

APS SES
Remuneration Survey
Department of Employment,
Workplace Relations & Small
Business

Revised Version April 2000

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Relations & Small Business**

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Executive Summary

All APS agencies were invited to participate in the 1999 SES salary survey. Forty-nine agencies have provided data for inclusion in this report.

The aggregated data tables are contained in the section of this report titled *Salary Survey Results*, a summary of which is found below.

Table 1
SES Remuneration Summary¹

Average				
Band²	Base Salary (BS)	Total Remuneration Package³ (TRP)	Actual Incentive payments⁴ (STI)	Total Reward⁵ (TR)
Dollars				
SES 1	89,261	124,438	5,921	127,955
SES 2	109,746	149,701	7,732	154,015
SES 3	136,794	183,599	10,864	189,962

Median				
Band²	Base Salary (BS)	Total Remuneration Package³ (TRP)	Actual Incentive payments⁴ (STI)	Total Reward⁵ (TR)
Dollars				
SES 1	88,900	123,649	4,606	127,146
SES 2	108,998	148,365	5,937	153,158
SES 3	132,212	179,757	9,959	187,515

Notes

- 1 The figures are based on the number of officers who have received the benefit. For example, if 15 officers had received an incentive payment the value for incentives would be based on those 15 officers.
- 2 SES Band or equivalent.
- 3 Total Remuneration Package includes Base Salary, superannuation, motor vehicles and other entitlements paid to SES officers.
- 4 Actual incentive payments received during the year ending 31 December 1999.
- 5 Total Reward is the Total Remuneration Package plus any incentive payments.

Table 2
SES Band 1 Remuneration Movements (1998 to 1999)

SES Band 1	Q1	Median	Q3	Average
Percent				
Base Salary	3.3	1.7	3.3	3.6
Total Remuneration Package	2.8	2.2	4.5	3.4
Bonus/Incentive	11.1	7.3	21.9	25.6
Total Reward	3.6	2.4	4.5	3.5

Table 3
SES Band 2 Remuneration Movements (1998 to 1999)

SES Band 2	Q1	Median	Q3	Average
Percent				
Base Salary	3.3	2.8	4.0	4.3
Total Remuneration Package	3.0	2.5	5.6	4.1
Bonus/Incentive	13.2	14.8	8.1	17.8
Total Reward	2.3	2.1	5.1	3.6

Table 4
SES Band 3 Remuneration Movements (1998 to 1999)

SES Band 3	Q1	Median	Q3	Average
Percent				
Base Salary	4.2	4.1	6.7	7.5
Total Remuneration Package	4.3	3.7	7.7	6.7
Bonus/Incentive	44.1	82.7	24.8	39.1
Total Reward	7.3	5.6	6.0	7.0

The tables above show sample on sample remuneration movements for each of the SES Bands. Sample on sample movement is the direct comparison of one year to the next. For example in 1998, Median Total Remuneration Package for SES 1 was \$120,952. In 1999, it was \$123,649. The difference between the years in this example is \$2,697. Thus, the sample on sample movement is equal to 2.2%.

This movement has been calculated for each remuneration component for the average and the quartiles. It should be noted that this is not a quartile distribution of remuneration movements, but an indication of movement between quartiles from one year to the next.

The Table 5 shows same incumbent movements for the same period (1998 to 1999) for the General Market. Same incumbent movements are those reported for individuals who occupied

the same position in the same organisation for a period of 12 months. Same incumbent movements provide an indication of actual remuneration increases by individuals in the sample. For the purposes of this report, sample on sample movements have been used. Individuals could not be identified from the previous survey consequently, it was not feasible to use same incumbent movements in this report.

Incentive payments have increased at a faster rate than the other remuneration components (see tables 2, 3 and 4) which is consistent with the private sector trend.

Table 5
General Market – Same Incumbent Movements¹

	Q1	Median	Q3	Average
	Percent			
Total Remuneration Package	3.1	5.6	10.4	7.8
Short-term Incentives	0.0	3.8	41.4	29.4
Total Reward	3.0	6.6	13.1	8.9

Notes

1 Source: *Mercer Cullen Egan Dell Top Management Remuneration Review 1999/2000*

Table 6 outlines the change in the average proportion of actual incentive payments relative to both Base Salary and Total Remuneration Package from 1998 to 1999.

Table 6
Average Proportion of Incentive Payments (to BS and TRP)

Band	Average Proportion of BS		Average Proportion of TRP	
	1998	1999	1998	1999
	Percent			
SES 1	5.5	6.6	3.9	4.8
SES 2	6.2	7.0	4.6	5.1
SES 3	6.1	8.0	4.5	6.0
Overall	5.7	6.8	4.1	4.9

In the private sector, incentive payments are typically in the order of 10 – 25% of TRP, with an average of around 20% for senior executives in the private sector. The average proportion of Base Salary is approximately 30% for senior executives in the private sector. These figures demonstrate that incentive payments for SES officers were significantly below their private sector counterparts.

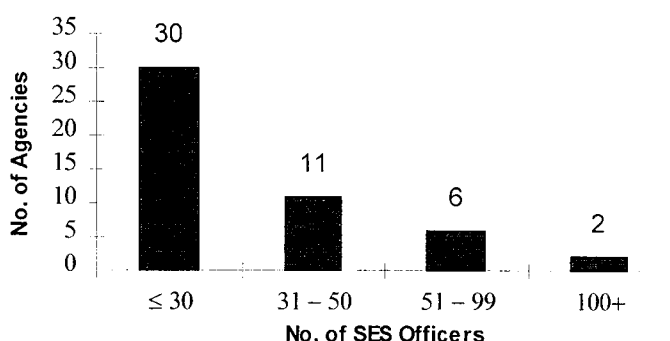
Introduction

The Department of Employment, Workplace Relations and Small Business (DEWRSB) commissioned Mercer Cullen Egan Dell (MCED) to conduct a survey of Senior Executive Service (SES) officers' remuneration within the Australian Public Service (APS).

Forty-nine agencies participated in this survey covering 1,448 SES officers. The number of SES officers in each participating agency is shown in Table 9.

The survey includes all SES officers covered by an Australian Workplace Agreement (AWA) or a Certified Agreement (CA). It does not cover those officers covered by remuneration tribunal determinations.

Figure 1
Number of SES Officers - Participating Agencies



Of the forty-nine agencies participating, only eight agencies (16%) have more than 50 SES officers. Sixty-one percent of agencies surveyed had 30 or less SES officers, twenty-two percent with between 30 and 50 officers and only two agencies (4%) with 100 or more SES officers.

Table 7
Number of SES Officers by Band

Band	SES Officers	
	Number	Percentage
SES 1	1,050	72.5
SES 2	328	22.7
SES 3	70	4.8
Total	1,448	100.0

Table 8
Number of SES Officers by Location

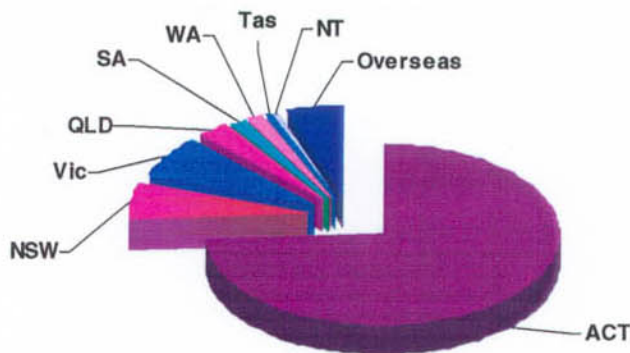
Location	SES Officers			Total	Percentage
	SES 1	SES 2	SES 3		
ACT	744	225	60	1,029	74.3
NSW	74	14	1	89	6.4
Vic	77	18	4	99	7.0
Qld	34	4		38	2.8
SA	15	7	1	23	1.7
WA	17	2		19	1.4
Tas	4	3		7	0.5
NT	6	1		7	0.5
Overseas	50	21	4	75	5.4
Total¹	1,021	295	70	1,386	100.0

Notes

1 Due to confidentiality reasons, some agencies did not report location

The majority of SES officers were located in Canberra, with the remainder in regional offices or overseas.

Figure 2
Distribution of SES Officers by Location



The information in this survey can be compared directly with the previous survey conducted in 1998 by the Australian Bureau of Statistics. The 1998 survey covered 23 agencies from the APS Round Table covering 1,135 SES Officers. All comparisons with the 1998 survey use sample on sample comparisons. That is, it directly compares the 1998 sample with the 1999 sample.

Table 9
Number of SES Officers by Agency¹

Agency	Number of SES Officers
Aboriginal and Torres Strait Islander Commission	22
Aboriginal Hostels Ltd	2
Agriculture Fisheries and Forestry – Australia	62
Attorney General's Department	48
Australian Broadcasting Authority	6
Australian Bureau of Statistics	33
Australian Communications Authority	9
Australian Competition and Consumer Commission	15
Australian Customs Service	27
Australian Electoral Commission	6
Australian Government Solicitor ²	88
Australian Institute of Family Studies	2
Australian Institute of Health and Welfare	3
Australian National Audit Office	19
Australian Securities and Investments Commission	20
Australian Taxation Office	130
Australian Transaction Reports and Analysis Centre	2
Australian War Memorial	3
Centrelink	55
Comcare Australia	5
Commonwealth Grants Commission	4
ComSuper	5
Department of Communications, Information Technology and the Arts	38
Department of Defence	88
Department of Education Training and Youth Affairs	28
Department of Employment Workplace Relations and Small Business	48
Department of the Environment and Heritage	48
Department of Family and Community Services	44
Department of Foreign Affairs and Trade ³	139
Department of Health and Aged Care	71
Department of House of Representatives	5
Department of Immigration & Multicultural Affairs	28
Department of Industry, Science & Resources	66
Department of the Parliamentary Library	2
Department of the Parliamentary Reporting Staff	5
Department of Prime Minister and Cabinet	32
Department of Public Prosecutions	24

Agency	Number of SES Officers
Department of the Senate	6
Department of Transport and Regional Services	37
Department of the Treasury	36
Department of Veteran's Affairs	33
Family Court of Australia	40
Joint House Department	3
National Crime Authority	16
Office of Asset Sales and IT Outsourcing	9
Office of the Commonwealth Ombudsman	4
Office of the Employment Advocate	5
Productivity Commission	19
Public Service & Merit Protection Commission	8
Total	1,448

Notes

- 1 Includes Parliamentary Departments
- 2 AGS has been a Statutory Authority since 1 September 1999
- 3 DFAT figure includes diplomatic corps and other overseas based SES (or equivalent) officers.

Findings – Salary Items

The following section summarises findings for SES Salary band ranges; Base Salary; Total Remuneration Package (TRP); Bonus/Incentive payments and Total Reward (TR).

Salary Band Ranges

Table 10
Salary Band Ranges

Band	Minimum Salary		Maximum Salary	
	Lowest	Highest	Lowest	Highest
Dollars				
SES 1	68,228	95,000	80,818	112,888
SES 2	83,493	117,938	99,609	130,000
SES 3	97,403	145,000	120,193	163,200

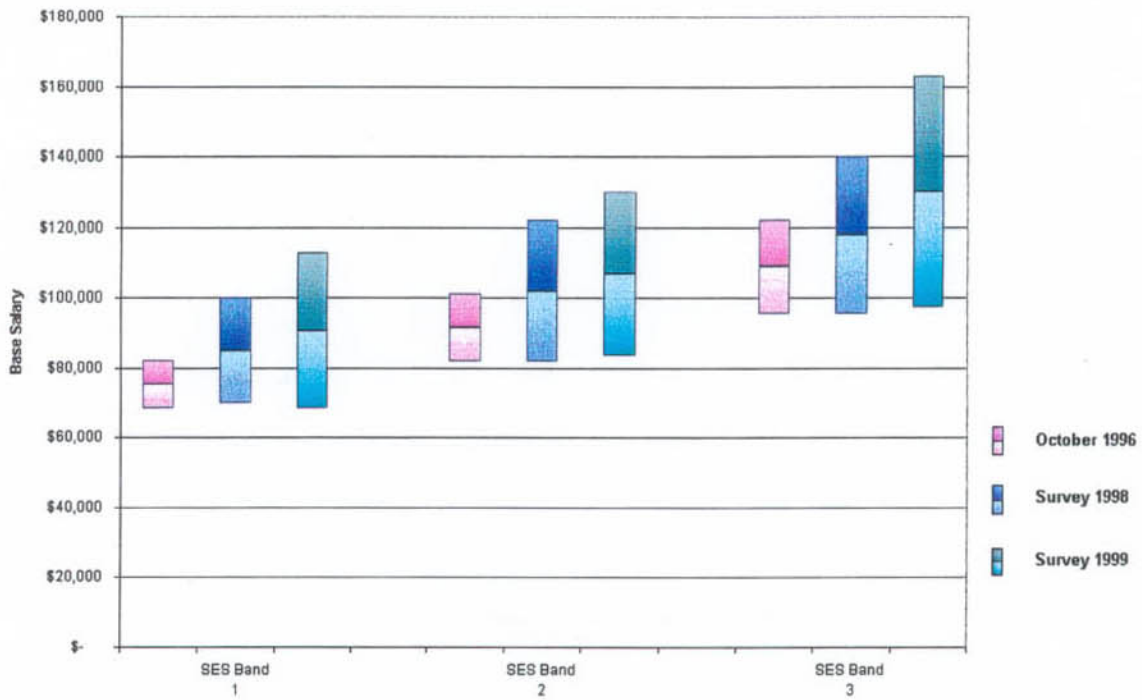
Six agencies stated they had no minimum starting point for each band range, eleven agencies reported that they had no maximum value set. Five agencies had no defined band range minimum or maximum.

Table 11
Salary Band comparison (1996 to 1999)

Band		October 1996	Survey 1998	Survey 1999
dollars				
SES 1	Min	68,228	69,593	68,228
	Max	82,120	100,000	112,888
	Range	13,892	30,407	44,660
SES 2	Min	81,856	81,856	83,493
	Max	101,217	122,000	130,000
	Range	19,361	40,144	46,507
SES 3	Min	95,493	95,496	97,403
	Max	122,136	140,000	163,200
	Range	26,643	44,504	65,797

It is clear from tables 10 and 11 that the decentralisation of the APS has resulted in a significant widening of salary band ranges. Figure 3 confirms this graphically.

Figure 3
Salary Band comparison (1996 to 1999)



Base Salary

Base Salary represents the full time equivalent annualised PAYE salary. It *includes* post-tax employee superannuation contributions and any additional car post-tax salary sacrifice amount. It *excludes* all other cash components including bonus, commission, leave loading, allowances, and other 'sacrificed' amounts.

Generally, the Base Salary of SES officers is close to the maximum of the Band set by that agency. The average ratio of actual salary to Band maximum was 0.97.

Table 12
Base Salary Comparison (1998 to 1999)

Band	Average		Movement	Median		Movement
	Base Salary			Base Salary		
	1998	1999		1998	1999	
	Dollars		Percent	Dollars		Percent
SES 1	86,132	89,261	3.6	87,441	88,900	1.7
SES 2	105,261	109,746	4.3	106,055	108,998	2.8
SES 3	127,266	136,794	7.5	127,021	132,212	4.1

The median sample on sample increase in Base Salary for all SES officers surveyed is 2.0%. Median increases for senior management across all industries is 4.6% for Base Salary. For the private sector only the across industry movement (median) is 4.8% (source: *Mercer Cullen Egan Dell Quarterly Salary Review December 1999*).

Table 13 shows the increases in Median Base Salary since 1996.

Table 13
Median Base Salary (1996 to 1999)

Band	October 1996 ¹	December 1998 ²	December 1999 ³
	Dollars		
SES 1	80,818	87,441	88,900
SES 2	99,609	106,055	108,998
SES 3	120,193	127,021	132,212

Notes

- 1 Based on the 1996 APS wide rates as at October 1996.
- 2 The 1998 survey was based on data as at 31 December 1998.
- 3 The 1999 survey is based on data as at 31 December 1999.

Total Remuneration Package

Total Remuneration Package (TRP) represents the total of:

- Base Salary
- Superannuation
- Motor Vehicles (including parking and FBT)
- Other fixed benefit items

Table 14
Total Remuneration Package Comparison (1998 to 1999)

Band	Average		Movement	Median		Movement
	TRP			TRP		
	1998	1999		1998	1999	
	Dollars		Percent	Dollars		Percent
SES 1	120,371	124,438	3.4	120,952	123,649	2.2
SES 2	143,796	149,701	4.1	144,773	148,365	2.5
SES 3	172,096	183,599	6.7	173,410	179,757	3.7

The median sample on sample increase in Total Remuneration Package for all SES officers surveyed is 2.4%. Median increases for senior management across all industries is 5.6% for Total Remuneration Package. For the private sector only, the median increase is 5.8% (source: *Mercer Cullen Egan Dell Top Management Remuneration Review 1999*).

Table 15 shows the increases in Median Total Remuneration Package since 1996.

Table 15
Median Total Remuneration Package (1996 to 1999)

Band	October 1996 ¹	December 1998 ²	December 1999 ³
	Dollars		
SES 1	115,308	120,952	123,649
SES 2	137,839	144,773	148,365
SES 3	164,566	173,410	179,757

Notes

- 1 The 1996 Total Remuneration Package data is based on the October 1996 APS wide salary rates and notional figures for non-salary components.
- 2 The 1998 survey was based on data as at 31 December 1998.
- 3 The 1999 survey is based on data as at 31 December 1999.

Bonus/Incentive Payments

The majority (84%) of agencies reported that they provide performance-based incentives for their SES officers with 58% of officers actually receiving an incentive. Actual incentive payments for SES officers ranged from 0% up to 38% of Base Salary.

The Bonus/Incentive figure in this report is a performance-related one off payment rather than a percentage increase rolled into Base Salary. Most agencies paid their SES officers a performance-related bonus separately to any increase in Base Salary. It is only these one off payments that are covered in this report.

Table 16 shows the value of incentive payments actually received by SES officers compared with their target and maximum incentive. The target incentive amount is the dollar or percentage amount per annum that the officer would receive should they meet their 'target'. The target is generally linked to achievement of business objectives. However, targets can also be linked to performance appraisal results, achievement of position objectives and/or the achievement of team objectives.

For example, an incentive plan may pay a 5%p.a. bonus should the incumbent 'meet all their objectives' although pay anywhere between 0% and 10% depending on actual performance.

Table 16
Comparison of actual incentive paid with target/maximum incentive

Band	Average Incentive					
	Target	Proportion of TRP	Maximum	Proportion of TRP	Actual	Proportion of TRP
	Dollars	Percent	Dollars	Percent	Dollars	Percent
SES 1	4,846	4.0	11,445	9.3	5,886	4.8
SES 2	6,385	4.3	14,591	9.7	7,746	5.1
SES 3	8,572	4.6	17,451	9.6	10,864	6.0

From Table 16, it is clear that, on average, actual incentive payments are above the target incentive. It is also clear that, on average, actual incentive payments are short of the maximum incentive achievable. The average amount of incentive actually paid to SES officers is around 5% of TRP. This compares with a target figure of 4% of TRP up to a maximum of approximately 10%.

Only 2.3% of SES officers achieved their maximum incentive, whilst 74% achieved their target.

Table 17
Bonus/Incentive Comparison (1998 to 1999)

Band	Average Incentive			Median Incentive		
	1998	1999	Movement	1998	1999	Movement
	Dollars		Percent	Dollars		Percent
SES 1	4,716	5,921	25.6	4,291	4,606	7.3
SES 2	6,563	7,732	17.8	5,173	5,937	14.8
SES 3	7,812	10,864	39.1	5,450	9,959	82.7

The median sample on sample increase in Bonus/Incentive payments for all SES officers surveyed is 13.0%. The median increase in incentive payments in the private sector is 3.8% (source: *Mercer Cullen Egan Dell Top Management Remuneration Review 1999/2000*).

Whilst it is not obvious by the private sector figure, the trend in the APS mirrors the private sector trend towards increased use of incentive reward as a component of the overall remuneration mix.

Table 18
Proportion of Incentive Payment (to Base Salary and TRP)

Band	Average Proportion of BS		Average Proportion of TRP	
	1998	1999	1998	1999
	Percent			
SES 1	5.5	6.6	3.9	4.8
SES 2	6.2	7.0	4.6	5.1
SES 3	6.1	8.0	4.5	6.0

For senior executives in the private sector, incentive payments are typically in the order of 10 – 25% of TRP, with an average of around 20%. The average proportion of Base Salary is approximately 30%. These figures demonstrate that incentive payments for SES officers were significantly below their private sector counterparts.

Total Reward

Total Reward (TR) represents the sum of Total Remuneration Package and actual Incentive payments.

Figure 4 illustrates graphically the typical breakdown of remuneration components for APS SES and senior executives in the private sector.

Figure 4
Typical components of remuneration



APS SES remuneration components

Private sector senior executive remuneration

When compared with senior executives in the private sector, the breakdown of components is slightly different. Private sector remuneration places more emphasis on incentive or variable pay, whilst the fixed component is proportionally lower. Given the relatively recent introduction of variable pay in the APS, the outcome of this comparison is not surprising.

Table 19
Total Reward Comparison (1998 to 1999)

Band	Average		Movement	Median		Movement
	TR			TR		
	1998	1999		1998	1999	
	Dollars		Percent	Dollars		Percent
SES 1	123,597	129,339	4.6	124,158	128,759	3.7
SES 2	148,651	155,591	4.7	149,937	154,079	2.8
SES 3	177,576	192,166	8.2	177,585	190,430	7.2

1 The median sample on sample increase in Total Reward for all SES officers surveyed is 3.5%. Median increases for senior management across all industries is 6.6% for Total Reward. For the private sector only, the median increase is 6.8% (source: *Mercer Cullen Egan Dell Top Management Remuneration Review 1999*).

Findings – Employee Benefits and Other Entitlements

The following summarises findings for employee benefits and other entitlements such as motor vehicles. A summary of the following items is included below:

- Motor vehicles (includes parking allowances and FBT)
- Superannuation
- Other entitlements, including:
 - memberships
 - telephone
 - travel
 - study.

Motor vehicles

The majority of SES officers had a motor vehicle as part of their package. Only a very small number of SES officers elected to take two motor vehicles. Most officers elected to take the motor vehicle rather than take cash in lieu. For consistency with the 1998 survey, parking allowances and any associated Fringe Benefits Tax (FBT) is also included in the *Motor Vehicles* remuneration item.

Most agencies participated in the Executive Vehicle Scheme (EVS), although the cash-in-lieu value available to officers differed markedly between agencies.

Table 21
Motor Vehicle costs¹ (including parking and FBT)

Band	Motor Vehicle Values			
	Q1	Median	Q3	Average
Dollars				
SES 1	15,340	16,800	18,730	16,686
SES 2	14,942	17,282	18,500	16,893
SES 3	16,627	17,850	20,545	18,555
Overall	15,218	17,195	18,651	16,634

Notes

1 Cost to SES officers package, not actual value of vehicle

Superannuation

As expected the majority of SES officers are members of either PSS or CSS funds. 77.0% of SES officers surveyed are in the CSS, 22.1% in the PSS and 0.9% of officers were covered by a fund other than CSS or PSS.

Table 22
Superannuation Funds

Band	Percentage of Officers		Average value	
	CSS	PSS	CSS	PSS
	Percent		Dollars	
SES 1	77.0	22.3	18,117	11,868
SES 2	75.9	22.9	22,421	13,976
SES 3	81.4	15.7	27,648	20,408

The average difference between the two funds is \$6,249 for SES Band 1, \$8,445 for SES Band 2 and \$7,241 for SES Band 3.

Table 23
Comparison of Superannuation Funds (1998 to 1999)

Band	1998 average		1999 average		Difference	
	CSS	PSS	CSS	PSS	CSS	PSS
	Dollars				Percent	
SES 1	18,317	11,524	18,117	11,868	-1.1	3.0
SES 2	22,187	13,520	22,421	13,976	1.1	3.4
SES 3	26,468	16,170	27,648	20,408	4.5	26.2

Other Entitlements

This section looks at the prevalence and availability of other benefits such as memberships, travel and telephone. The benefits provided to SES officers are wide ranging and vary substantially by agency. The following section reports on benefits actually received by SES officers not salary sacrificed items included in Base Salary.

Memberships

Airline Lounge

Of the agencies summarised in this report, forty (82%) stated they provide airline lounge membership for their SES. Of the remaining nine, one agency stated that SES officers receive airline lounge membership if they travel more than 12 times per year.

Professional Associations

Thirteen agencies (27%) reported that they provided membership of professional associations to their SES officers. This figure may be misleading as many SES officers are able to take professional memberships as part of their flexible packaging options (see page 21 for more detail). Thus whilst only 27% of agencies reported they provided professional memberships to their SES officers, many more officers may be utilising flexible packaging arrangements to take professional memberships.

Fitness Club

Seven agencies (14%) reported that they provided membership of fitness clubs to their SES officers. This figure may again be misleading as many SES officers are able to take fitness club memberships as part of their flexible packaging options (see page 21 for more detail). Thus whilst only 14% of agencies reported they provided fitness club memberships to their SES officers, many more officers may be utilising flexible packaging arrangements to take fitness club memberships.

Other

Nine agencies (18%) reported that they provided other types of membership to their SES officers. This figure may again be misleading as many SES officers are able to other memberships as part of their flexible packaging options (see page 21 for more detail). Thus whilst only 18% of agencies reported they provided other memberships to their SES officers, many more officers may be utilising flexible packaging arrangements to take other memberships.

Telephone

Home telephone

Seventeen agencies (35%) reported that they provide for full or partial payment of home telephone calls. Three agencies reported that they have rolled this benefit into base salary and thus it is not reported as a benefit for these agencies.

Mobile telephone

Four agencies (8%) reported that they provided for full private use of a mobile telephone. Most agencies provide their SES officers with mobile telephones as a 'tool of trade', whereby the telephone is used solely or almost solely for business use. Where the telephone is used solely or almost solely for business use, it is not included as a remuneration item.

Travel

Private travel

Only one agency reported that they provided for private travel for their SES officers.

Spouse accompanied travel

Nineteen agencies (39%) reported that the agency pays for spouse accompanied travel.

Study

This benefit relates to the provision of study assistance in the form of fees, textbooks and other related items. It did not relate to a notional dollar value attached to time off for study. Some agencies included a training and/or professional development benefit in this field.

Twenty-two agencies (45%) reported that the agency pays for study assistance in the form of fees, textbooks and other related items.

Other

Other entitlements such as children's school fees, insurance, personal computers, newspaper and magazine subscriptions, reimbursement of non-business related expenses and any other employee entitlement not captured elsewhere were included in this category.

Fourteen agencies reported that they paid for these entitlements, although most respondents did not specify the entitlement.

Table 24
Summary of Entitlements received¹

Entitlement	Officers receiving ²	Entitlement Value ³			
		Q1	Median	Q3	Average
	Percent	Dollars			
Airline Lounge	87.2	175	175	195	210
Professional Associations	43.0	600	600	600	551
Fitness Club	87.5	500	600	600	542
Telephone – home ⁴	-	447	447	447	431
Telephone – mobile ⁴	-	250	250	250	262
Travel – private	-	-	-	-	-
Travel – spouse accompanied	70.1	1,623	1,850	3,500	2,482
Study	20.9	820	2,000	3,000	1,861
Other ^{4,5}	-	400	500	5,000	2,101
Total Entitlements		447	4,387	7,256	4,901

Notes

- 1 Entitlements not salary packaged.
- 2 Of those where entitlement is available
- 3 Of those who provide dollar values
- 4 Not enough information to provide percentage of officers receiving
- 5 Other includes newspaper subscription, Home computer, Internet access

Flexible packaging

Allowing employees the flexibility to vary their remuneration package offers them a number of advantages and may be considered a benefit in itself. Flexible packaging:

- provides employees with an opportunity to tailor their own reward to suit their lifestyle and needs. For example, an employee may choose a higher value of superannuation contributions and a lower-valued packaged car
- can be a motivating factor for employees who are able to make informed decisions about their reward packages
- may provide additional financial benefits to employees who take advantage of the concessional taxation arrangements for cars and superannuation, without extra cost to the employer
- can provide organisations with a competitive edge in attracting and retaining staff.

The precise number of SES officers utilising their agencies' flexible packaging arrangements is difficult to report. Forty-one agencies (84%) reported they have some kind of flexible packaging arrangements available to SES officers.

In most cases, where flexible packaging arrangements are available, SES officers are able to take up to 50% of salary in packaged items. The most common items available for salary packaging were as follows (in no specific order):

- financial counselling fees
- disability or income protection insurance premiums
- self-education expenses (work related)
- work related travel expenses
- personal computers (notebook and lap-top only)
- briefcases, calculators and electronic diaries
- computer software used in the employee's employment
- professional development
- minor (and infrequent) benefits to the value of \$100
- contributions to a private superannuation fund
- motor vehicle (for private use) by way of a novated lease
- membership fees and subscriptions to professional associations
- mobile phones for predominantly business use (incidental private use)
- health insurance premiums.

The value to SES officers of packaging has been diminished somewhat by the new legislation of reporting all packaged items on group certificates.

Type of Agreement

Of the forty-nine agencies in this report, 95.6% of their SES are covered by Australian Workplace Agreements (AWAs). The remaining 4.4% of SES are covered by Certified Agreements (CAs).

Special redundancy provisions

Nineteen agencies (39%) reported that they have some kind of special redundancy provisions that exceed standard APS provisions.

The majority of these agencies provide outplacement assistance, some form of career and financial counselling. Many have flexibility allowing payments in addition to the APS standards.

Salary Survey Results

Data is shown in two forms:

- analysed by individual
- analysed by agency

The two analyses provide different views of the market. Understanding the method of calculation used in each profile will assist in deciding which one is more relevant to use.

The number of individuals or agencies on which the profile is based (sample size) is shown in the top left-hand corner of each table. In the **analysis by agency**, the sample size is the number of agencies inputting data for that Band. In the table **analysed by individual**, the sample size is the number of individuals on which the data is based.

Therefore, if one agency provides data on 3 individuals for a Band, in the analysis by agency table that input is averaged, and counted as 1, while in the analysed by individual table, that input is counted as 3 separate pieces of data.

It is recommended that the **analysis by individual** profile generally be used in preference to the **analysis by agency** data. In doing so, it is assumed the market is made up of a set of individuals rather than a group of agencies. To understand the difference, it is useful to look at an example of how the two analyses are calculated:

Agency	Incumbent	Base Salary	Agency average
A	1	22,000	26,075
	2	24,300	
	3	29,000	
	4	29,000	
B	1	19,000	20,250
	2	21,500	
C	1	24,000	24,000
D	1	23,000	25,000
	2	26,000	
	3	26,000	

Analysis by agency

Sample size: 4	Q1	Median	Q3	Average
	23,063	24,500	25,269	23,831

Analysis by individual

Sample size: 10	Q1	Median	Q3	Average
	22,250	24,150	26,000	24,380

The averaging process used in the **analysis by agency** table will tend to limit the variance within the data. The **analysis by individual** table will often show a greater spread of data, because it is based on each individual piece of data.

However, there may be instances where discretion is needed. In some instances, for example, the market rate analysed by individual may be heavily weighted to only a few agencies. This can even result in Q1, Median and Q3 rates being the same.

Depending on the survey group and the Band, this information can be helpful in highlighting a particular agency with a large group of employees in that Band. If there are concerns about such data, contact should be made with one of our consultants for help in analysing these trends.

Analysed by Individual

SES Band 1	Q1	Median	Q3	Average	Avg % of TRP	Avg % of TR	No. Recv
Number of individuals: 1,050	Dollars			Percent			
Base Salary	86,184	88,900	91,875	89,261	71.9	70.0	1,050
Superannuation	14,737	18,025	18,704	16,686	13.4	13.0	1,050
Motor Vehicles	15,340	16,800	18,730	16,818	13.4	13.1	1,030
Travel	1,623	1,850	3,352	2,385	1.9	1.8	250
Other Fringe Benefits	240	622	2,681	1,691	1.3	1.3	887
Total Remuneration Package (TRP)	119,807	123,649	129,254	124,438	100.0	97.3	1,050
Actual Incentive	3,486	4,606	7,904	5,921	4.8	4.5	623
Total Reward (TR)	122,808	127,146	133,686	127,955		100.0	1,050

SES Band 2	Q1	Median	Q3	Average	Avg % of TRP	Avg % of TR	No. Recv
Number of individuals: 328	Dollars			Percent			
Base Salary	105,944	108,998	113,117	109,746	73.5	71.5	328
Superannuation	17,858	21,981	23,338	20,427	13.5	13.2	328
Motor Vehicles	14,942	17,282	18,500	16,893	11.3	11.0	325
Travel	1,623	1,850	3,500	2,652	1.7	1.7	114
Other Fringe Benefits	438	797	5,400	2,303	1.5	1.5	266
Total Remuneration Package (TRP)	143,178	148,365	157,242	149,701	100.0	97.3	328
Actual Incentive	4,464	5,937	9,817	7,732	5.1	4.8	183
Total Reward (TR)	146,209	153,158	162,870	154,015		100.0	328

SES Band 3	Q1	Median	Q3	Average	Avg % of TRP	Avg % of TR	No. Recv
Number of individuals: 70	Dollars			Percent			
Base Salary	128,929	132,212	138,865	136,794	74.5	72.1	70
Superannuation	23,759	27,334	29,251	26,133	14.2	13.8	70
Motor Vehicles	16,627	17,850	20,545	18,555	10.1	9.8	69
Travel	1,680	2,311	3,500	2,734	1.5	1.5	20
Other Fringe Benefits	195	635	5,200	2,197	1.2	1.1	51
Total Remuneration Package (TRP)	172,774	179,757	190,928	183,599	100.0	96.7	70
Actual Incentive	6,789	9,959	12,483	10,864	6.0	5.6	41
Total Reward (TR)	179,291	187,515	196,536	189,962		100.0	70

Analysed by Agency

SES Band 1	Q1	Median	Q3	Average	Avg % of TRP	Avg % of TR	No. Recv
Number of agencies: 49	Dollars			Percent			
Base Salary	86,688	88,805	91,785	89,168	72.6	70.7	49
Superannuation	15,283	16,787	17,381	16,264	13.2	12.8	49
Motor Vehicles	14,409	16,254	17,468	16,017	12.9	12.6	48
Travel	1,086	1,623	2,339	1,922	1.6	1.5	15
Other Fringe Benefits	240	575	1,722	1,480	1.2	1.1	47
Total Remuneration Package (TRP)	118,280	122,056	127,562	123,131	100.0	97.4	49
Actual Incentive	2,290	3,769	6,002	4,355	3.6	3.4	38
Total Reward (TR)	121,188	126,339	131,122	126,508		100.0	49

SES Band 2	Q1	Median	Q3	Average	Avg % of TRP	Avg % of TR	No. Recv
Number of agencies: 37	Dollars			Percent			
Base Salary	106,309	109,337	114,413	110,089	73.6	71.7	37
Superannuation	19,217	21,094	22,393	20,644	13.7	13.4	37
Motor Vehicles	16,087	17,147	18,489	16,993	11.3	11.0	36
Travel	1,503	1,850	3,500	3,689	2.4	2.3	11
Other Fringe Benefits	241	599	1,986	1,546	1.0	1.0	34
Total Remuneration Package (TRP)	145,605	149,427	155,722	149,785	100.0	97.4	37
Actual Incentive	3,537	5,412	7,998	6,031	4.0	3.8	26
Total Reward (TR)	150,012	155,444	160,355	154,023		100.0	37

SES Band 3	Q1	Median	Q3	Average	Avg % of TRP	Avg % of TR	No. Recv
Number of agencies: 26	Dollars			Percent			
Base Salary	128,220	134,816	143,752	138,287	74.9	72.8	26
Superannuation	22,472	26,053	29,761	26,078	14.1	13.7	26
Motor Vehicles	15,454	17,808	20,737	18,116	9.8	9.5	26
Travel	1,420	1,623	3,376	2,289	1.3	1.2	9
Other Fringe Benefits	183	752	3,035	1,756	0.9	0.9	22
Total Remuneration Package (TRP)	173,397	184,390	192,511	184,758	100.0	97.3	26
Actual Incentive	6,645	9,066	12,516	9,915	5.4	5.1	14
Total Reward (TR)	181,912	187,293	195,259	190,097		100.0	26

Analysis of data by various parameters

These tables present summary remuneration information (showing Base Salary and Total Remuneration Package) for each survey agency, analysed by parameters that identify particular segments of the survey group. These parameters include:

- Budget/turnover – the annual budget or turnover of the agency
- Total number of employees – the number of FTE staff employed by the agency
- Location – the location (state) of employment of each SES officer
- Specialisation – the area or job family to which the SES officer is best described to belong to.

These analyses are useful for:

- identifying trends and differences in the data
- isolating particular types of organisations which may impact on the data
- determining whether remuneration practices are consistent with similar organisations.

Annual Budget/Turnover

SES Band 1	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Budget/Turnover	Dollars								
Less than \$40m	87,325	89,877	91,834	90,096	117,101	121,897	127,048	122,211	54
\$40m to less than \$100m	84,907	86,275	87,871	86,162	114,247	119,710	123,095	118,871	152
\$100m to less than \$250m	85,624	90,307	93,747	90,644	121,192	127,085	132,166	126,925	78
\$250m to less than \$500m	85,100	87,401	92,608	88,989	121,055	125,265	129,977	125,218	140
\$500m or more	88,805	89,000	91,875	89,944	121,922	123,879	130,477	125,314	531

SES Band 2	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Budget/Turnover	Dollars								
Less than \$40m	100,447	111,608	117,864	110,482	144,139	150,849	157,759	150,610	6
\$40m to less than \$100m	100,164	106,339	110,000	106,372	135,149	145,736	150,875	143,239	47
\$100m to less than \$250m	106,854	106,854	106,854	107,326	135,524	135,524	146,785	142,903	57
\$250m to less than \$500m	105,800	111,137	113,166	110,114	146,522	149,319	158,474	151,807	45
\$500m or more	108,982	109,065	113,003	110,865	147,247	149,421	159,614	152,586	161

SES Band 3	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Budget/Turnover	Dollars								
Less than \$40m	-	-	-	-	-	-	-	-	2
\$40m to less than \$100m	125,000	128,316	138,014	132,595	161,374	173,441	178,750	176,682	11
\$100m to less than \$250m	128,238	129,672	142,205	134,022	173,296	178,964	189,202	180,414	6
\$250m to less than \$500m	130,352	140,000	142,336	136,750	176,781	186,317	194,033	184,209	9
\$500m or more	129,808	131,441	136,010	136,107	172,942	181,696	188,052	184,037	38

There does not appear to be any correlation between annual budget/revenue and remuneration. Remuneration for SES officers in smaller agencies does not seem to be lower than for those in larger agencies.

Number of Employees

SES Band 1	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
No. of Employees	Dollars								
0 to less than 100	89,564	93,683	99,714	94,251	124,795	130,039	133,240	129,366	18
100 to less than 250	87,113	90,000	90,809	89,801	116,999	123,289	127,048	122,159	49
250 to less than 500	85,150	87,947	92,036	88,919	115,767	120,067	124,884	120,503	125
500 to less than 1000	83,364	86,275	88,292	85,985	115,880	122,598	126,861	121,961	122
1000 or more	87,144	88,902	91,875	89,704	121,949	124,391	130,222	125,550	736

SES Band 2	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
No. of Employees	Dollars								
0 to less than 100	-	-	-	122,743	-	-	-	159,991	3
100 to less than 250	100,447	108,686	117,864	109,508	144,139	153,505	157,759	151,495	6
250 to less than 500	99,602	110,000	116,368	109,105	138,157	146,145	151,488	143,791	35
500 to less than 1000	101,999	106,339	109,975	106,106	139,555	148,121	158,215	147,943	39
1000 or more	106,854	108,998	113,003	110,264	145,802	149,319	158,019	150,655	245

SES Band 3	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
No. of Employees	Dollars								
0 to less than 100	-	-	-	-	-	-	-	-	-
100 to less than 250	-	-	-	-	-	-	-	-	2
250 to less than 500	125,000	138,014	159,500	141,100	161,374	178,750	200,974	183,372	11
500 to less than 1000	128,316	128,733	129,932	129,785	172,515	177,556	179,205	177,774	8
1000 or more	130,671	133,521	138,703	137,247	173,277	183,850	190,433	185,081	49

There does not appear to be any correlation between number of employees and remuneration. Remuneration for smaller agencies does not seem to be lower than larger agencies. Some figures show the contrary (SES Band 1 for less than 100 employees).

Location (State)

SES Band 1	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Location	Dollars								
ACT	85,763	88,902	92,036	89,296	120,811	124,612	129,977	125,173	744
NSW	86,275	90,000	92,724	90,864	119,641	123,315	129,656	124,489	74
Victoria	85,612	88,000	91,324	88,484	115,592	121,253	127,048	121,764	77
Queensland	85,674	89,566	91,515	89,909	119,324	125,529	129,984	123,873	34
South Australia	87,144	89,080	90,500	90,042	116,145	125,075	127,131	123,695	15
Western Australia	86,581	89,132	91,893	89,163	115,863	125,155	127,746	121,297	17
Tasmania	-	90,005	-	89,940	-	128,447	-	127,633	4
Northern Territory	81,291	85,872	89,982	85,762	105,422	119,559	130,362	117,814	6
Overseas	88,805	88,805	88,805	89,216	123,125	123,125	123,125	123,260	50

SES Band 2	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Location	Dollars								
ACT	105,413	108,998	113,166	109,998	145,834	148,363	158,019	150,771	225
NSW	102,595	106,990	112,698	106,550	142,440	148,892	155,617	147,416	14
Victoria	109,310	115,223	118,920	113,404	147,881	157,707	166,676	155,586	18
Queensland	-	112,838	-	110,252	-	149,797	-	148,367	4
South Australia	117,938	117,938	117,938	113,911	168,180	171,233	172,124	163,646	7
Western Australia	-	-	-	-	-	-	-	-	2
Tasmania	-	-	-	112,579	-	-	-	154,496	3
Northern Territory	-	-	-	-	-	-	-	-	1
Overseas	108,998	108,998	108,998	108,998	149,421	149,421	149,421	149,421	21

SES Band 3	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Location	Dollars								
ACT	128,316	132,867	139,182	137,131	172,502	180,586	192,603	183,861	60
NSW	-	-	-	-	-	-	-	-	1
Victoria	-	137,452	-	138,709	-	185,661	-	186,748	4
Queensland	-	-	-	-	-	-	-	-	-
South Australia	-	-	-	-	-	-	-	-	1
Western Australia	-	-	-	-	-	-	-	-	-
Tasmania	-	-	-	-	-	-	-	-	-
Northern Territory	-	-	-	-	-	-	-	-	-
Overseas	-	131,441	-	131,441	-	177,947	-	177,947	4

There does not appear to be any correlation between of location (or state of employment) and remuneration. NSW and Victoria do not appear to have higher levels of remuneration than other States.

Specialisation

SES Band 1	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Specialisation	Dollars								
Finance	89,645	91,875	91,875	90,660	127,221	133,706	139,522	131,180	17
IT	85,000	87,594	91,717	88,937	118,233	124,368	132,088	125,242	32
Medical	92,102	106,055	106,055	100,758	129,065	147,868	149,868	139,579	17
Human Resources	85,981	88,809	91,875	89,203	118,984	126,518	138,206	127,664	10
Corporate Services	85,786	88,714	90,245	88,937	119,380	124,435	127,131	124,041	36
Management (generalist)	87,144	90,000	92,608	90,497	122,808	127,157	132,899	127,157	254
Policy Development	85,408	88,902	92,176	89,134	119,839	125,582	130,797	125,513	180
Audit	86,659	92,036	94,036	91,085	122,668	127,492	131,058	125,567	21
Legal	85,329	86,275	90,125	87,204	115,164	121,104	125,129	120,511	134
Operational Management	86,000	88,000	91,000	88,407	118,144	123,270	127,048	122,182	143
Communications	84,211	90,201	94,004	89,187	112,550	117,061	125,582	119,391	10
Other	88,263	91,875	91,875	91,115	121,796	130,407	137,323	129,600	33

SES Band 2	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
Specialisation	Dollars								
Finance	112,853	116,462	122,307	117,623	149,926	157,173	168,051	158,756	6
IT	109,344	114,000	126,025	116,948	152,110	156,130	179,522	163,879	5
Medical	100,298	108,965	113,358	108,336	132,082	146,801	158,708	147,009	7
Human Resources	-	-	-	109,306	-	-	-	148,630	3
Corporate Services	105,266	111,137	116,070	110,856	146,801	151,387	160,669	152,386	15
Management (generalist)	105,586	110,300	113,166	110,242	146,145	149,598	158,474	151,189	71
Policy Development	105,067	107,882	115,975	109,318	146,111	148,404	158,182	151,111	44
Audit	114,011	116,368	122,400	117,838	150,835	158,562	162,684	157,120	5
Legal	106,339	106,854	106,854	106,103	135,524	135,524	146,209	140,519	59
Operational Management	101,300	111,137	116,112	110,814	138,639	148,367	157,390	148,419	31
Communications	-	-	-	-	-	-	-	-	1
Other	112,747	117,938	117,938	115,554	158,810	168,769	172,080	166,023	22

Specialisation	Base Salary				Total Remuneration Package				No. Recv
	Q1	Median	Q3	Average	Q1	Median	Q3	Average	
	Dollars								
Finance	-	-	-	-	-	-	-	-	-
IT	-	-	-	-	-	-	-	-	1
Medical	-	-	-	169,371	-	-	-	207,009	3
Human Resources	-	-	-	-	-	-	-	-	-
Corporate Services	-	-	-	-	-	-	-	-	-
Management (generalist)	127,021	134,261	138,705	134,584	172,879	183,497	187,891	181,408	28
Policy Development	131,447	136,661	159,500	143,239	179,671	191,111	203,044	193,218	10
Audit	-	-	-	-	-	-	-	-	1
Legal	122,192	128,316	128,316	125,866	166,374	172,555	177,556	172,083	5
Operational Management	133,720	136,059	142,000	137,798	177,562	182,835	188,371	183,150	6
Communications	-	-	-	-	-	-	-	-	-
Other	-	132,372	-	134,494	-	187,515	-	188,291	4

It is evident that there is some relationship between specialisation and remuneration. Medical specialists appear to have higher remuneration (particularly for SES Band 1).

Reference Material

Confidentiality

Mercer Cullen Egan Dell is aware of the confidential nature of the information provided and stress that we appreciate and protect this.

Under no circumstances, do we disclose any specific information or data to any third party. Our commitment in this regard is exemplified clearly by the following factors:

- Mercer Cullen Egan Dell's Information Group is a respected research facility which has been producing salary surveys for over 30 years
- there is no identification on the salary input sheets except an agency number. This is our only way of identifying agencies for administrative purposes
- to protect confidentiality, where fewer than three agencies provide a component, no data can be shown. In these circumstances, this is indicated by a 'dash', while the no. recv column will indicate the number of the sample provided with the component
- Mercer Cullen Egan Dell reserves the right not to change the names of recipients of our surveys unless authorised to do so in writing. This is to prevent confidential survey information being provided by unauthorised personnel.

Method of analysis

Each data table has seven columns of data:

- first quartile (Q1)
- median
- third quartile (Q3)
- average
- average percentage of TRP
- average percentage of TR
- no. reporting (no. recv).

The meaning of these terms are explained in the Glossary at the end of this section.

In the **analysed by individual** profile, the **no. recv** figure shows the number of individuals who receive the component.

In the above example, if one of the four staff in Agency A receives a car allowance, as does the staff member at Agency C and no such allowance is paid to staff in Agencies B and D, the **analysed by individual** profile, will show **no. recv** as 2 (or two out of ten).

In the **analysed by agency** profile the **no. recv** figure would be 2 as two of the four agencies provide a car allowance, to at least some employees.

In the **analysed by individual** profile four statistics (Q1, Median, Q3, Average) that measure the cost of the particular component only for those incumbents receiving it. That is, they do not include zero values for those who do not receive the component.

Why the columns don't add up

It is worthwhile reviewing the method used to calculate the statistics.

Raw data - incumbents	A	B	C	D	E
Salary	35,000	36,250	37,750	39,200	42,500
Superannuation	1,750	1,813	3,775	1,176	2,215
Leave Loading	471	488	508	528	-
Car allowance	6,000	-	700	4,000	-
Total Remuneration Package	43,221	38,550	42,733	44,904	44,625
Incentive bonus	10,000	250	3,765	-	-
Total Reward	53,221	38,800	46,498	44,904	44,625

Analysis by individual	Q1	Median	Q3	Average	No. Rec
Salary	36,250	37,750	39,200	38,140	5
Superannuation	1,463	1,813	2,950	2,128	5
Leave Loading	484	498	513	499	4
Car allowance	-	-	-	3,567	3
Total Remuneration Package	42,733	43,221	44,625	42,807	5
Incentive bonus	-	-	-	4,672	3
Total Reward	44,625	44,904	46,498	45,610	5

The calculations of Total Remuneration Package and Total Reward, are made separately for each incumbent, and then ranked. Thus, the median Total Reward figure, for example, is not the sum of all the medians of each component included in Total Reward (ie. not the sum of the column). It is the median figure for the Total Reward of all incumbents, regardless of how many or what value of remuneration components they received.

It would be an extreme coincidence if, for example, the median Base Salary and median Total Reward shown were the actual details for any particular individual.

The four statistics measure the value of the component only for those individuals receiving it. Because of this, the figures given on different lines of the profile cannot simply be added to check the totals shown.

Using the data

Some idea of the data spread can be gained in the following way:

- if the average for a component is much higher than the median and closer to the third quartile, it means a few agencies paid very highly in relation to the rest for this component
- if the average is close to the first quartile, a few agencies paid much lower than the majority for this component
- if the average is close to the median, as many agencies paid high as paid low, and the data is approximately normally distributed.

Percentile ranks and an average are provided, and most agencies have a chosen market position that relates to one of these figures. This breadth of data has the following advantages:

- It allows data that falls above and below an organisation's chosen market position to be taken into account. That is, it can be of use for establishing ranges or individual pay rates according to skill or performance.
- It allows the highs and lows of individual remuneration rates to be taken into account.
- Even if remuneration is set according to a specific market position, the range of statistics shown enables comparison of, for example, average and median values, and so determine whether relatively high or low values are impacting on the data.

Glossary of terms

Base Salary [BS]

Base Salary represents the full time equivalent annualised PAYE salary. It *includes* post-tax employee superannuation contributions and any additional car post-tax salary sacrifice amount. It *excludes* all other cash components including bonus, commission, leave loading, allowances and other ‘sacrificed’ amounts.

Total Remuneration Package [TRP]

Base Salary plus the total of the following items:

- Superannuation
- Motor Vehicles (including parking and FBT)
- Other fixed benefit items

Total Reward [TR]

Total Remuneration Package plus actual annual incentive/bonus payments.

Statistical Terms

Median

The median is the midpoint of a range of figures. It is calculated by sorting all the values into ascending order then locating the value above which 50% of the scores fall and below which 50% of the scores fall.

First and third quartile (Q1 and Q3)

After calculating the median, the first quartile is the midpoint of the lower half of the sample and the third quartile is the mid point of the upper half of the sample. That is, the first quartile is the score below which 25% of the cases fall and above which 75% fall, and the third quartile is the score below which 75% of cases fall and above which 25% fall.

Percentile

A percentile is a variable dividing the distribution of a set of scores into one hundred equal parts. Hence, at the 83rd percentile, 83% of the sample fall below this point and 17% of the sample are above it.

Average percentage of TRP and TR

The average of TRP and TR are included to illustrate the percentage breakdown of each component in TRP and TR.

No. recv

The *no. recv* figure is the number of the sample reporting to a component. If one agency inputs data on three positions, but only one of them receives a car, this will only count as *1 recv* in the profile report.