.52	\$49,017.25	\$63,011.50	\$91,979.88	-27%	-43%	-61%

# Regional Comparison

The countries included in this analysis are Bahamas, Bermuda, Turks and Caicos Islands and the Cayman Islands.

Paylines - Internal and Market 50th - House of Assembly Members



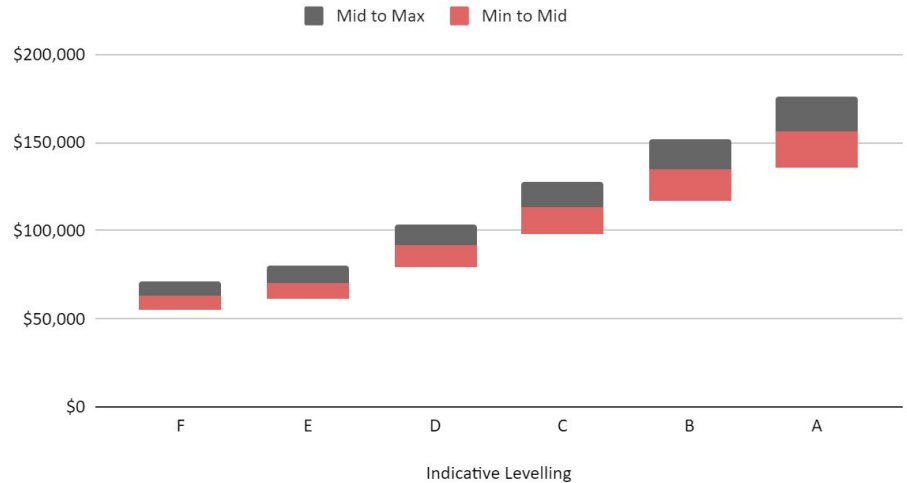
It is noted that the **average base salary** of all positions are **below the 25th percentile of average salaries observed in the market and thus also the 50th and 75th percentiles**. Given the critical role that these positions hold in the effective running of the country and management and delivery of services, we recommend that a salary structure be developed based on the market 50th percentile and compared to the salary structure for the rest of the GoVI public service.

# Salary Structure

The countries included in this analysis are Bahamas, Bermuda, Turks and Caicos and the Cayman Islands. The salary structure was developed using the 50th market payline as a base and bringing the midpoint salaries of the Members of the Assembly and Deputy Speaker to meet the reported 50th percentile values. This was done in order to avoid inversions in the structure of this pay band in comparison to salaries in the 21 grade GoVI public service structure.

Indicative Levelling	Range Minimum	Range Midpoint	Range Maximum	Range Spread	Range Overlap	Midpoint Differential
A	\$135,571	\$155,907	\$176,243	30%	40%	16%
B	\$116,935	\$134,475	\$152,015	30%	31%	19%
C	\$98,298	\$113,043	\$127,788	30%	18%	23%
D	\$79,662	\$91,611	\$103,560	30%	1%	30%
E	\$61,438	\$70,654	\$79,870	30%	53%	12%
F	\$54,793	\$63,012	\$71,230	30%		

Proposed Salary Structure



# Allowances

Position	Base Salary	Total Allowances	Total Compensation	Allowance Allocation
Attorney General	\$102,559.00	\$87,064.00	\$189,623.00	46%
Premier	\$72,000.00	\$77,040.00	\$149,040.00	52%
Deputy Premier	\$65,000.00	\$72,612.00	\$137,612.00	53%
Minister	\$60,000.00	\$72,612.00	\$132,612.00	55%
Minister (Commuting)	\$60,000.00	\$77,112.00	\$137,112.00	56%
Junior Minister	\$45,000.00	\$70,188.00	\$115,188.00	61%
Speaker of the House	\$45,000.00	\$63,216.00	\$108,216.00	58%
Member - Leader of the Opposition	\$45,000.00	\$63,216.00	\$108,216.00	58%
Deputy Speaker	\$40,000.00	\$63,216.00	\$103,216.00	61%
Member House of Assembly	\$36,000.00	\$63,216.00	\$99,216.00	64%

While the Base Salary of House of Assembly members is not generally competitive within the regional market and in some cases is below salaries obtained by public service employees, this is augmented by the high levels of allowances that these positions attract.

**Allowances comprise a range of approximately 46% - 64% of the total compensation package with an average of 56%.**

While this is significant, it is consistent with pay allowance and benefits structures for Senior Executives in the private sector, particularly where variable pay is employed.





3

Recommendations and Next Steps

# Overall Recommendation

In this report, three analyses and outcomes were presented based on:

## Living wage

*Approx 17% increase to overall maximum budget*

**\$25,936,472.00**

## Industry

*Approx 45% increase to median salaries for specific positions within targeted industries*

**\$5,377,624.00**

## Current External Market

*Approx 6% increase to bring all salaries to at least the minimum of the proposed structure*

**\$9,445,701.00**

An increase to salary levels is necessary for the GoVI to attract and retain talent to execute the core functions of the civil service and progress transformational goals of the country. It is also imperative of the GoVI to shift the salary structure upwards to raise all salaries in grades 1 - 6 to at least above the living wage.

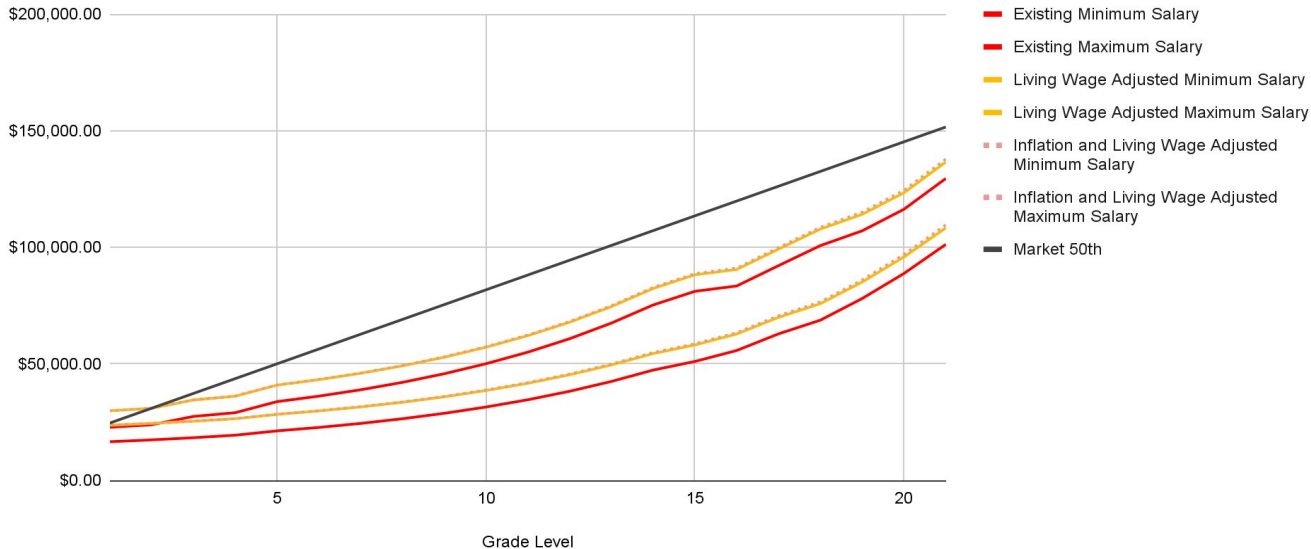
While any of the three analyses present a pathway to bridge salary gaps, we note that GoVI must also consider feasibility of the options based on its ability to pay. We advise that the most sustainable and cost efficient option would be to implement the salary structure based on the current external market analysis and adopt a relative positioning at the 45th percentile for non-managerial positions (i.e. grades 1-14) and 50th percentile for managerial positions (i.e. grades 15-21). This recommendation augments the structure such that all GoVI salaries exceed living wage requirements and industry specific analyses is addressed, while offering a more competitive package to employees.

The recommended salary structure for the GoVI public service and rationale for its selection are presented on the following slides.

# Analysis of Living Wage Adjustment

On average, employees will receive an increase of \$589.73 monthly. Given the feelings of dissatisfaction expressed by stakeholders in the current state assessment phase of this exercise, this adjustment may not be sufficient to alleviate concerns regarding the ability to live comfortably and afford basic needs and wants. It also does not provide context for competitiveness within the market.

Comparison of Existing Salaries, Living Wage Adjusted Salaries and Average Salaries based on the Market 50th percentile



The graph shows a comparison of existing salaries, living wage adjusted salaries and the Market 50th percentile. While a salary adjustment to address living wage concerns may be more economically feasible for the GoVI, salaries will still be well below the market average.

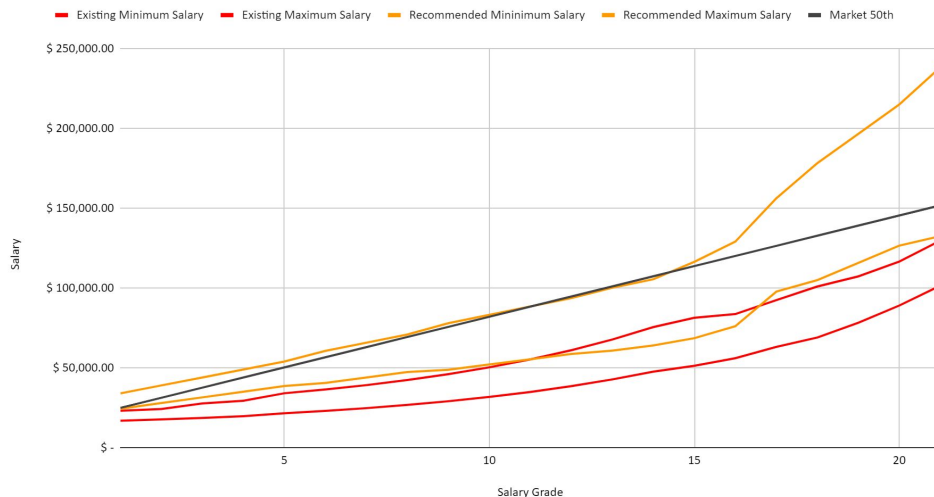
*The implementation of the living wage adjusted salary structure may continue to place the GoVI at a disadvantage and does not address the critical issue of competitiveness within the market.*

# Analysis of Market-Based Adjustment

The 50th percentile of the market is typically described as the “market average/median” or meeting the market. The design principles employed for the development of the salary structure are:

- All employees should be able to earn a salary, at some point in time, which is at par with the market median salary. The market median level therefore should be within the salary scale
- As the market is not exactly the same as the GoVI it is fair to set the midpoint of the salary scale below market median, as long as the maximum of the salary scale is equal to or above the market median

Graph comparing Existing and Recommended Salary Ranges and Average Salaries based on the Market 50th Percentile



The graph shows a comparison of existing salaries, the market-based recommended salary structure and the Market 50th percentile.

***The market-based recommended salary structure allows for greater market competitiveness and increases the ability of the GoVI to attract top talent and skills required to execute its functions and transformation exercises while providing room for growth and development.***

The selection of the market based salary structure as an overall recommendation is also based on a comprehensive view of the goals of this exercise. While an increase to the Salary Structure based on living wages increases all salaries to satisfactory levels, it does little to account for the anomalies in the structure and there is no comparison to the market, especially so for specialist positions, or industries of interest as expressed by key stakeholders. The market-based structure addresses both of these issues.

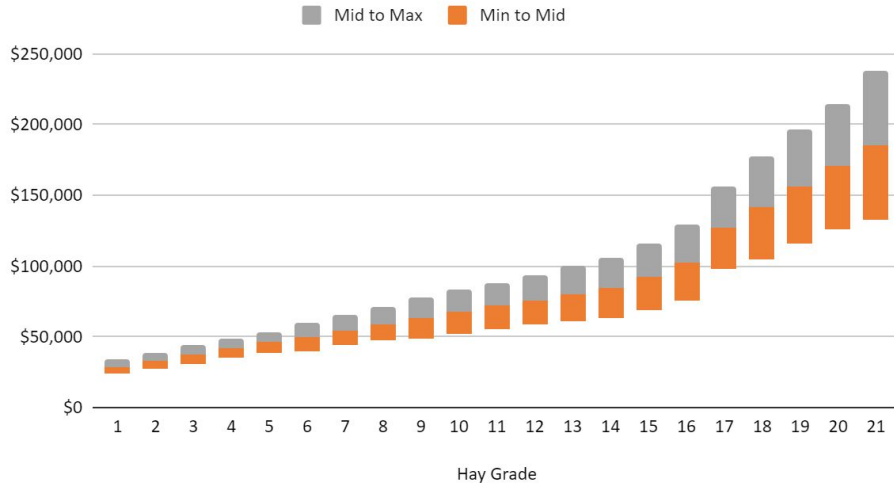
# Recommended Salary Structure

The recommended salary structure was developed using the market 45th and 50th pay lines, attributing increasing range spreads consistent with Salary Grades. It is to be noted that this is based off of the existing structure.

Salary Grade	Range Minimum	Range Midpoint	Range Maximum	Range Spread	Range Overlap	Midpoint Differential
21	\$132,296	\$185,214	\$238,132	80%	78%	9%
20	\$126,373	\$170,603	\$214,833	70%	79%	9%
19	\$115,550	\$155,992	\$196,434	70%	77%	10%
18	\$104,727	\$141,381	\$178,035	70%	70%	12%
17	\$97,515	\$126,770	\$156,025	60%	54%	24%
16	\$75,824	\$102,363	\$128,902	60%	76%	11%
15	\$68,340	\$92,259	\$116,178	60%	77%	9%
14	\$63,787	\$84,518	\$105,249	60%	87%	5%
13	\$60,560	\$80,242	\$99,924	50%	84%	6%
12	\$58,435	\$75,965	\$93,496	50%	85%	6%
11	\$55,146	\$71,689	\$88,233	50%	84%	6%
10	\$51,856	\$67,413	\$82,970	40%	83%	7%
9	\$48,567	\$63,137	\$77,707	40%	76%	7%
8	\$47,088	\$58,861	\$70,633	40%	78%	8%
7	\$43,668	\$54,584	\$65,501	30%	76%	8%
6	\$40,247	\$50,308	\$60,370	30%	67%	9%
5	\$38,360	\$46,032	\$53,704	30%	67%	10%
4	\$34,797	\$41,756	\$48,715	30%	64%	11%
3	\$31,233	\$37,480	\$43,726	30%	60%	13%
2	\$27,670	\$33,203	\$38,737	30%	55%	15%
1	\$24,106	\$28,927	\$33,748	30%		

# Recommended Salary Structure

Proposed Salary Structure



	Budget	Increase	Overall Percentage Increase
<b>Current Maximum Annual Salary</b>	\$149,514,413.00	-	-
<b>Proposed Minimum Annual Salary</b>	\$158,960,114.00	\$9,445,701.00	6.32%
<b>Proposed Midpoint Annual Salary</b>	\$199,728,949.00	\$50,214,536.00	33.59%
<b>Proposed Maximum Annual Salary</b>	\$240,498,739.00	\$90,984,326.00	60.85%

**Note:** Figures represent estimates based on the number of positions at the various grades in the Public Service. Actual figures will be quantified by the Ministry of Finance.

# Recommended Salary Structure

The current salary structure includes steps within each grade ranging from 10 - 20 depending on the grade. In this revised recommended structure, a consistent number of 17 steps is recommended at each level. The structure is presented below

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Increments
21	\$132,296	\$138,911	\$145,525	\$152,140	\$158,755	\$165,370	\$171,984	\$178,599	\$185,214	\$191,829	\$198,444	\$205,058	\$211,673	\$218,288	\$224,903	\$231,518	\$238,132	\$6,615
20	\$126,373	\$131,901	\$137,430	\$142,959	\$148,488	\$154,017	\$159,545	\$165,074	\$170,603	\$176,132	\$181,661	\$187,189	\$192,718	\$198,247	\$203,776	\$209,305	\$214,833	\$5,529
19	\$115,550	\$120,605	\$125,660	\$130,716	\$135,771	\$140,826	\$145,881	\$150,937	\$155,992	\$161,047	\$166,103	\$171,158	\$176,213	\$181,268	\$186,324	\$191,379	\$196,434	\$5,055
18	\$104,727	\$109,308	\$113,890	\$118,472	\$123,054	\$127,636	\$132,217	\$136,799	\$141,381	\$145,963	\$150,545	\$155,126	\$159,708	\$164,290	\$168,872	\$173,454	\$178,035	\$4,582
17	\$97,515	\$101,172	\$104,829	\$108,486	\$112,143	\$115,800	\$119,456	\$123,113	\$126,770	\$130,427	\$134,084	\$137,740	\$141,397	\$145,054	\$148,711	\$152,368	\$156,025	\$3,657
16	\$75,824	\$79,141	\$82,459	\$85,776	\$89,094	\$92,411	\$95,728	\$99,046	\$102,363	\$105,680	\$108,998	\$112,315	\$115,633	\$118,950	\$122,267	\$125,585	\$128,902	\$3,317
15	\$68,340	\$71,330	\$74,320	\$77,310	\$80,300	\$83,289	\$86,279	\$89,269	\$92,259	\$95,249	\$98,239	\$101,229	\$104,219	\$107,208	\$110,198	\$113,188	\$116,178	\$2,990
14	\$63,787	\$66,378	\$68,970	\$71,561	\$74,153	\$76,744	\$79,335	\$81,927	\$84,518	\$87,109	\$89,701	\$92,292	\$94,884	\$97,475	\$100,066	\$102,658	\$105,249	\$2,591
13	\$60,560	\$63,020	\$65,481	\$67,941	\$70,401	\$72,861	\$75,322	\$77,782	\$80,242	\$82,702	\$85,163	\$87,623	\$90,083	\$92,543	\$95,004	\$97,464	\$99,924	\$2,460
12	\$58,435	\$60,626	\$62,818	\$65,009	\$67,200	\$69,391	\$71,583	\$73,774	\$75,965	\$78,156	\$80,348	\$82,539	\$84,730	\$86,922	\$89,113	\$91,304	\$93,496	\$2,192
11	\$55,146	\$57,214	\$59,282	\$61,350	\$63,418	\$65,486	\$67,554	\$69,621	\$71,689	\$73,757	\$75,825	\$77,893	\$79,961	\$82,029	\$84,097	\$86,165	\$88,233	\$2,068
10	\$51,856	\$53,801	\$55,745	\$57,690	\$59,635	\$61,579	\$63,524	\$65,468	\$67,413	\$69,358	\$71,302	\$73,247	\$75,192	\$77,136	\$79,081	\$81,025	\$82,970	\$1,945
9	\$48,567	\$50,388	\$52,210	\$54,031	\$55,852	\$57,673	\$59,495	\$61,316	\$63,137	\$64,958	\$66,780	\$68,601	\$70,422	\$72,243	\$74,065	\$75,886	\$77,707	\$1,821
8	\$47,088	\$48,560	\$50,031	\$51,503	\$52,974	\$54,446	\$55,918	\$57,389	\$58,861	\$60,333	\$61,804	\$63,276	\$64,747	\$66,219	\$67,690	\$69,162	\$70,633	\$1,471
7	\$43,668	\$45,033	\$46,397	\$47,762	\$49,126	\$50,491	\$51,855	\$53,220	\$54,584	\$55,949	\$57,313	\$58,678	\$60,042	\$61,407	\$62,772	\$64,136	\$65,501	\$1,365
6	\$40,247	\$41,505	\$42,762	\$44,020	\$45,278	\$46,535	\$47,793	\$49,051	\$50,308	\$51,566	\$52,824	\$54,081	\$55,339	\$56,597	\$57,854	\$59,112	\$60,370	\$1,258
5	\$38,360	\$39,319	\$40,278	\$41,237	\$42,196	\$43,155	\$44,114	\$45,073	\$46,032	\$46,991	\$47,950	\$48,909	\$49,868	\$50,827	\$51,786	\$52,745	\$53,704	\$959
4	\$34,797	\$35,667	\$36,537	\$37,407	\$38,277	\$39,146	\$40,016	\$40,886	\$41,756	\$42,626	\$43,496	\$44,366	\$45,236	\$46,105	\$46,975	\$47,845	\$48,715	\$870
3	\$31,233	\$32,014	\$32,795	\$33,576	\$34,356	\$35,137	\$35,918	\$36,699	\$37,480	\$38,261	\$39,042	\$39,822	\$40,603	\$41,384	\$42,165	\$42,945	\$43,726	\$781
2	\$27,670	\$28,362	\$29,053	\$29,745	\$30,437	\$31,128	\$31,820	\$32,512	\$33,203	\$33,895	\$34,587	\$35,278	\$35,970	\$36,662	\$37,353	\$38,045	\$38,737	\$692
1	\$24,106	\$24,709	\$25,311	\$25,914	\$26,517	\$27,119	\$27,722	\$28,324	\$28,927	\$29,530	\$30,132	\$30,735	\$31,338	\$31,940	\$32,543	\$33,145	\$33,748	\$603

Given the variation in the number of steps in the old/existing and new structures, the recommended approach to assimilating into the new salary structure is to place officers in the Step within the grade which is nearest to their current Annual Salary and then recommence existing salary administration practices.

# Recommended Salary Structure

*In order to implement this recommended structure, an increase of approximately \$9,445,701.00 would be required to meet the adjusted salaries, which may present a challenge for operationalisation of the recommendation. A 3 year plan is presented below which will bring salaries up to the desired level in a more feasible manner for the GoVl.*

Grade	Year	Minimum	Maximum	Grade	Year	Minimum	Maximum	Grade	Year	Minimum	Maximum
21	2023 (current)	\$101,254	\$129,505	14	2023 (current)	\$47,371	\$75,282	7	2023 (current)	\$24,485	\$38,906
	2024	\$111,601	\$165,714		2024	\$52,843	\$85,271		2024	\$30,879	\$47,771
	2025	\$121,948	\$201,923		2025	\$58,315	\$95,260		2025	\$37,274	\$56,636
	2026 (target)	\$132,296	\$238,132		2026 (target)	\$63,787	\$105,249		2026 (target)	\$43,668	\$65,501
20	2023 (current)	\$88,794	\$116,324	13	2023 (current)	\$42,486	\$67,509	6	2023 (current)	\$22,770	\$36,184
	2024	\$101,320	\$149,160		2024	\$48,511	\$78,314		2024	\$28,596	\$44,246
	2025	\$113,846	\$181,997		2025	\$54,535	\$89,119		2025	\$34,421	\$52,308
	2026 (target)	\$126,373	\$214,833		2026 (target)	\$60,560	\$99,924		2026 (target)	\$40,247	\$60,370
19	2023 (current)	\$78,043	\$107,071	12	2023 (current)	\$38,269	\$60,803	5	2023 (current)	\$21,287	\$33,827
	2024	\$90,545	\$136,859		2024	\$44,991	\$71,701		2024	\$26,978	\$40,453
	2025	\$103,047	\$166,647		2025	\$51,713	\$82,598		2025	\$32,669	\$47,078
	2026 (target)	\$115,550	\$196,434		2026 (target)	\$58,435	\$93,496		2026 (target)	\$38,360	\$53,704
18	2023 (current)	\$68,764	\$100,744	11	2023 (current)	\$34,634	\$55,040	4	2023 (current)	\$19,440	\$29,088
	2024	\$80,752	\$126,508		2024	\$41,471	\$66,104		2024	\$24,559	\$35,630
	2025	\$92,739	\$152,272		2025	\$48,309	\$77,169		2025	\$29,678	\$42,173
	2026 (target)	\$104,727	\$178,035		2026 (target)	\$55,146	\$88,233		2026 (target)	\$34,797	\$48,715
17	2023 (current)	\$62,900	\$92,150	10	2023 (current)	\$31,523	\$50,086	3	2023 (current)	\$18,367	\$27,471
	2024	\$74,438	\$113,442		2024	\$38,301	\$61,047		2024	\$22,656	\$32,889
	2025	\$85,977	\$134,733		2025	\$45,078	\$72,009		2025	\$26,944	\$38,308
	2026 (target)	\$97,515	\$156,025		2026 (target)	\$51,856	\$82,970		2026 (target)	\$31,233	\$43,726
16	2023 (current)	\$55,772	\$83,436	9	2023 (current)	\$28,818	\$45,785	2	2023 (current)	\$17,435	\$23,915
	2024	\$62,456	\$98,591		2024	\$35,401	\$56,426		2024	\$20,847	\$28,856
	2025	\$69,140	\$113,747		2025	\$41,984	\$67,066		2025	\$24,258	\$33,796
	2026 (target)	\$75,824	\$128,902		2026 (target)	\$48,567	\$77,707		2026 (target)	\$27,670	\$38,737
15	2023 (current)	\$51,069	\$81,146	8	2023 (current)	\$26,492	\$42,091	1	2023 (current)	\$16,643	\$22,835
	2024	\$56,826	\$92,823		2024	\$33,357	\$51,605		2024	\$19,131	\$26,473
	2025	\$62,583	\$104,501		2025	\$40,223	\$61,119		2025	\$21,618	\$30,110
	2026 (target)	\$68,340	\$116,178		2026 (target)	\$47,088	\$70,633		2026 (target)	\$24,106	\$33,748



# Assimilation to the New Grade Structure

The recommended salary structure allows for continued flexibility in the administration of salaries. For example, an experienced person can be promoted or hired at the Midpoint or above, whereas an individual with less experience or insufficient experience, but with good potential, can be promoted or hired at the Minimum or at a point between the Minimum and Midpoint. A critical next step for the GoVI is to conduct a job evaluation which will validate and correct any misgradings or misalignments within the current salary structure and classification system.

The principle normally applied for assimilating to a new salary structure is that when the salary is below the minimum of the new Range or Grade, the salary should be adjusted to the minimum of the Range or Grade. However, there are alternative methods of implementing the structure which can be considered to facilitate the government's ability to pay, especially if an immediate salary increase to market based salaries may be infeasible or impractical. Some arrangements that can be utilised to increase salaries and allow the GoVI public service to incrementally reposition itself into a more competitive position within the market are presented below:

01

## INCREASE SALARIES FOR ALL POSITIONS

Progressively increase salaries for all positions over 3 years in a market lag position as presented on page 78.

02

## INCREASE SALARIES FOR MOST POPULATED GRADES

Utilise a tailored approach which considers the impact on the largest number of persons. Salaries for positions in these grades can immediately move to the minimum of the recommended salary structure. The most highly populated grade is grade 5, followed by grades 4 and 2.

03

## INCREASE SALARIES FOR AT-RISK ROLES/INDUSTRIES

Utilise a tailored approach which focuses on select positions/industries. Salaries for these select positions can immediately move to the minimum of the recommended salary structure. Tailored industries may include: Legal, Finance and Audit, Engineering and Surveying and Senior Managers.

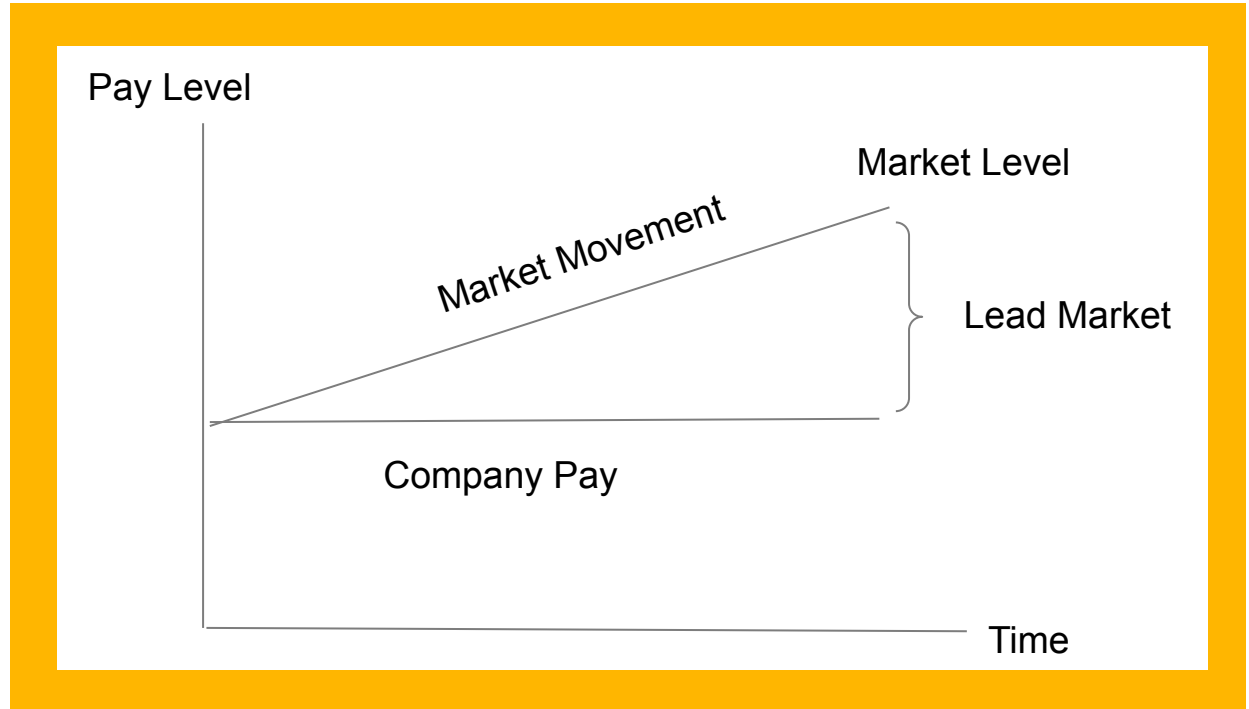
**Note:** There are other combinations of arrangements that can be utilised. No matter the selected approach, at a minimum, we recommend that any salaries that are currently below the living wage should immediately be increased.

# Market Lag Position

The GoVI public service is currently lagging the market. While the recommended salary structure will bring salaries for the public service in line with market, as noted on the previous page, depending on the option selected to implement the increases it may mean that some parts of the structure may continue to lag the market. Furthermore, assuming that market salaries continue to rise over time the lag relative to market may widen over time.

We note that a market lag positioning is a common strategy within Civil Services since it typically represents the most feasible option. As such, in keeping with recommendations from OECD we note that for the GoVI the rate of salary increases should be supplemented with enhanced attention to training and development, flexible working hours, consideration for new pay systems and an effort to improve the image of the public service.

*A market lagger typically pay less than market levels. Alternative compensation elements (e.g. training and development) may be offered as a means to attract and retain talent.*

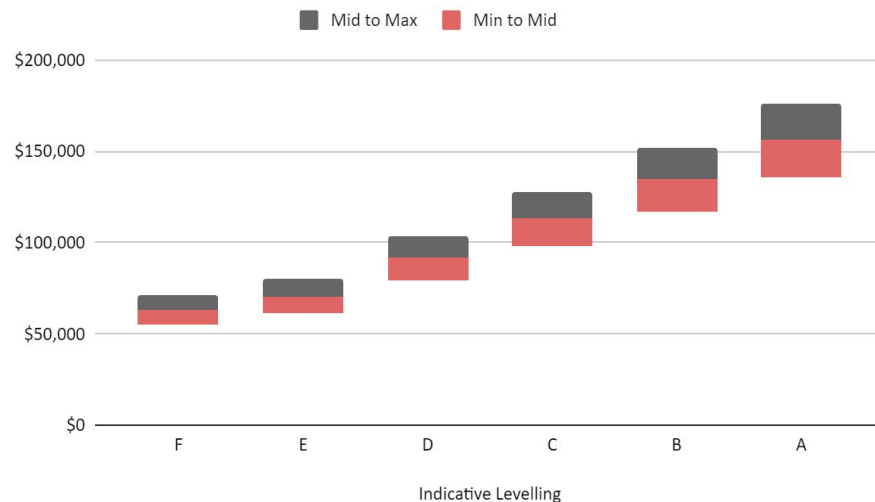


# Recommended Salary Structure - House of Assembly

The recommended salary structure was developed using the market 50th pay line and values attributing a consistent range spreads across all positions.

Position	Indicative Levelling	Range Minimum	Range Midpoint	Range Maximum
Premier	A	\$135,571	\$155,907	\$176,243
Deputy Premier	B	\$116,935	\$134,475	\$152,015
Minister	C	\$98,298	\$113,043	\$127,788
Member - Leader of the Opposition	D	\$79,662	\$91,611	\$103,560
Speaker of the House	D	\$79,662	\$91,611	\$103,560
Junior Minister	D	\$79,662	\$91,611	\$103,560
Deputy Speaker	E	\$61,438	\$70,654	\$79,870
Member House of Assembly	F	\$54,793	\$63,012	\$71,230

Proposed Salary Structure - House of Assembly



# Recommended Salary Structure (Impact) - House of Assembly

The impact of implementing the recommended salary structure for the House of Assembly members is detailed below:

Position	Indicative Levelling	GoVI Base Salary	Range Minimum	Increase required
Premier - Minister Finance	A	\$72,000.00	\$135,571	\$63,571
Deputy Premier - Minister Financial Services, Labour & Trade	B	\$65,000.00	\$116,935	\$51,935
Minister - Communication & Works	C	\$60,000.00	\$98,298	\$38,298
Minister - Education, Youth Affairs & Sports	C	\$60,000.00	\$98,298	\$38,298
Minister - Health & Welfare	C	\$60,000.00	\$98,298	\$38,298
Junior Minister - Culture & Tourism	D	\$45,000.00	\$79,662	\$34,662
Junior Minister - Agriculture & Fisheries	D	\$45,000.00	\$79,662	\$34,662
Speaker of the House	D	\$45,000.00	\$79,662	\$34,662
Member - Leader of the Opposition	D	\$45,000.00	\$79,662	\$34,662
Deputy Speaker	E	\$40,000.00	\$61,438	\$21,438
Member House of Assembly	F	\$36,000.00	\$54,793	\$18,793
Member House of Assembly	F	\$36,000.00	\$54,793	\$18,793
Member House of Assembly	F	\$36,000.00	\$54,793	\$18,793
Member House of Assembly	F	\$36,000.00	\$54,793	\$18,793
<b>TOTAL IMPACT</b>				<b>\$465,657</b>

Current Total GoVI  
Base Salary

**\$681,000**

Proposed Total GoVI  
Minimum Base Salary

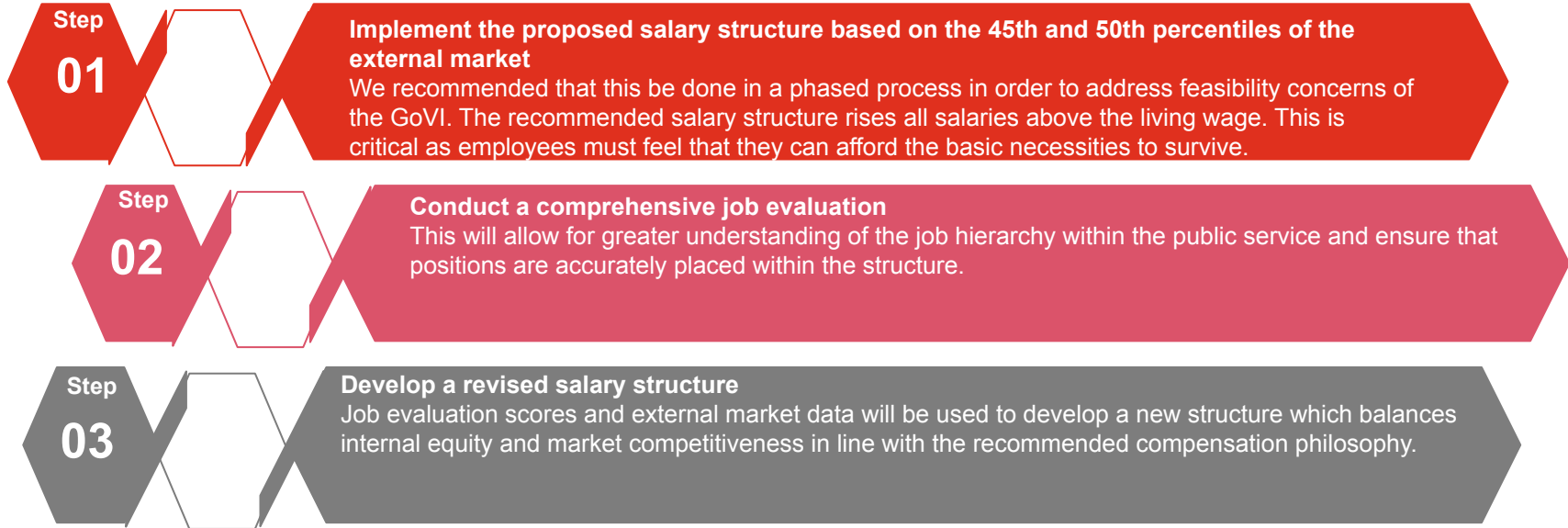
**\$1,146,657**

% Increase of Budget  
Allocation

**68%**

# Overall Recommendation cont'd

Below we have outlined key next steps for the GoVI to further the challenges outlined in the existing salary structure.





# 3

## Appendices

- Alignment of position groupings to ISIC Industries
- Revised Classification System
- Compensation Survey Findings - Market Comparison
- Comparator Data (Regional Territories)
- Comparator Data (State-owned Entities)

# Appendix A

The positions considered in the calculation of average salaries in alignment to the reported industries by the BVI Central Statistics Office are presented below and on the following pages.

EDUCATION	
<u>POSITIONS INCLUDED</u>	<u>INDUSTRY ALIGNMENT</u>
<ul style="list-style-type: none"><li>• Assistant Principal, Primary</li><li>• Assistant Principal, Secondary</li><li>• Chief Education Officer</li><li>• Coordinator of Student Services</li><li>• Craft Instructor</li><li>• Curriculum Coordinator</li><li>• Dance/Drama Instructor</li><li>• Deputy Chief Education Officer</li><li>• Deputy Principal</li><li>• Education Officer I</li><li>• Education Officer II</li><li>• Educational Psychologist</li><li>• Foreign Language Teacher</li><li>• Guidance Officer I</li><li>• Guidance Officer II</li></ul>	<ul style="list-style-type: none"><li>• Guidance Officer III</li><li>• Learning Support Assistant</li><li>• Principal, Bregado Flax Educational Centre</li><li>• Principal, BVI High School</li><li>• Principal, Primary</li><li>• Principal, Technical Institute</li><li>• Reading Specialist</li><li>• Remediation Coordinator</li><li>• Special Education Teacher</li><li>• Teacher Grade I</li><li>• Teacher Grade II</li><li>• Teacher Grade III</li><li>• Teacher Grade IV</li><li>• Teacher Trainee</li><li>• Truancy Officer</li></ul>
	<p><i>Education</i></p>

## SENIOR MANAGERS\*

### POSITIONS INCLUDED

- Auditor General
- Cabinet Secretary
- Chairman, Law Reform Commission
- Chief Medical Officer
- Chief Parliamentary Counsel
- Complaints Commissioner
- Deputy Financial Secretary
- Director of Central Statistics
- Director of Policy, Planning and Performance
- Director, Human Resources
- Executive Director of International Business (Regulations)
- Financial Secretary
- Permanent Secretary
- Policy Specialist
- Trade Commissioner

*\*Includes executive positions from ranges 18-20 excluding positions in the legal, medical and law enforcement field. Select positions from Grade 17 are also included.*

### INDUSTRY ALIGNMENT

***Industry alignment not required as information on similar type positions was not reported by the CSO.***

***In order to complete this analysis, salary information on top-level positions in the private sector and in state agencies was utilised as submitted by the Department of Labour and Workforce Development, Office of the Deputy Governor and Ministry of Finance***

## PUBLIC HEALTH

### POSITIONS INCLUDED

- Aedes Aegypti Inspectors
- Assistant Manager, Waste Management
- Assistant Vector Control Supervisor
- Chief Environmental Health Officer
- Coordinator of Health Promotion Services
- Deputy Chief Environmental Health Officer
- Deputy Director of Water and Sewerage
- Director of Water and Sewerage
- Environmental Health Officer I
- Environmental Health Officer II
- Environmental Health Officer III
- Environmental Health Trainee
- Health and Safety Coordinator
- Manager, Waste Management
- Public Health Communications Specialist
- Public Health Officer I
- Public Health Officer II
- Sewerage Works Operative I
- Sewerage Works Operative II
- Superintendent, Water and Sewerage
- Vector Control Officer I
- Vector Control Officer II
- Vector Control Supervisor
- Waste Management Officer
- Waste Management Trainee
- Waterworks Operative I
- Waterworks Operative II

### INDUSTRY ALIGNMENT

***Human health and social work activities***



## FINANCE AND AUDIT

### POSITIONS INCLUDED

- Accountant General
- Accounts Manager
- Accounts Officer I
- Accounts Officer II
- Accounts Supervisor I
- Accounts Supervisor II
- AML/CFT Implementation Coordinator
- Assistant Accounts Officer
- Assistant Auditor
- Assistant Budget Officer
- Assistant Collections Officer I
- Assistant Collections Officer II
- Assistant Commissioner of Inland Revenue
- Audit Manager
- Auditing professionals
- Auditor General
- Budget Analyst
- Budget Coordinator
- Commissioner of Inland Revenue
- Deputy Accountant General
- Deputy Auditor General
- Deputy Commissioner of Inland Revenue
- Deputy Director of Internal Audit
- Deputy Director, International Finance Centre
- Deputy Financial Secretary
- Director of Internal Audit
- Director of Investment Promotions
- Director, International Tax Authority
- Executive Director of BVI International Finance Centre
- Finance and Planning Officer
- Finance Cadet
- Finance Officer
- Financial Accountant
- Financial Analyst
- Financial Comptroller
- Financial Reporting Manager
- Financial Secretary
- Financial/Budget Analysts
- Internal Auditor I/II/III
- Investment Promotions Officer
- Management Accountant
- Revenue Clerk I
- Revenue Clerk II
- Revenue Collections Officer I
- Revenue Collections Officer II
- Revenue Manager
- Revenue Officer I
- Revenue Officer II
- Senior Accounts Officer
- Senior Auditor
- Senior Collections Officer
- Senior Investment Promotions Officer
- Senior Tax Administrative Officer
- Senior Tax Inspector
- Tax Inspector
- Tax Officer

### INDUSTRY ALIGNMENT

*Financial and insurance activities*

## ENGINEERING AND SURVEYING

### POSITIONS INCLUDED

- Assistant Engineer
- Assistant Marine Surveyor
- Assistant Surveyor
- CAD Specialist
- CAD Technician I
- CAD Technician II
- CAD Technician III
- CAD Trainee
- Chief of Infrastructural Planning, Research and Development
- Chief Planner
- Chief Surveyor
- Civil Engineer I
- Civil Engineer II
- Civil Engineer III
- Clerk of Works
- Deputy Chief Planner
- Deputy Chief Surveyor
- Deputy Director of Public Works
- Director of Public Works
- Draughtsman I
- Draughtsman II
- Electrical Engineer
- Engineer I/II/III
- Engineer Technician I
- Engineer Technician II
- Engineer Technician III
- Engineering Laboratory Technician I
- Engineering Laboratory Technician II
- Floor Supervisor/Maintenance Engineer
- Graduate Land Surveyor
- Marine Surveyor
- Physical Planner I
- Physical Planner II
- Project Engineer
- Quantity Surveyor I
- Quantity Surveyor II
- Quantity Surveyor III
- Senior Draughtsman
- Structural Engineer
- Survey Technician I
- Survey Technician II
- Surveyor I
- Surveyor II
- Surveyor III
- Trainee Draughtsman
- Trainee Engineer
- Trainee Surveyor

### INDUSTRY ALIGNMENT

***Construction  
And  
Professional,  
scientific and  
technical activities***

## INFORMATION AND COMMUNICATION TECHNOLOGY

### POSITIONS INCLUDED

- Assistant Computer Programmer
- Assistant Information Officer
- Business Systems Analyst
- Chief Information Officer
- Clinical Data Analyst
- Computer Technician I
- Computer Technician II
- Computer Training Coordinator
- Computing and Communications Officer
- Data and Security Analyst
- Deputy Chief Immigration Officer
- Deputy Chief Information Officer
- Deputy Director of Information Technology
- Director of Information Technology
- Information Manager
- Information Officer I
- Information Officer II
- Information Systems Services Officer
- Information Technology Manager
- Lead Data and Security Analyst
- Network Administrator
- Programmer I
- Programmer II
- Programmer III
- Senior Programmer
- Systems Administrator I
- Systems Administrator II
- Web Administrator
- Web Design Specialist/Coordinator

### INDUSTRY ALIGNMENT

***Information and  
Communication***

## PROTECTIVE/LAW ENFORCEMENT SERVICES

### POSITIONS INCLUDED

- Assistant Chief Immigration Officer
- Assistant Superintendent of Prison
- Auxiliary Police Officer
- Chief Fire Officer
- Chief Immigration Officer
- Commissioner of Police
- Deputy Chief Fire Officer
- Deputy Commissioner of Police
- Deputy Security Supervisor
- Deputy Superintendent of Prison
- Detective
- Director of Public Prosecutions
- Fire Officer/Mechanic I
- Fire Service Mechanic I/II
- Fireman
- Immigration Clerk I
- Immigration Clerk II
- Immigration Officer (Surveillance)
- Immigration Officer I/II/III
- Immigration Trainee
- Intake Officer/Investigator
- Intelligence Officer
- Leading Fire Officer
- Matron (Prison)
- Parole Officer I
- Parole Officer II
- Prison Counsellor
- Prison Officer I
- Prison Officer II
- Probation Officer
- Probationary Constable
- Rehabilitation Programme Coordinator (Prison)
- Security Coordinator
- Security Guard
- Security Supervisor
- Senior Immigration Officer
- Senior Probation Officer
- Sergeant
- Sergeant-at-Arms/Protection Officer
- Superintendent of Police
- Superintendent of Prison

### INDUSTRY ALIGNMENT

*Public  
administration and  
defence; compulsory  
social security*

## LEGAL

### POSITIONS INCLUDED

- Attorney General
- Case File Assistant
- Case File Clerk
- Case Manager
- Court Clerk I
- Court Clerk II
- Court Manager
- Court Reporter I
- Court Reporter II
- Crown Counsel
- Deputy Registrar of Supreme Court
- Director, Legal Operations Support Division
- Judicial Assistant
- Law Librarian
- Legal Assistant I
- Legal Assistant II
- Legal Assistant III
- Legal Executive Officer
- Legal Office Administrator
- Legal Research Officer
- Magistrate
- Paralegal I
- Paralegal II
- Principal Crown Counsel
- Registrar General
- Registrar of Supreme Court
- Senior Court Administrator
- Senior Crown Counsel
- Senior Legal Executive Officer
- Senior Legislative Counsel
- Senior Legislative Officer
- Senior Magistrate
- Solicitor General

### INDUSTRY ALIGNMENT

*Professional,  
scientific and  
technical  
activities*

## SHIPPING

### POSITIONS INCLUDED

- Assistant Registrar of Shipping
- Deputy Director of VI Shipping Registry
- Director of Virgin Islands Shipping Registry
- Registrar of Shipping

### INDUSTRY ALIGNMENT

*Transportation  
and storage*

# Appendix B

The revised classification system maps positions based on the three (3) dimensions of:

- Job families which reflect the function or type of work
- Streams which reflect the nature of work
- Stages and levels which measure the impact.

## JOB FAMILY

Industry	Description
A: Agriculture, Forestry, and Fishing	Includes activities related to cultivating crops, raising livestock, forestry, fishing, and other agricultural and related activities.
B: Mining and Quarrying	Encompasses activities related to extracting minerals and ores from the ground, as well as quarrying of stone, sand, and clay.
C: Manufacturing	Activities involved in the physical or chemical transformation of materials or components into new products. It includes activities such as manufacturing of textiles, food products, machinery, chemicals, and more.
D: Electricity, Gas, Steam, and Air Conditioning Supply	Covers activities related to the generation, transmission, and distribution of electricity, gas production, steam supply, and air conditioning services.
E: Water Supply, Sewerage, Waste Management, and Remediation Activities	Activities related to water collection, treatment, and distribution, as well as wastewater management, waste collection, and treatment.
F: Construction	Comprises activities related to the construction of buildings, civil engineering projects, and specialized construction activities like electrical, plumbing, and painting service.
G: Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	Includes wholesale and retail trade activities, including the sale of motor vehicles and motorcycles, and repair services.
H: Transportation and Storage	Activities related to the transportation of goods and passengers, as well as warehousing and storage services.
I: Accommodation and Food Service Activities	Covers activities related to providing accommodation services (hotels, camping sites, etc.) and food and beverage service activities (restaurants, catering, etc.).

Industry	Description
J: Information and Communication	Includes activities related to information technology, telecommunications, publishing, broadcasting, and other information and communication services.
K: Financial and Insurance Activities	Activities related to financial services, banking, insurance, investment, and other financial intermediation.
L: Real Estate Activities	Encompasses activities related to the buying, selling, renting, and operating of real estate properties.
M: Professional, Scientific, and Technical Activities	Activities related to professional services such as legal, accounting, architecture, research and development, and other scientific and technical services
N: Administrative and Support Service Activities	Covers activities such as office support, hiring of personnel, business support services, and activities related to the management of facilities
O: Public Administration and Defense; Compulsory Social Security	Activities related to public administration, defense, and social security
P: Education	Activities related to the provision of education and educational support services.
Q: Human Health and Social Work Activities	Encompasses activities related to healthcare services, residential care activities, social work activities, and other human health-related services
R: Arts, Entertainment, and Recreation	Activities related to artistic and creative endeavors, entertainment, and recreational activities, including performing arts, sports, and gambling
S: Other Service Activities	Covers various service activities not classified elsewhere, such as repair services, personal care services, religious activities, and more.
T: Activities of Households as Employers; Undifferentiated Goods- and Services-Producing Activities of Households for Own Use	Includes activities related to household employment and goods and services produced for own use within households.
U: Activities of Extraterritorial Organizations and Bodies	Includes activities carried out by extraterritorial organizations and bodies that are not resident in any specific country.

## JOB STREAM

	Executive	Management	Professional	Support/Technical
Definitions	This stream includes those who primarily lead the public service, or lead the largest business units and major functions. They have the highest level of impact on the public service and are responsible for setting and executing the strategy with a longer-term focus. It may also include some of the most impactful positions in the management teams reporting to those who lead the public service.	This stream includes those who primarily lead people (they typically have a minimum of 3 direct reports or are managing managers) for whom they have employee lifecycle responsibilities including appraising performance and developing for future assignments. These responsibilities are in addition to the responsibilities they have in delivering on their own objectives, and those responsibilities they may have in leading functions, or departments, developing policies and practices and implementing plans. Positions managed are typically one level below or lower.	This stream includes those who are primarily individual contributors or project managers, who may also have limited supervisory responsibilities, (two or fewer direct reports), and allows for coaching/mentoring of less experienced staff. The focus of these roles ranges from setting objectives and delivering on own work responsibilities to being a leading expert in a given field and influencing long term tactical decisions of the public service.	This stream includes those who primarily support others in running operational processes by performing technical, administrative or operational tasks, ranging from highly supervised supporters, technicians, operators and administrative staff to individual contributors with robust technical or practical knowledge in specific areas, who execute specialized work. At the top of this career ladder individuals work independently and apply standards yet can also make departures from established processes to resolve problems.

## JOB STAGE

Stage	Definitions
E	This stage covers executive positions. They lead the public service or the largest business units and major functions. They contribute to strategic and operational development of the public service.
D	This stage covers leaders in senior management who head up most functional areas, 2nd and 3rd line managers, and individual contributor experts. They significantly contribute to the operational and/or strategic development of their unit or function.
C	This stage covers senior professional individual contributors with significant impact and very high levels of experience, as well as managers of professional individual contributors. It also covers heads of large departments and some 2nd line managers (managers of managers)
B	This stage covers from 1st level of developing professionals to experienced individual contributors in professional disciplines. It also covers highly experienced administrative staff and senior technical staff.
A	This stage covers entry level professionals, the majority of highly skilled operative and technical staff, administrative positions and student assistants

# JOB LEVEL

## Executive

Stage	Level	Definition
E	E3	Leads the public service, and has the highest level of impact. Responsible for setting the strategy with a longer-term focus. Provides medium-term strategic direction within their own function and across. Integrates and coordinates lines of functions..
	E2	Executive-level leader of a significant unit or function. Has a major impact on their own area of responsibility and sizeable impact on the overall public service. Primary focus is on providing strategic & tactical direction within their own area of responsibility, and will also influence the public strategy. Integrates and coordinates lines of sub functions within their area of responsibility.
	E1	Executive level manager or specialist. Has sizeable impact on their own area of responsibility, and is a key contributor to the public service's operational and/or strategic development. Primary focus is on establishing long-term tactical direction within their own area of responsibility. Specifies new processes and standards to support public strategies including the interpretation and application of broad policy guidelines. Typically has P&L or budget accountability.

## Management

Stage	Level	Definition
D	M4	Has direct and significant impact on the operational and/or strategic development of the unit. Highest level of manager before the executive level, that delivers input to the strategy for the area / function and translates the strategy into medium to short-term tactical direction within their own area of responsibility. Provides operational oversight to drive area strategies including the interpretation and application of relevant policy guidelines. Typically has P&L or budget accountability.
	M3	Has direct and significant impact on the operational development of the unit. Highly capable or large department manager that enables and oversees the implementation of medium to short term activities within own area of responsibility in the context of the strategy. Develops policies, processes & standards that support the implementation of the medium to short term tactical direction. Typically has P&L or budget accountability
C	M2	Has direct and significant impact on the division or department results. Very experienced or department manager, enables and oversees the implementation of medium to short term activities within own area of responsibility. Delivers input to policies, processes and standards, where decisions are of a tactical and operational nature within a defined scope. Is accountable for budget, cost-effectiveness, policy recommendations and medium-term planning.
	M1	Has direct impact on department or project-level results. Experienced manager that manages and oversees the implementation of short term activities within own area of responsibility. Decisions are of an operational nature within a defined scope. Has management responsibility for a team of individual professionals. Typically has employee lifecycle responsibilities.
B	M0	Has a direct impact on team and project-level results. Developing or 1st level for a manager that sets day-to-day operational objectives and supervises the team's activities so tasks are performed according to agreed quality and time schedules. Coaches, guides and supervises employees and ensures policies, practices and procedures are understood and followed. Typical task-management of 1st level professionals and support jobs. Typically does not have employee lifecycle responsibilities.

# JOB LEVEL

## Professional

Stage	Level	Definition
D	P6	Has direct and significant impact on the operational and/or strategic development of the unit. Individual contributor at the most senior/expert level with superior knowledge and experience in a narrow area of expertise. The most highly respected authority figure within their field before executive level whose contributions may impact the strategic direction of the public service. Is an internationally recognized leader and contributor in this field who may be invited to speak at national and international forums. Contributes significantly to the external body of knowledge within their area of expertise.
	P5	Has direct and significant impact on the operational development of the unit. Individual contributor that is an acknowledged thought leader expert within the public service and more broadly. Is a master in one specialized discipline as well as having a thorough understanding of all related disciplines. Will most often be a driving force behind the development of new solutions for programs, complex projects, processes or tasks. Provides expert advice to Executives and guides other professionals within the discipline across the public service.
C	P4	Has direct and significant impact on the division or department results. Individual contributor that is a recognized master in the discipline, with comprehensive and substantive knowledge in a specific area and some understanding of related disciplines. Executes highly complex or specialized projects or tasks. Adapts precedent and may make significant departures from traditional approaches to develop solutions. Works independently and guides others.
	P3	Has direct impact on department or project-level results. Very experienced individual contributor that is fully proficient in applying established standards independently. Has a knowledge base acquired from significant work experience in a particular area. Executes complex or specialised tasks with limited oversight and may instruct or coach other professionals
B	P2	Has a direct impact on project-level results. Experienced individual contributor that works independently and applies practical knowledge in the job area, typically obtained through advanced education and work experience. Fully competent professional who understands the specific needs or requirements of specific tasks and applies skills/knowledge thereafter..
	P1	Contributes to team level results. Developing individual contributor with some work experience, who works under supervision of other professionals. Applies subject matter knowledge to solve tasks directly linked to their own job area.
A	P0	Entry level individual contributor or trainee that works under supervision of other professionals, likely just graduated and in their first job or with limited experience. Works and solves administrative tasks directly linked to relevant function or supports other professionals.



# JOB LEVEL

## Support/Technical

Stage	Level	Definition
B	S4	Has a direct impact on project-level results. Highly experienced administrative supporter that is fully proficient in applying established support standards. Insights and knowledge have been acquired from significant work experience in a particular support area. May instruct or coach other less experienced support staff.
	T4	Senior level for operators, technical professionals and people managers for technical jobs, who work independently and can apply established standards in a proficient way, yet can also make departures from established processes to resolve problems. Coaches and mentors less experienced colleagues, and for people managers will lead a team of highly experienced technical staff.
	S3	Contributes to team level results. Administrative supporter that is proficient in applying established support standards, and performs administrative tasks. Works independently and understands specific needs or requirements relevant to their support responsibilities and applies skills/knowledge appropriately.
	T3	Experienced operatives or technicians who work independently. Insights and knowledge have been acquired from experience in a particular area. Work independently and may instruct or coach less experienced colleagues, check the quality of their work, and help them diagnose and solve problems.
A	S2	Developing administrative supporter that works under supervision of more experienced colleagues within the support area, or under close supervision of supported staff. Supports professionals in their functions and solves administrative tasks.
	T2	Highly skilled operative or technician that works under limited supervision. Understands specific needs or requirements relevant to their responsibilities and applies skills/knowledge appropriately.
	S1	Entry level support employee or trainee that works under close supervision of more experienced colleagues within the support area. Solves administrative tasks.
	T1	Entry level for skilled production operatives and technicians. Typically requires some relevant experience and some supervision.

# Appendix C

The market comparison and compensation survey findings for benchmark positions are presented below:

Ref	Position Title	Stream	GoVI Median Salary	Minimum Annual Base Salary - Market	Average Annual Base Salary - Market	Maximum Annual Base Salary - Market	Market 25th Percentile	Market 45th percentile	Market 50th Percentile	% above/below the 25th Percentile	% above/below the 45th Percentile	% above/below the 50th Percentile
1	Deputy Governor	Executive	\$115,380	\$79,920	\$161,441	\$276,279	\$104,023	\$123,305	\$128,125	11%	-6%	-10%
2	Attorney General	Executive	\$102,559	\$84,915	\$178,443	\$247,370	\$143,980	\$191,232	\$203,045	-29%	-46%	-49%
3	Permanent Secretary	Executive	\$92,557	\$70,152	\$152,073	\$210,000	\$120,000	\$152,483	\$156,504	-23%	-39%	-41%
4	Auditor General	Executive	\$84,754	\$72,750	\$150,768	\$203,026	\$124,639	\$166,150	\$176,528	-32%	-49%	-52%
5	Chief Medical Officer	Executive	\$84,754	\$65,950	\$123,398	\$203,026	\$68,833	\$99,554	\$112,309	23%	-15%	-25%
6	Registrar	Management	\$77,525	\$57,982	\$125,779	\$159,947	\$108,695	\$149,265	\$159,408	-29%	-48%	-51%
7	Magistrate	Management	\$77,525	\$71,079	\$135,867	\$178,874	\$114,364	\$148,992	\$157,650	-32%	-48%	-51%
8	Comptroller of Customs	Management	\$77,525	\$50,372	\$118,433	\$154,167	\$100,566	\$140,722	\$150,761	-23%	-45%	-49%
9	Chief Immigration Officer	Management	\$77,525	\$50,372	\$124,952	\$176,287	\$99,284	\$138,415	\$148,197	-22%	-44%	-48%
10	Principal Crown Counsel	Management	\$77,525	\$60,970	\$121,096	\$161,743	\$100,773	\$132,615	\$140,575	-23%	-42%	-45%
11	Director of Information Technology	Management	\$77,525	\$52,441	\$111,205	\$176,287	\$90,434	\$108,184	\$112,621	-14%	-28%	-31%
12	Director of Public Works	Management	\$77,525	\$57,982	\$107,556	\$176,287	\$73,191	\$85,358	\$88,400	6%	-9%	-12%
13	Director of Planning	Management	\$69,604	\$57,982	\$127,489	\$176,287	\$103,090	\$139,176	\$148,197	-32%	-50%	-53%
14	Chief Fire Officer	Management	\$69,604	\$50,372	\$119,326	\$159,408	\$99,284	\$138,415	\$148,197	-30%	-50%	-53%
15	Superintendent of Prison	Management	\$69,604	\$50,372	\$89,810	\$159,408	\$55,011	\$58,722	\$59,650	27%	19%	17%
16	Director of Culture	Management	\$66,108	\$41,199	\$84,562	\$164,538	\$44,574	\$47,275	\$47,950	48%	40%	38%
17	Human Resources Manager	Management	\$61,327	\$35,501	\$88,631	\$131,767	\$82,399	\$89,805	\$90,015	-26%	-32%	-32%
18	Financial Analyst	Management	\$61,327	\$29,273	\$67,437	\$97,037	\$52,636	\$71,327	\$76,000	17%	-14%	-19%
19	Minister	Governance	\$60,000	\$66,000	\$140,959	\$227,572	\$101,550	\$128,612	\$135,132	-41%	-53%	-56%
20	Crown Counsel	Professional	\$54,998	\$43,761	\$99,004	\$126,895	\$101,200	\$108,673	\$110,541	-46%	-49%	-50%

Ref	Position Title	Stream	GoVI Median Salary	Minimum Annual Base Salary - Market	Average Annual Base Salary - Market	Maximum Annual Base Salary - Market	Market 25th Percentile	Market 45th percentile	Market 50th Percentile	% above/below the 25th Percentile	% above/below the 45th Percentile	% above/below the 50th Percentile
21	Facilities Manager	Professional	\$54,998	\$76,000	\$95,689	\$118,182	\$84,442	\$91,196	\$92,884	-35%	-40%	-41%
22	Records Manager	Professional	\$54,998	\$80,000	\$105,580	\$148,358	\$84,190	\$87,542	\$88,380	-35%	-37%	-38%
23	Principal	Professional	\$54,998	\$40,377	\$73,926	\$118,389	\$51,694	\$60,747	\$63,011	6%	-9%	-13%
24	Teacher Grade 4	Professional	\$44,837	\$22,791	\$62,011	\$82,372	\$51,831	\$75,063	\$80,871	-13%	-40%	-45%
25	Architect	Support/Technical	\$37,302	\$30,787	\$73,461	\$100,000	\$60,191	\$83,715	\$89,596	-38%	-55%	-58%
26	Project Manager	Support/Technical	\$37,302	\$51,728	\$85,151	\$104,878	\$80,000	\$84,800	\$86,000	-53%	-56%	-57%
27	Research Officer	Support/Technical	\$37,302	\$35,000	\$68,138	\$87,680	\$58,367	\$77,060	\$81,733	-36%	-52%	-54%
28	IT Programmer	Support/Technical	\$37,302	\$31,046	\$67,092	\$89,596	\$55,839	\$75,674	\$80,633	-33%	-51%	-54%
29	Surveyor	Support/Technical	\$37,302	\$25,708	\$64,961	\$89,175	\$52,854	\$74,571	\$80,000	-29%	-50%	-53%
30	Engineer	Support/Technical	\$37,302	\$41,199	\$74,791	\$102,700	\$51,748	\$70,922	\$77,633	-28%	-47%	-52%
31	Information Officer	Support/Technical	\$37,302	\$24,451	\$54,285	\$89,596	\$42,863	\$50,783	\$51,547	-13%	-27%	-28%
32	Court Reporter	Support/Technical	\$37,302	\$26,232	\$48,240	\$79,838	\$32,441	\$37,408	\$38,650	15%	0%	-3%
33	Economist	Support/Technical	\$37,302	\$30,787	\$45,035	\$71,417	\$31,843	\$32,689	\$32,900	17%	14%	13%
34	Prison Officer I	Support/Technical	\$29,477	\$22,791	\$52,981	\$72,077	\$43,434	\$59,948	\$64,077	-32%	-51%	-54%
35	Fire Officer I	Support/Technical	\$29,477	\$15,873	\$49,861	\$75,820	\$36,882	\$53,689	\$57,891	-20%	-45%	-49%
36	Teacher Grade 1	Support/Technical	\$27,557	\$22,564	\$56,267	\$74,270	\$47,265	\$67,026	\$71,966	-42%	-59%	-62%
37	Customs Officer I	Support/Technical	\$24,264	\$24,451	\$52,897	\$70,163	\$44,264	\$60,114	\$64,077	-45%	-60%	-62%
38	Immigration Officer I	Support/Technical	\$24,264	\$21,676	\$49,813	\$64,077	\$42,681	\$59,485	\$63,686	-43%	-59%	-62%
39	Carpenter	Support/Technical	\$24,264	\$41,000	\$45,510	\$50,326	\$42,287	\$44,565	\$45,358	-43%	-46%	-47%
40	Security Guard	Support/Technical	\$24,264	\$35,000	\$58,387	\$97,755	\$38,703	\$41,665	\$42,406	-37%	-42%	-43%
41	Electrician	Support/Technical	\$24,264	\$33,362	\$43,026	\$52,261	\$38,183	\$40,437	\$41,000	-36%	-40%	-41%
42	Heavy Equipment Operator	Support/Technical	\$22,919	\$28,988	\$53,066	\$82,759	\$38,220	\$45,605	\$47,451	-40%	-50%	-52%
43	Office Generalist	Support/Technical	\$20,675	\$17,027	\$31,610	\$51,728	\$24,101	\$26,301	\$27,200	-14%	-21%	-24%
44	Cleaner	Support/Technical	\$19,739	\$14,111	\$25,947	\$49,204	\$20,114	\$23,368	\$23,738	-2%	-16%	-17%

# Appendix D

## Comparator/Market Data from State-Owned Entities

Ref	Position Title	GoVI Median Salary	SOE 1	SOE 2	SOE 3	SOE 4
1	Permanent Secretary	\$92,557	\$120,000		\$180,868	\$185,000
2	Director of Communications	\$81,146			\$75,362	\$44,500
3	Director of Information Technology	\$77,525		\$124,241	\$90,434	\$112,621
4	Comptroller of Customs	\$77,525				\$154,167
5	Registrar	\$77,525		\$159,947		
6	Human Resources Manager	\$61,327	\$80,000		\$90,434	\$131,767
7	Financial Analyst	\$61,327	\$76,000			
8	Crown Counsel	\$54,998		\$101,200		\$112,621
9	Facilities Manager	\$54,998	\$76,000	\$118,182		
10	Records Manager	\$54,998	\$80,000			
11	Project Manager	\$37,302	\$86,000	\$51,728		
12	Information Officer	\$37,302	\$49,000			\$54,095
13	Engineer	\$37,302			\$55,265	
14	Electrician	\$24,264	\$41,000		\$38,183	
15	Carpenter	\$24,264	\$41,000			
16	Security Guard	\$24,264	\$35,000			
17	Office Generalist	\$20,675	\$24,000	\$51,728		
18	Cleaner	\$19,739	\$20,752		\$24,267	\$23,210

# Appendix E

## Comparator/Market Data from Regional Territories

*Note: Our analysis to regional territories was based on an exchange rate calculation. More sophisticated analyses can be done to account for cost of living disparities using Purchasing Power Parity (PPP) coefficients.*

Ref	Position Title	GoVI Median Salary	RT 1	RT 3	RT 2	RT 4	RT 5
1	Deputy Governor	\$115,380	\$79,920		\$276,279	\$128,125	
2	Attorney General	\$102,559	\$84,915		\$247,370		\$203,045
3	Permanent Secretary	\$92,557	\$70,152		\$203,026	\$95,325	\$153,008
4	Historian	\$92,150			\$79,838		
5	Chief Medical Officer	\$84,754	\$69,795	\$65,950	\$203,026		\$154,823
6	Auditor General	\$84,754		\$72,750	\$203,026		\$176,528
7	Director of Communications	\$81,146			\$176,287		\$148,197
8	Chief Immigration Officer	\$77,525	\$50,372		\$176,287		\$148,197
9	Magistrate	\$77,525		\$71,079	\$178,874		\$157,650
10	Principle Crown Counsel	\$77,525	\$60,970		\$140,575		\$161,743
11	Director of Information Technology	\$77,525	\$52,441		\$176,287		
12	Comptroller of Customs	\$77,525	\$50,372				\$150,761
13	Director of Public Works	\$77,525	\$57,982		\$176,287		
14	Registrar	\$77,525	\$57,982		\$159,408		
15	Chief Fire Officer	\$69,604	\$50,372		\$159,408		\$148,197
16	Director of Planning	\$69,604	\$57,982		\$176,287		\$148,197
17	Superintendent of Prison	\$69,604	\$50,372	\$59,650	\$159,408		
18	Director of Culture	\$66,108	\$41,199	\$47,950			\$164,538
19	Human Resources Manager	\$61,327	\$35,501		\$89,596		\$104,489
20	Financial Analyst	\$61,327	\$29,273		\$97,037		
21	Minister	\$60,000		\$66,000	\$227,572	\$113,400	\$156,864

Ref	Position Title	GoVI Median Salary	RT 1	RT 3	RT 2	RT 4	RT 5
22	Marine Biologist	\$55,040	\$30,787		\$71,417		
23	Crown Counsel	\$54,998	\$43,761		\$110,541		\$126,895
24	Principal	\$54,998	\$40,377		\$118,389		\$63,011
25	Records Manager	\$54,998			\$148,358		\$88,380
26	Facilities Manager	\$54,998			\$92,884		
27	Junior Minister	\$45,000					\$67,410
28	Teacher Grade 4	\$44,837	\$22,791		\$82,372		\$80,871
29	Court Reporter	\$37,302	\$26,232	\$38,650	\$79,838		
30	Economist	\$37,302	\$30,787	\$32,900	\$71,417		
31	IT Programmer	\$37,302	\$31,046		\$89,596		\$80,633
32	Research Officer	\$37,302		\$35,000	\$81,733		\$87,680
33	Project Manager	\$37,302			\$104,878		\$103,150
34	Engineer	\$37,302	\$41,199		\$102,700		
35	Information Officer	\$37,302	\$24,451		\$89,596		
36	Architect	\$37,302	\$30,787		\$89,596		
37	Surveyor	\$37,302	\$25,708		\$89,175		
38	Fire Officer I	\$29,477	\$15,873		\$57,891		\$75,820
39	Prison Officer I	\$29,477	\$22,791		\$64,077		\$72,077
40	Teacher Grade 1	\$27,557	\$22,564		\$74,270		\$71,966
41	Electrician	\$24,264	\$33,362		\$50,326		\$52,261
42	Customs Officer I	\$24,264	\$24,451		\$64,077		\$70,163
43	Immigration Officer I	\$24,264	\$21,676		\$64,077		\$63,686
44	Carpenter	\$24,264			\$50,326		\$42,716
45	Security Guard	\$24,264			\$42,406		\$97,755
46	Heavy Equipment Operator	\$22,919			\$47,451		\$82,759
47	Office Generalist	\$20,675	\$17,027	\$27,200	\$48,147	\$24,202	
48	Cleaner	\$19,739		\$18,200	\$29,831		\$49,204

# Thank you

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