

A Pay Comparison for Senior Politicians and Civil Servants in Eight European Countries

A Hay Group initiative

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Chapter 1

Introduction

In many European countries, pay for Senior Politicians and Senior Civil Servants has increasingly become an issue, in some cases resulting in serious political disputes, accompanied by extensive media exposure. Consideration of such problems requires a thorough understanding of individual national situations. Each country has its own history, culture and dynamics concerning pay for the public sector. However, there are certain remarkably similar trends to be noted:

- It is well established in all European countries that senior members of government and, to a lesser extent senior Civil Servants, are paid well below prevailing levels in the private sector. This in itself may not be a cause for concern, but the fact that executive pay in the private sector has over the past few years increased at a far higher rate than in the public sector has thrown traditional relativities off balance and has raised questions about equity.
- There is a growing and widely shared concern that the increasing pay gap between the private and public sectors may ultimately have negative consequences for the quality and even the continuity of public administration, with relatively low salaries failing to attract people of the right calibre for these positions.
- Everywhere, there is a long-standing and widespread popular association of Government and public administration with bureaucracy and a perceived lack of effectiveness and efficiency. No doubt the reality behind this perception varies between countries; but it has led to governments examining the feasibility of using measures such as performance-related pay to stimulate and enhance quality and efficiency. In some cases this approach has been put into practice. Even though most governments are only at the early stages of introducing private sector-style pay practices to their top positions this is probably the most remarkable current pay trend in the “European” public sector.
- Whereas executive remuneration in the private sector is basically governed by market mechanisms, senior level pay in the public sector is far less so, decisions being subject to political debate related to the public interest at large. Because of this, there may be a seri-

ous risk that measures aimed at overcoming the negative consequences of the widening pay gap may be found unacceptable or not implemented at the right time and to the right extent.

Given these broad trends, we believe there is benefit in making a serious effort to compare public sector (at least central government) pay practises across Europe. However, until now, no reliable studies on the European public sector pay landscape have been available, unlike the private sector, where international pay comparisons for executive positions have become more or less standard practice. The most likely explanation is that, while the top segment of the labour market in the private sector has in some respects become internationalised, this is not true of the public sector and nor is it likely to be in the near future.

Even so, our public sector clients appear increasingly interested in this type of international comparative study, because it helps them to understand better the issues at stake and provides a standard of reference for policy making at national level.

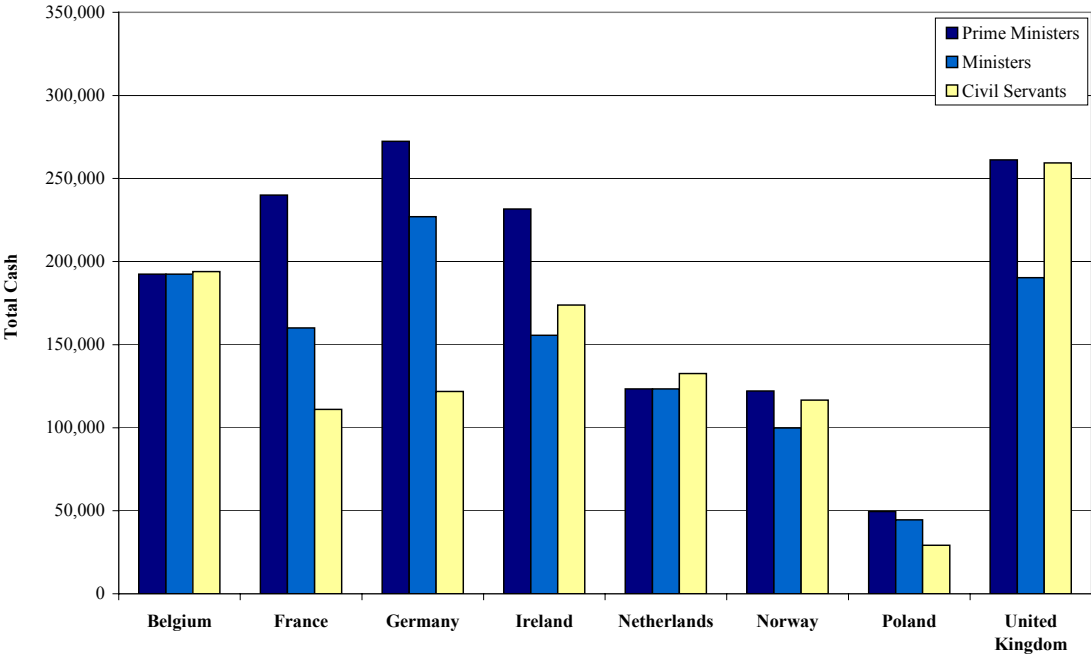
Chapter 2

Summary

A European Pay Comparison for Senior Politicians and Civil Servants

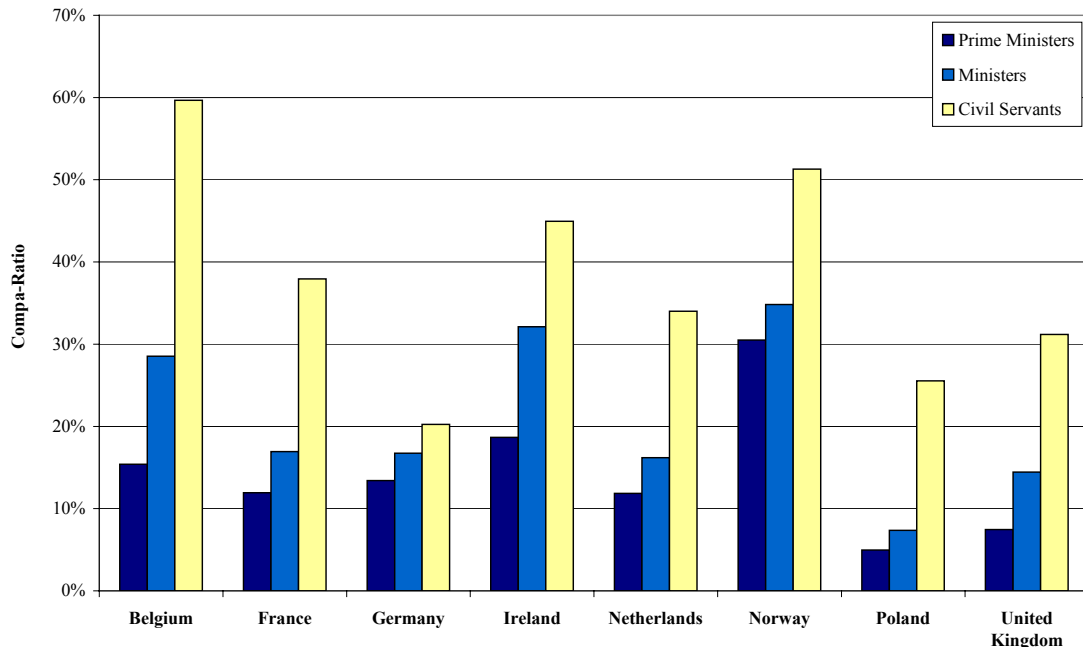
Below, we show overall pay relativities for all countries and positions covered by this study.

Total Cash all positions



In the next graph we compare all Total Cash incomes against the national pay market for similarly sized jobs.

Compa-Ratio Total Cash all positions to national pay market



The most important findings from this study are the following:

- Superficially, there is broad consistency in the annual Total Cash incomes of the Prime Ministers represented in this study. Generally speaking, the jobs in the bigger countries (particularly the United Kingdom, Germany and France) tend to be paid higher than those in smaller countries (such as the Netherlands and Norway). Belgium and Ireland do not reflect this conclusion. The pay level there is above average.
- Prime ministerial jobs are not, however, identical in weight terms for a number of reasons relating to the size and international importance of each country and different internal political structures. When prime ministerial jobs are evaluated and their pay is compared to that of equivalent private sector posts in their own pay markets, a more complex picture emerges. Most Prime Ministers are paid between 10% and 20% of the prevailing rate for comparably sized jobs in their countries. But in Poland, for example, the figure is as low as 5% - 10% and Norway as high as 30% - 35%.
- A broadly similar pattern emerges in respect of Ministers in each country. Absolute levels of pay tend to be highest in the bigger countries examined. But there is a substantial range of competitiveness when Ministers are compared with their national pay markets. In most countries ministers' pay is around 15% to 30% of the national 'rate'; but in Poland it is only 5% - 10% and in Norway it is 30% - 35%.
- There seems to be substantially more variation between countries in respect of the pay of senior Civil Servants, so that, for example, their Total Cash remuneration is substantially higher in the United Kingdom than in France and Germany.

- Again, however, a different picture emerges when senior Civil Servant jobs are evaluated and compared to national pay markets. In most countries remuneration levels are between 30% and 50% of private sector levels. But in Germany they are substantially lower (around 20%) and in Belgium higher (around 60%¹).
- In all countries, Civil Service salaries are more competitive with the private sector than are those given to ‘political’ jobs.
- Except for Poland, Performance Related Pay has not been adopted in any country for ministerial jobs. But some countries – for example the United Kingdom – have systems under which Civil Servants’ salary progression is related to their performance and also small bonuses are available to outstanding performers.
- In most countries ministerial pay is subject to Parliamentary approval, or to a legal framework set down by Parliament. For Civil Servants, a variety of approaches exist. In some countries their pay levels are determined legally; in others by the government itself; and in some (e.g. the United Kingdom and Ireland) decisions are heavily influenced if not in practice determined by independent salary review bodies.

An overview of Total Cash and Compa-Ratios can be found on the next pages.

¹ For newly appointed Senior Civil Servants, this ratio will be close to 50%, which remains amongst the highest percentages compared to the remuneration levels in other countries.

Table 1: Overview of Total Cash and Compa-Ratios

	Belgium	France	Germany	Ireland
Prime Minister				
Total Cash	192,400	240,000	272,400	231,700
Compa-Ratio	15% - 20%	10% - 15%	10% - 15%	15% - 20%
Ministers				
Total Cash (average)	192,400	160,000	227,000	155,600
% Total Cash of Prime Minister	100%	67%	83%	67%
Compa-Ratio	25% - 30%	15% - 20%	15% - 20%	30% - 35%
Senior Civil Servants				
Total Cash (maximum)	194,000*	111,000	138,700	216,900
% Total Cash of Prime Minister	101%	46%	51%	94%
Compa-Ratio	40% - 45%	20% - 25%	15% - 20%	35% - 40%
Senior Civil Servants				
Total Cash (minimum)	194,000*	111,000	109,000	116,900
% Total Cash of Prime Minister	101%	46%	40%	50%
Compa-Ratio	80% - 85%	50% - 55%	25% - 30%	45% - 50%

* Total Cash for newly appointed Senior Civil Servants in Belgium is lowered to € 158,000.

Table 1 continued

	Netherlands	Norway	Poland	United Kingdom
Prime Minister				
Total Cash	123,300	122,100	49,500	261,200
Compa-Ratio	10% - 15%	30% - 35%	5% - 10%	5% - 10%
Ministers				
Total Cash (average)	123,300	99,900	44,600	190,300
% Total Cash of Prime Minister	100%	82%	90%	73%
Compa-Ratio	15% - 20%	30% - 35%	5% - 10%	10% - 15%
Senior Civil Servants				
Total Cash (maximum)	140,700	145,800	32,000	312,400
% Total Cash of Prime Minister	114%	119%	65%	120%
Compa-Ratio	20% - 25%	40% - 45%	10% - 15%	20% - 25%
Senior Civil Servants				
Total Cash (minimum)	127,200	100,900	25,000	173,700
% Total Cash of Prime Minister	103%	83%	50%	67%
Compa-Ratio	40% - 45%	70% - 75%	35% - 40%	35% - 40%

Chapter 3

Scope of the study and methodology used

An international group of Hay consultants with public sector experience met on several occasions to define the scope of the study and to establish a common approach for the evaluation and benchmarking of the positions. The study was to cover a representative selection of senior political and civil service positions, extending from Prime Ministers and Cabinet Ministers to the first and second tiers of the civil service. For an overview of the countries and positions covered by the study see the table in Appendix II.

In our research, we were able to draw on previous work for clients in some European countries (e.g. United Kingdom, Ireland and Netherlands) and also on parallel exercises carried out at various times by Hay colleagues elsewhere (e.g. the US, Canada, New Zealand and Mexico).

In practice, for the majority of positions covered by this exercise it was found that the Hay Guide Chart and Profile Method of Job Evaluation² could readily be applied. Using the Guide Charts made it possible to establish job size, an essential prerequisite for a comparison on this scale. Based on job size we graded the jobs. In this exercise, the following criteria were found to be very useful:

- GDP
- population
- geo-political influence and a country's perceived willingness to exercise it
- internal political structure, and in particular the importance or absence of dispersed political authority through federal or other arrangements
- government budget to be managed

² For more information on this method, see Appendix III.

Initially we considered whether it would be appropriate to determine the weight of individual ministerial and civil service positions on a sample basis. Given the desktop and research nature of this exercise, this would not have been the right approach, since we rarely had full information about individual positions. It would not have been right to open detailed debate about specific jobs, and instead we agreed a range of evaluation scores for generic roles in each country (i.e. the top two levels of Civil Servants). In all administrations there are substantial variations in individual job sizes within these groups.

As the basis for pay comparisons we have chosen annual Total Cash, i.e. Base Salary and (where applicable) short term variable income. The reference market used is the General Market for each individual country, the Hay-database with data on top position remuneration in that country. The median market level acts as an overall benchmark.

For further definitions of Total Cash and other pay terms used in this study, see the glossary of terms on the next page.

The focus of this study is on cash pay and no attempt has been made to analyse and compare the benefits attaching to the positions included in the study. Benefits influence total remuneration and should always be taken into account when making comparisons. However, even though Hay has the resources and technology to do this type of total remuneration research, the quality and consistency of the data available was at this stage insufficient to guarantee a meaningful and reliable outcome. Further research needs to be done, preferably to be carried out in close co-operation with governments themselves.

In making pay comparisons we have used, as far as possible, published data about ministerial and civil service pay. For a list of sources, see the overview in Appendix IV.

In addition to our analysis on pay we have also included an overview of the public governance of pay in the countries represented by this study.

Glossary of terms used

Table 2: Glossary of terms used

Term	Explanation
Base Salary	Base Salary is the total guaranteed annual income consisting of the annual salary, holiday allowance, fixed 13th month, fixed premiums and any other fixed income elements.
Total Cash	Total Cash is Base Salary plus variable (non-guaranteed) short-term income, excluding reimbursed costs.
Reference market	Reference markets are the selections of data from our database that are used for a pay comparison. We have used the general markets for the different countries covered in this study and individual pay positions were always compared to their own national pay markets.
Reference level	Reference level refers to the competitive position in the pay market with which salaries are compared. The overall reference level used in this study is Median, that is the level at which 50% of the market data is higher and 50% is lower.
Compa-Ratio	The Compa-Ratio is actual remuneration for a position as a percentage of a given market level. A Compa-Ratio of less than 100% means that the actual remuneration is lower than the reference level; a Compa-Ratio exceeding 100% means that actual remuneration exceeds reference level.

Currency conversion factors

All amounts in this report are in Euros. The following exchange rates were used:

- Sterling : 1.46
- Poland Zloty : 4.05
- Norway Kroner : 8.37

Chapter 4

Cash income

Introduction

In this chapter we compare Total Cash income of European Prime Ministers, Cabinet Ministers and Senior Civil Servants with each other and also with national pay markets.

Total Cash income may comprise different pay elements, depending on variations in national pay practises. The income of the Federal Chancellor of Germany for instance is composed of two incomes, one for his position as a Member of Parliament and another for his position as Federal chancellor proper. For more specific information concerning the composition of individual Total Cash incomes, see Appendix I.

Senior political positions

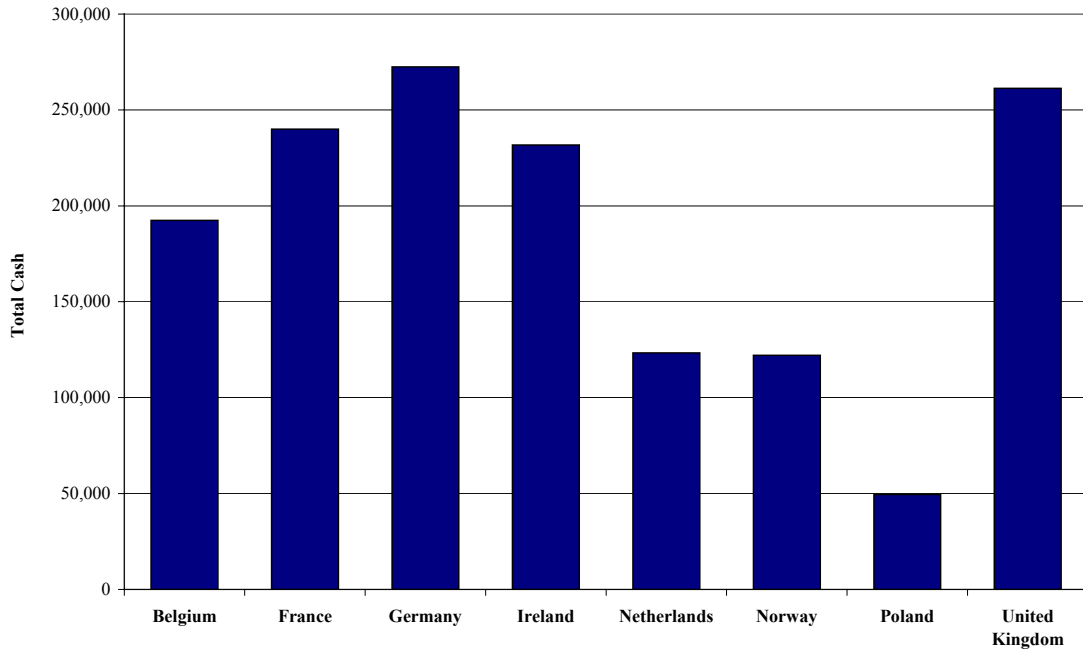
People naturally differ in political outlook and will hold contrasting views on the role government can or should play in society. Even stronger differences of opinion are to be expected when people are asked to rate the way government leaders as individuals, manage their roles. However few will doubt the complexity and importance of senior political positions, which are undoubtedly among the biggest jobs in all European countries. But in what sense is this appreciation on valuation of senior government positions reflected in what we pay them?

Prime Ministers

Total Cash income

The graph and table below show the annual Total Cash income of the Prime Ministers of the countries represented in this study.

Graph 1: Total Cash Prime Ministers



Comparing Total Cash on a European level

In what sense can the ranking of salaries presented above reflect European relativities in terms of economic and political influence and power? Common sense would have it that the leaders of the largest and/or more influential European countries would rank higher than those of the smaller and/or less influential countries. Looking at the next table, this seems partly true in reality. When benchmarked against the average salary of Prime Ministers in this study, incomes in large countries like Germany, France and the United Kingdom are clearly above average. But this is equally true for the prime ministerial salary of a much smaller country like Ireland, whereas a large country like Poland is very much lower than the average. The Prime Ministers of Norway and the Netherlands are in the same league and clearly below average, whereas the Belgian Prime Minister is slightly above average. Therefore the current distribution of Prime Ministers salaries does not conform entirely to what one would expect in terms of the “European power balance”.

Table 3: Comparing individual salaries against the average

Country	Total Cash	Prime Ministers' Total Cash as % of market average
Average	186,600	100%
Belgium	192,400	103%
France	240,000	129%
Germany	272,400	146%
Ireland	231,700	124%
Netherlands	123,300	66%
Norway	122,100	65%
Poland	49,500	27%
United Kingdom	261,200	140%

Rankings like these should be treated with caution. Job titles in themselves say little about the “weight” of positions in terms of job content and are therefore to be distrusted as a standard for comparison. Secondly, even though most of the countries covered have adopted the Euro as their common currency, this of course does not imply that we have a common pay standard. Irrespective of the currency used, pay markets across Europe show considerable differences and a “Euro” salary in one country may mean something quite different from a “Euro” salary in another.

Comparing relative pay positions

In order to arrive at a more reliable standard of comparison, we ranked and classified the Prime Ministers on the basis of job size, using the Hay Guide Chart Profile Method of Job Evaluation and the type of criteria mentioned in Chapter 3. The outcome of this exercise is shown below:

Table 4: Ranking Prime Ministers based on job size

Grade	Country	Position
I	United Kingdom	Prime Minister
II	France* Germany**	Prime Minister Federal Chancellor
III	Netherlands Belgium Poland	Prime Minister Prime Minister Premier
IV	Norway Ireland	Prime Minister Prime Minister

* Because the President of the French Republic is not only an executive position but also Head of State, it was inappropriate to evaluate the post. Nevertheless, it is reasonable to assume it to be at least at the same level as the British Prime Minister, given the similarities between the two countries using our criteria.

** Though Germany has a big economy its position is lower than the position of the United Kingdom because of the federal system.

The four job grades are related to Hay points. On this basis it is possible to determine the positions of Prime Ministers in the pay markets of their respective countries and then rank them according to their relative position. To do this we compared the weights given to each prime ministerial post with private sector comparators of equivalent size in significant corporations. The data for this comparator group is drawn from Hay's remuneration databases.

Please note	
that comparing pay for political jobs with the private sector has its limitations and should be in no way taken as a self-evident. Political positions differ in many aspects from positions in the private sector:	
• power in the public sector is more diffused and less concentrated than in the private sector • politicians usually have big leaps in their career paths whereas CEOs tend to develop their careers more steadily • the labour markets from which “private” and “public” top positions are recruited differ considerably, and each has a dynamic of its own.	
Election to a key political position is by many regarded as rewarding in itself. However, comparisons like these are useful in understanding the relationships between public and private pay markets and allow us to benchmark senior politicians against each other.	

The next table shows the results of our comparison with the market.

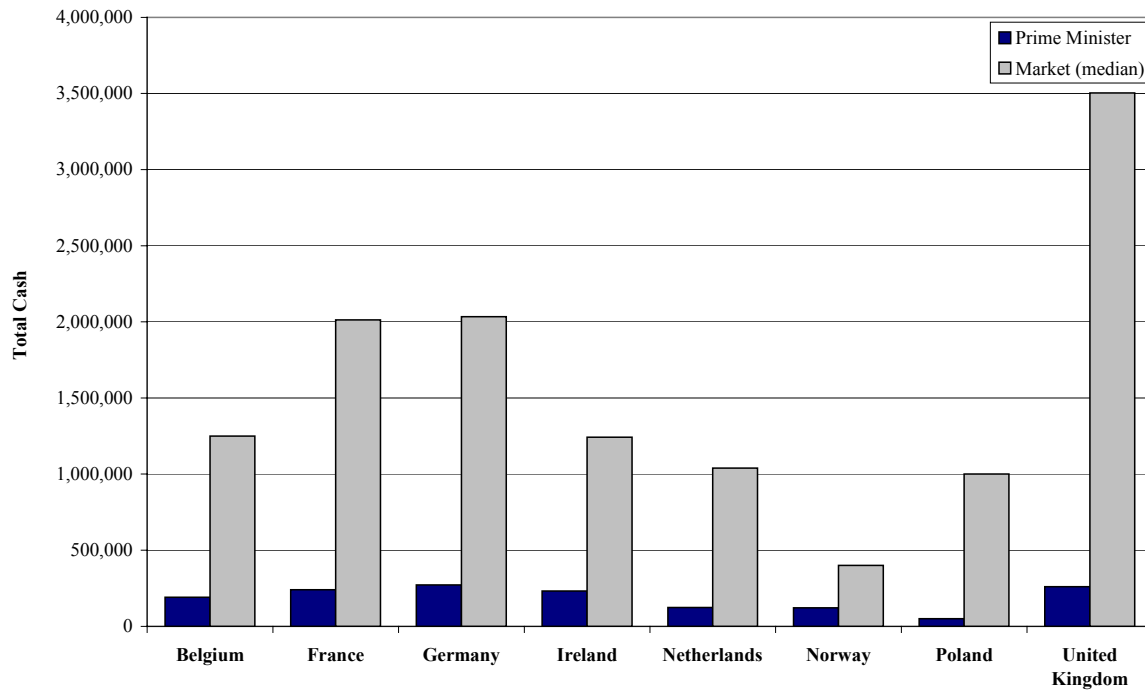
Table 5: Compa-Ratio Total Cash Prime Ministers to national pay market

Grade	Country	Compa-Ratio to median level of national pay market (based on job size)
I	United Kingdom	5% - 10%
II	France	10% - 15%
	Germany	10% - 15%
III	Netherlands	10% - 15%
	Belgium	15% - 20%
	Poland	5% - 10%
IV	Norway	30% - 35%
	Ireland	15% - 20%

In this table the Total Cash income of the Prime Minister is depicted as a percentage of the Total Cash income on the median level in the national pay market of that country. So for example the Prime Minister in the United Kingdom earns 5% to 10% of what is paid for a job of roughly the same job size in the United Kingdom.

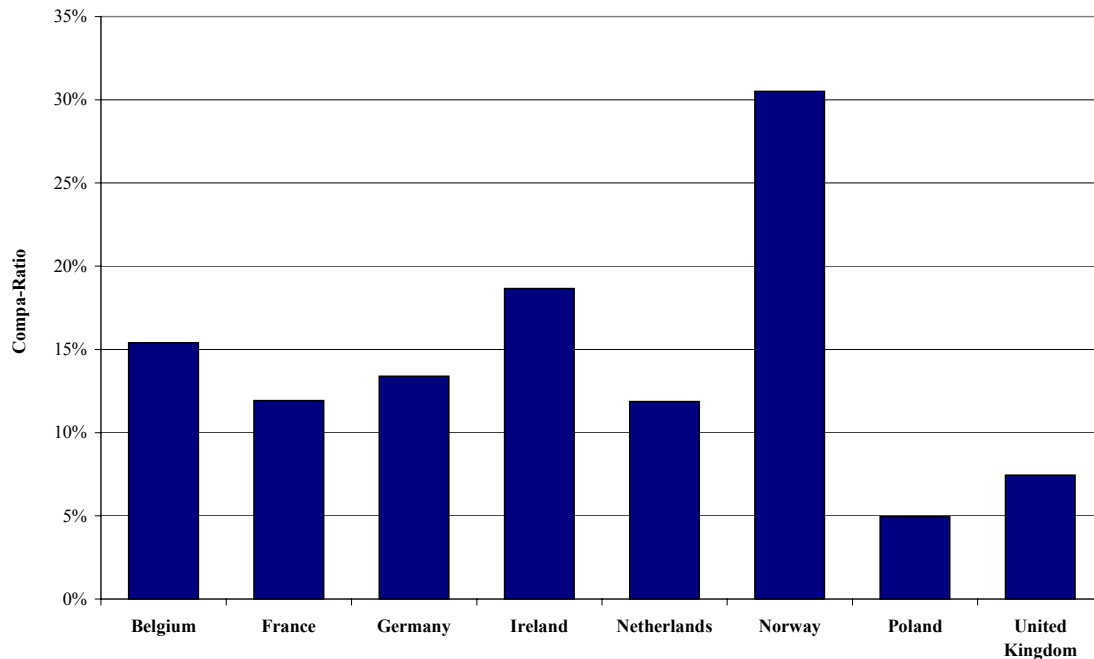
The same comparison is shown in the following graphs. The first graph, graph 2, compares the Total Cash income of Prime Ministers with the median pay level in a country.

Graph 2: Total Cash Prime Ministers relative to national pay market



Graph 3 below shows the market position as a percentage. These percentages vary between more than 30% in Norway and just above 5% in Poland.

Graph 3: Compa-Ratio Total Cash Prime Ministers to national pay market



Ministers

Below, we extend our analysis to Ministers, showing Total Cash incomes as a percentage of the Total Cash for the Prime Minister in each country.

Comparing Total Cash on a European level

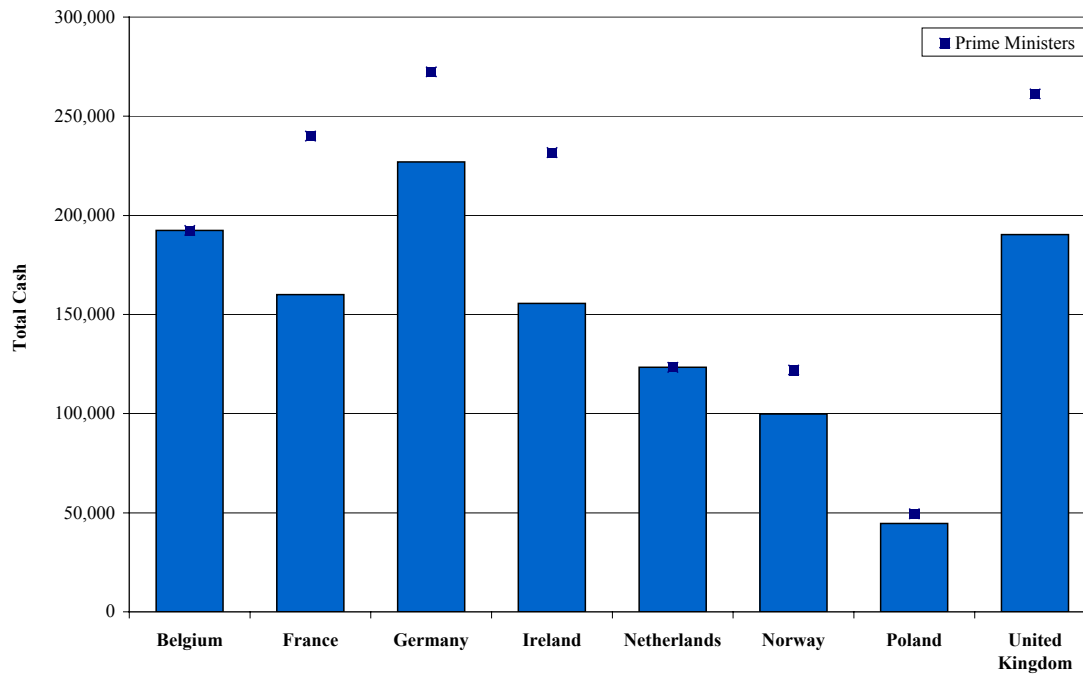
Table 6: Total Cash Ministers

Country	Job title	Total Cash	% Total Cash Prime Minister
Belgium	Deputy Prime Minister	192,400	100%
	Federal Minister (large)	192,400	100%
	Federal Minister (medium)	192,400	100%
	Federal Minister (small)	192,400	100%
France	Minister of Economy and Finance	160,000	67%
	Minister level 1	160,000	67%
	Minister level 2 (Ministre "délégué")	160,000	67%
Germany	Federal Minister I	227,000	83%
	Federal Minister II	227,000	83%
	Federal Minister III	227,000	83%
Ireland	Minister (large department)	183,500	79%
	Minister of State	127,700	55%
Netherlands	Minister	123,300	100%
Norway	Minister of Finance	99,900	82%
	Minister of Foreign Affairs	99,900	82%
	Minister of Labour/Social Affairs	99,900	82%
	Minister of Fisheries	99,900	82%
Poland	Minister of the Economy	44,600	90%
	Minister of Culture	44,600	90%
United Kingdom	Cabinet Minister	190,300	73%

Total Cash income

The following graph then shows the annual Total Cash average for Ministers, both in nominal terms and relative to the salary of the Prime Minister.

Graph 4: Total Cash Ministers



Ranking and classification on the basis of job size

The Ministers were also ranked and classified on the basis of job size. We defined five “grades” and slotted the positions into these grades. For ease of comparison, we have included the positions of the Prime Ministers from the table in the previous section.

Table 7: Job ranking Ministers and Prime Ministers

Grade	Belgium	France	Germany	Ireland
I				
II		Prime Minister	Federal Chancellor	
III	Prime Minister	Minister of Economy and Finance	Federal Minister I Federal Minister II	
IV	Deputy Prime Minister	Minister level 1	Federal Minister III	Taoiseach (Prime Minister)
V	Federal Minister (large)	Minister level 2 (Ministre délégué)		Minister (large department)
VI	Federal Minister (medium)			
VII	Federal Minister (small)			
VIII				
IX			Minister of State	

Grade	Netherlands	Norway	Poland	United Kingdom
I				Prime Minister
II				
III	Prime Minister		Premier	Cabinet Minister
IV	Minister	Prime Minister	Minister of the Economy	
V		Minister of Finance Minister of Foreign Affairs Minister of Labour/ Social Affairs		
VI			Minister of Culture	
VII				
VIII		Minister of Fisheries		
IX				

Comparing relative pay positions

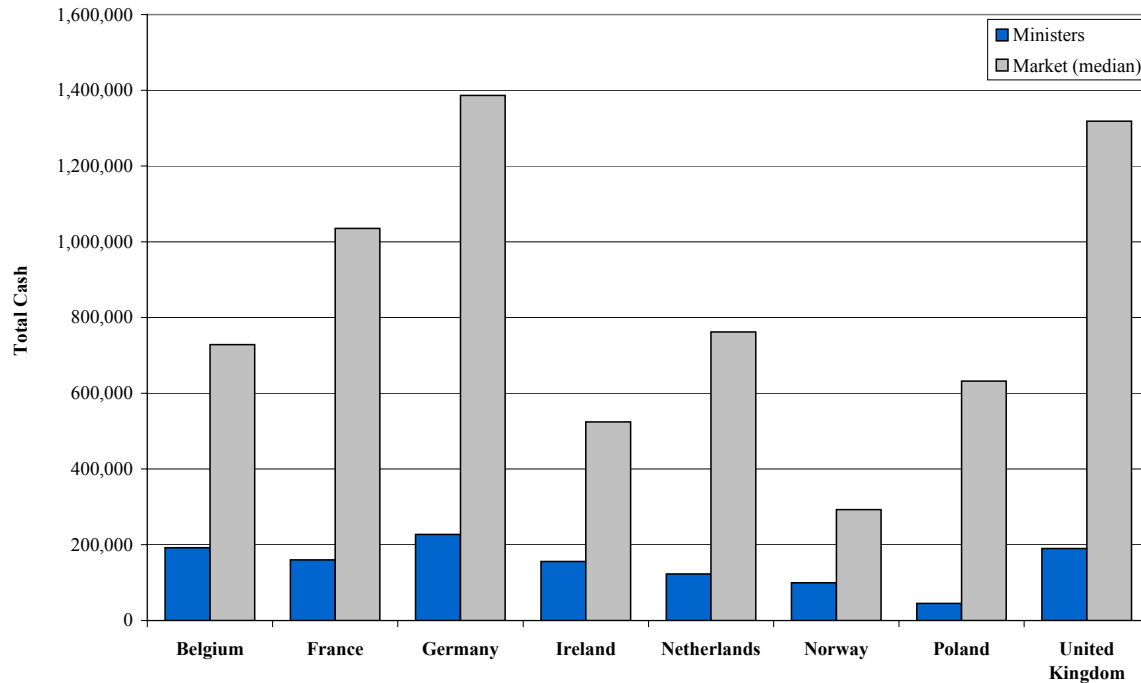
As with Prime Ministers all cabinet/senior ministerial positions were matched with their respective national pay markets, resulting in the following overview of relative salary positions.

Table 8: Compa-Ratio Total Cash Ministers to national pay market

Country	Job title	Total Cash	Compa-Ratio to median level of national pay market (based on job size)
Belgium	Deputy Prime Minister	192,400	15% - 20%
	Federal Minister (large)	192,400	20% - 25%
	Federal Minister (medium)	192,400	25% - 30%
	Federal Minister (small)	192,400	40% - 45%
France	Minister of Economy and Finance	160,000	10% - 15%
	Minister level 1	160,000	15% - 20%
	Minister level 2 (Ministre "délégué")	160,000	20% - 25%
Germany	Federal Minister I	227,000	10%- 15%
	Federal Minister II	227,000	10%- 15%
	Federal Minister III	227,000	20% - 25%
Ireland	Minister (large department)	183,500	25% - 30%
	Minister of State	127,700	35% - 40%
Netherlands	Minister	123,300	15% - 20%
Norway	Minister of Finance	99,900	30% - 35%
	Minister of Foreign Affairs	99,900	30% - 35%
	Minister of Labour/Social Affairs	99,900	30% - 35%
	Minister of Fisheries	99,900	40% - 45%
Poland	Minister of the Economy	44,600	5% - 10%
	Minister of Culture	44,600	5% - 10%
United Kingdom	Cabinet Minister	190,300	10% - 15%

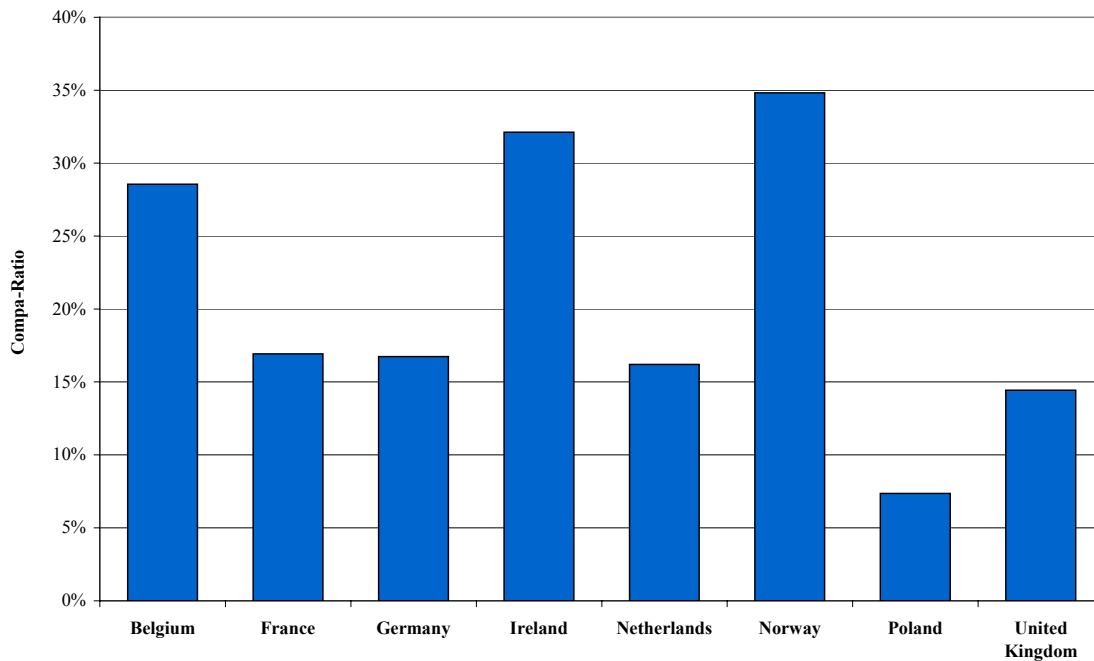
Based upon this comparison we calculated average pay positions and compared them with the market in the following graph.

Graph 5: Total Cash Ministers relative to national pay market



In the next graph, graph 6, the relative market position is shown as a percentage.

Graph 6: Compa-Ratio Total Cash Ministers to national pay market



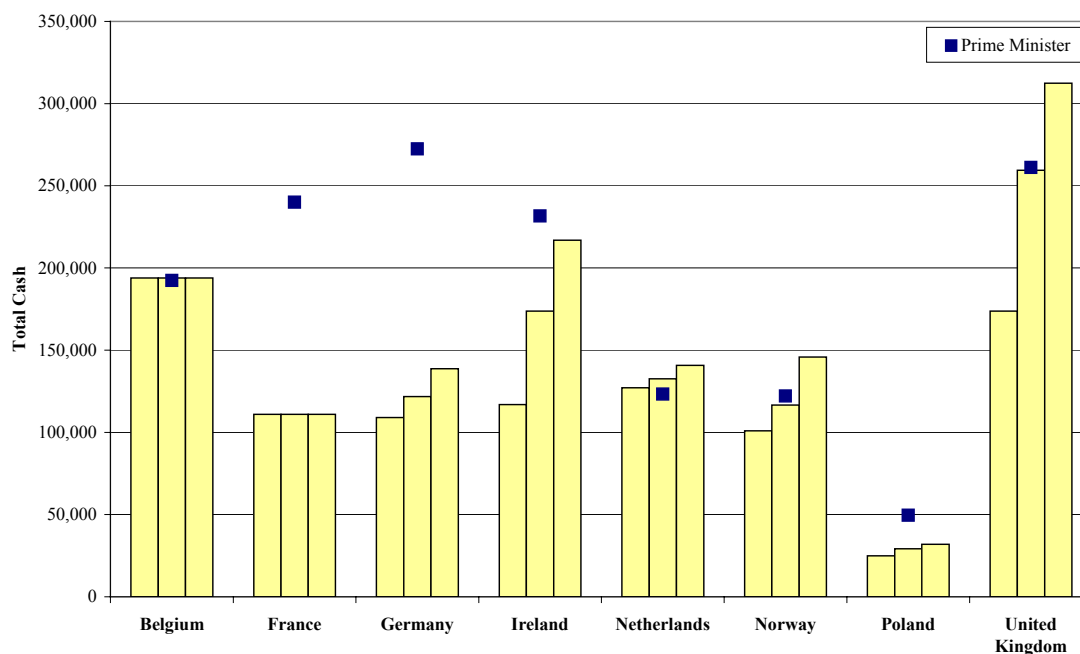
Senior Civil Servants

Total Cash income

The following graph and table show annual Total Cash income of Senior Civil Servants by country, both in nominal terms and relative to the salary of the Prime Minister.

Graph 7 shows the minimum, the average and the maximum Total Cash income of the senior Civil Servants in relation to the Total Cash income of the Prime Minister.

Graph 7: Total Cash Civil Servants (minimum, average and maximum)



See table 9 on the following page for an overview of Total Cash incomes for Senior Civil Servants.

Table 9: Total Cash Civil Servants

Country	Job title	Total Cash	% Total Cash Prime Minister
Belgium	Chairman executive committee (Finance Department)	194,000	101%
	Chairman executive committee (large)	194,000	101%
	Chairman executive committee (medium)	194,000	101%
	Chairman executive committee (small)	194,000	101%
France	Director level 1	111,000	46%
	Director level 2	111,000	46%
	Director level 3	111,000	46%
	Director level 4	111,000	46%
	Director level 5	111,000	46%
Germany	Secretary of State I	138,700	51%
	Secretary of State II	138,700	51%
	Secretary of State III	138,700	51%
	Head of Department I	109,000	40%
	Head of Department II	109,000	40%
	Head of Department III	109,000	40%
	Head of Department IV	109,000	40%
Ireland	Secretary General I	216,900	94%
	Secretary General II	192,800	83%
	Secretary General III	168,700	73%
	Assistant Secretary	116,900	50%
Netherlands	Secretary General I	140,700	114%
	Secretary General II	140,700	114%
	Director General I	127,200	103%
	Director General II	127,200	103%
	Director General III	127,200	103%

Country	Job title	Total Cash	% Total Cash Prime Minister
Norway	Permanent Secretary of Finance	119,900	98%
	Permanent Secretary Foreign Affairs	115,900	95%
	Permanent Secretary of Labour and Social	113,200	93%
	Permanent Secretary of Health	110,800	91%
	Director General Public Hospital Services	145,800	119%
	Director General Public Health	117,700	96%
	Director General Public Roads	108,400	89%
	Director General Oil & Energy	100,900	83%
	Permanent Secretary Fisheries	116,800	96%
Poland	Director General (large)	32,000	65%
	Director General (small)	32,000	65%
	Department Director (large)	28,200	57%
	Chief Political Advisors (DPM Office)	31,100	63%
	Chief Political Advisors (Min. Office)	28,300	57%
	Department Director (small)	28,200	57%
	Office Director Ministry	25,000	50%
United Kingdom	Secretary to the Cabinet/Head of the Civil Service	292,000	112%
	Permanent Secretary	312,400	120%
	Director General	173,700	67%

Ranking on the basis of job size

As with Prime Ministers and Ministers, we also ranked Civil Servants on the basis of job size using the Hay method of job evaluation in the table below.

Table 10: Overview job ranking Civil Servants

Grade	Belgium	France	Germany	Ireland
III				
IV				
V			Secretary of State I	
VI		Director level 1	Secretary of State II	Secretary General I
			Secretary of State III	
VII	Chairman executive committee (finance department)	Director level 2	Head of Department I	Secretary General II
VIII	Chairman executive committee (large)	Director level 3	Head of Department II	
IX	Chairman exec. com. (medium)	Director level 4	Head of Department III	
X	Chairman exec. com. (small)	Director level 5	Head of Department IV	Secretary General III
XI			Ass. Secretary (large)	
			Ass. Director General	

Table 10 continued

	Netherlands	Norway	Poland	United Kingdom
III				Secretary to the Cabinet / Head of the Civil Service
IV				
V	Secretary General I			Permanent Secretary
VI	Secretary General II	Permanent Secretary Finance		
		Permanent Secretary Foreign Affairs		
		Permanent Secretary Labour and Social Affairs		
VII		Director General Public Hospital Services		
VIII	Director General I	Dir. Gen. Public Health		
		Dir. General Public Roads		
		Dir. General Oil & Energy		
IX	Director General II			
X	Director General III	Permanent Secretary Fisheries		
XI			Director General (large)	
XII				
XIII			Director General (small)	
			Dep. Director (large)	
			Chief Political Advisors (DPM Office)	
			Chief Political Advisors (Min. Office)	
XIV			Dep. Director (small)	
XV				
XVI			Office Director Ministry	

Comparing relative pay positions

Based on this ranking, all Senior Civil Servants were matched with their respective national pay markets, leading to the following overview of relative salary positions. Table 11 contains the results of our analysis.

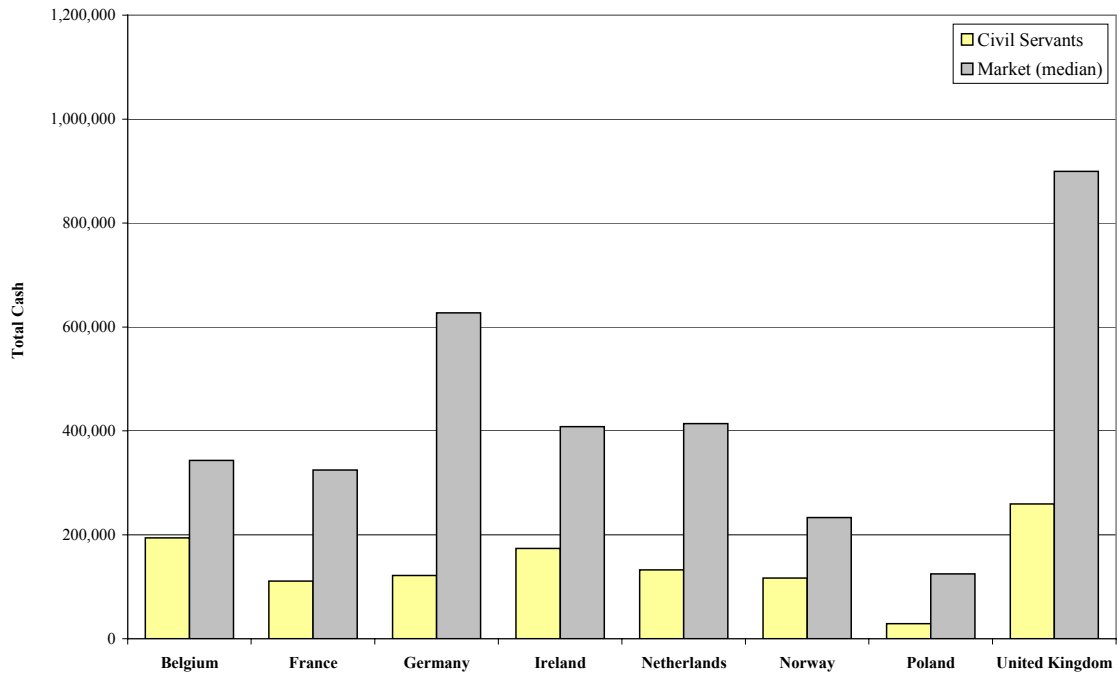
Table 11: Compa-Ratio Total Cash Civil Servants to national pay market

Country	Job title	Total Cash	Compa-Ratio to national pay market (based on job size)
Belgium	Chairman executive committee (finance department)	194,000	40% - 45%
	Chairman executive committee (large)	194,000	50% - 55%
	Chairman executive committee (medium)	194,000	60% - 65%
	Chairman executive committee (small)	194,000	80% - 85%
France	Director level 1	111,000	20% - 25%
	Director level 2	111,000	25% - 30%
	Director level 3	111,000	40% - 45%
	Director level 4	111,000	45% - 50%
	Director level 5	111,000	50% - 55%
Germany	Secretary of State I	138,700	15% - 20%
	Secretary of State II	138,700	15% - 20%
	Secretary of State III	138,700	15% - 20%
	Head of Department I	109,000	15% - 20%
	Head of Department II	109,000	20% - 25%
	Head of Department III	109,000	20% - 25%
	Head of Department IV	109,000	25% - 30%
Ireland	Secretary General I	216,900	35% - 40%
	Secretary General II	192,800	35% - 40%
	Secretary General III	168,700	55% - 60%
	Assistant Secretary	116,900	45% - 50%
Netherlands	Secretary General I	140,700	20% - 25%
	Secretary General II	140,700	25% - 30%
	Director General I	127,200	35% - 40%
	Director General II	127,200	35% - 40%
	Director General III	127,200	40% - 45%

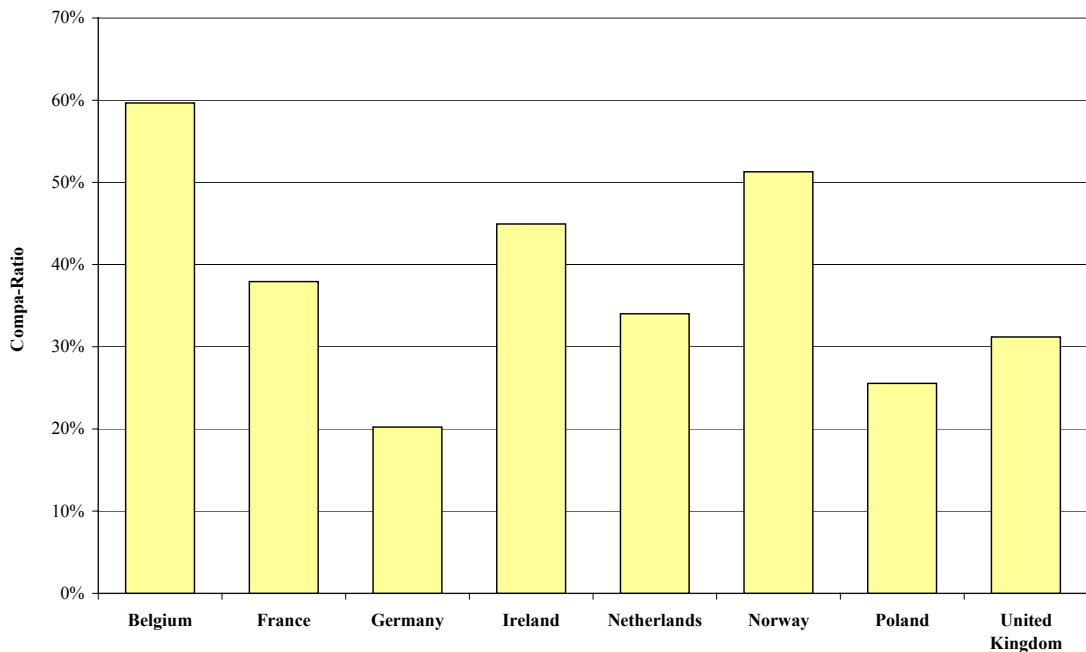
Country	Job title	Total Cash	Compa-Ratio to national pay market (based on job size)
Norway	Permanent Secretary of Finance	119,900	40% - 45%
	Permanent Secretary Foreign Affairs	115,900	40% - 45%
	Permanent Secretary of Labour and Social	113,200	40% - 45%
	Permanent Secretary of Health	110,800	40% - 45%
	Director General Public Hospital Services	145,800	55% - 60%
	Director General Public Health	117,700	50% - 55%
	Director General Public Roads	108,400	50% - 55%
	Director General Oil & Energy	100,900	45% - 50%
	Permanent Secretary Fisheries	116,800	70% - 75%
Poland	Director General (large)	32,000	10% - 15%
	Director General (small)	32,000	25% - 30%
	Department Director (large)	28,200	20% - 25%
	Chief Political Advisors (DPM Office)	31,100	25% - 30%
	Chief Political Advisors (Min. Office)	28,300	20% - 25%
	Department Director (small)	28,200	25% - 30%
	Office Director Ministry	25,000	35% - 40%
United Kingdom	Secretary to the Cabinet/Head of the Civil Service	292,000	20% - 25%
	Permanent Secretary	312,400	30% - 35%
	Director General	173,700	35% - 40%

Graphs 8 and 9 show the relative positions. Graph 8 compares Total Cash in the market and Total Cash income of Senior Civil Servants. Graph 9 shows the relative position as a percentage.

Graph 8: Total Cash Civil Servants relative to national pay market



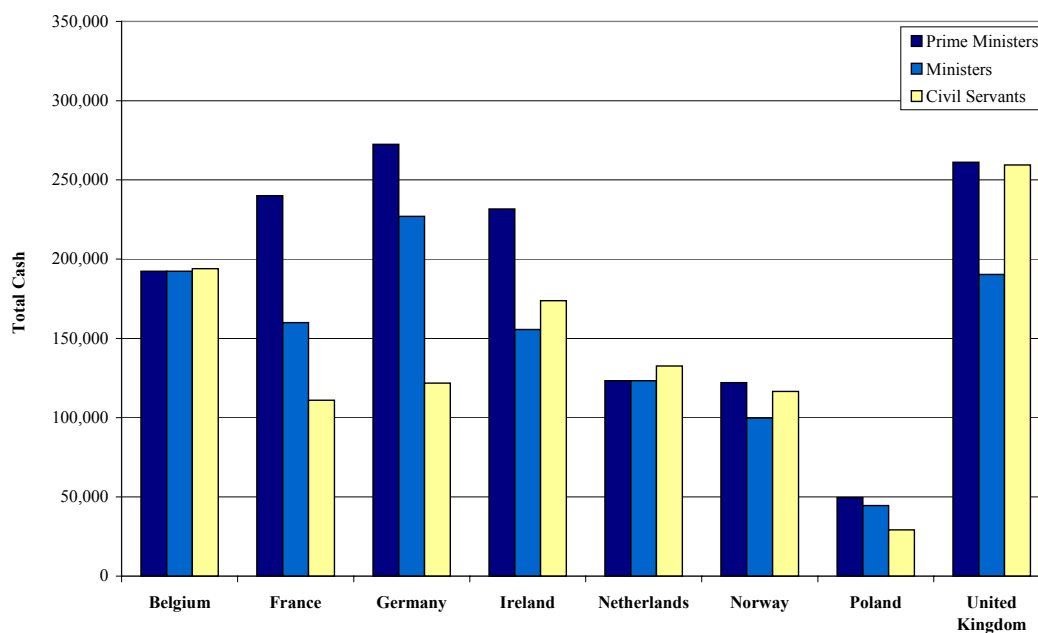
Graph 9: Compa-Ratio Total Cash Civil Servants to national pay market



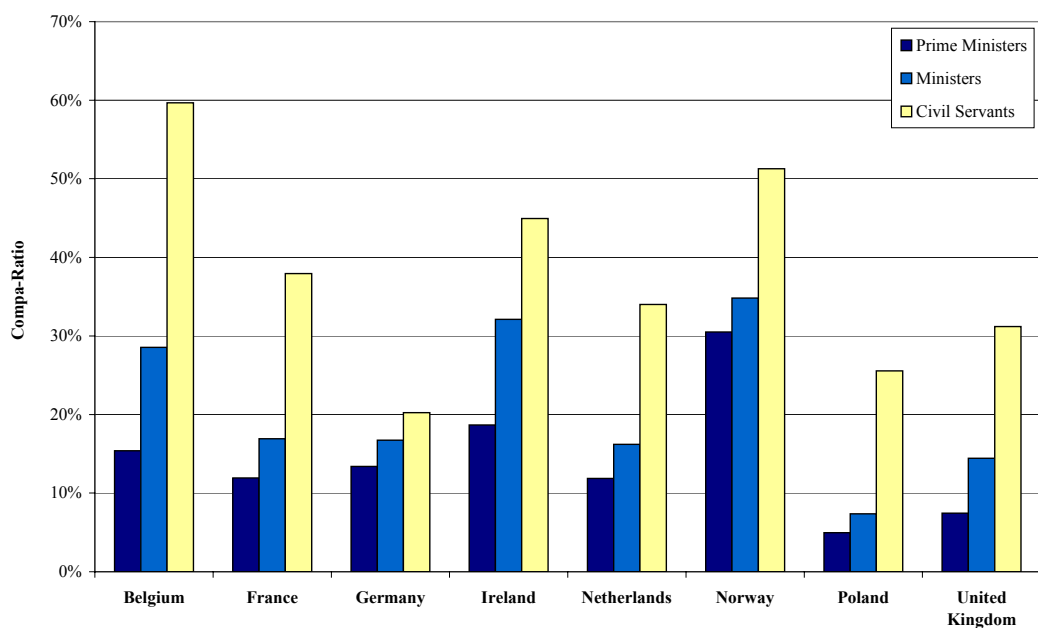
Comparing Senior Politicians and Senior Civil Servants

Below, we show overall pay relativities for all countries and positions covered by this study. The first graph here, compares Total Cash incomes in absolute terms. In the next graph we compare all Total Cash incomes against the national pay market for similarly sized jobs.

Graph 10: Total Cash all positions



Graph 11: Compa-Ratio Total Cash all positions to national pay market



Chapter 5

Performance pay

As mentioned in our Introduction, performance related pay is a topic which receives a lot of attention from both governments and the reward community. Many believe performance-related pay brings two major benefits to the sector:

In a work environment which traditionally focuses on inputs and throughputs, not outputs, it brings about a result oriented work culture, and increases overall efficiency in government.

Enhances accountability and legitimacy of government actions towards its main customer, that is the public or civil society at large.

However, there is still a long way to go for performance related pay in government. Only a few governments covered by this study actually use any kind of performance related pay and, when they do, as in the United Kingdom, the impact of performance pay on the total pay package seems to be of marginal importance only. For further details, see Appendix I. All this is in stark contrast with the private sector, where performance based pay is the rule rather than the exception and short term performance based pay for senior management positions may account for up to 40% of Total Cash.

This difference in performance related pay between the public and private sectors is well known. Unlike their counterparts in the private sector, senior government officials work for organisations which are *non profit*, leading some to argue that establishing clear and unequivocal performance measures can be a relatively difficult exercise. This argument fails to recognise the fact that many non profit organisations in the public sector (other than central government) are quite successful in using performance related pay to establish more efficient and performance driven management culture.

In our view there are other forces preventing governments introducing and implementing performance related pay. A prime reason is culture itself and the reluctance to change to a

different mode of operation. Secondly the current pay climate does not particularly favour the introduction of performance related pay in the public sector. In many European countries there are public debates on top incomes in the private sector. National governments, both as employers and managers of economies, typically adopt a policy of overall moderation in costs and wages. It can seem illogical and politically unacceptable in these circumstances to introduce more private sector oriented pay levels and pay mechanisms.

However, we feel that the introduction of some kind of performance related pay scheme, where it has not already happened, may help governments improve their performance and create a more positive image with the public. This does not necessarily lead to unaccountable pay rises and pay malpractices, so long as it takes account of the public sector context.

Chapter 6

Public Governance of Pay

In the wake of the Enron scandal and similar financial scandals elsewhere, corporate governance in general, and that surrounding pay determination in particular, has become a major concern.

Considering its function, one might have expected Government to have public governance on pay in order and well organised, perhaps even leading the way for others. But is this the case?

Below we study the varied practices in the governance of pay for Senior Politicians and Senior Civil Servants in the countries covered by this study.

Organisation of the governance of pay for senior members of government

Belgium

- Pay for senior government positions is decided by Government and approved by Parliament. The Court of Audit, established by the Constitution, exerts an external control on the budgetary, accounting and financial operations of all public bodies.
- Remuneration for top Civil Servants is decided by the government, specifically the Minister for Civil Service.
- Base Salary levels for Senior Civil Servants vary by band (1-7). All Senior Civil Servants are allocated to a band through job evaluation. Job evaluations are re-done every six years. The job evaluation of the top Civil Servants (Chairmen of a Federal Government Department) is the responsibility of the Minister in charge (the process is monitored by the Federal Government Department for Personnel and Organisation). Currently, all top Civil Servants are allocated to band 7.

- Laws, regulations and norms on pay for Civil Servants are in the public domain and may be accessed freely, for instance by using the Internet. Salaries of Ministers are however far less easy to come by.
- Pressure from some politicians for transparency in the pay of top private sector executives, which resulted in corporate governance initiatives such as the “code Lippens”, seems to be having a boomerang effect. There is now increasing pressure from civil society (and/or the media) to install specific corporate governance codes of conduct for politicians and (top) civil servants themselves.
- As of January 1, 2005, all members of the government, parliament, and other government bodies as well as Senior Civil Servants are obliged to submit a list with all mandates and professional commitments as well as a patrimonial (wealth/inheritance) declaration to the Court of Audit. The law of 1995 was intended to bring more transparency and avoid scandals. Only the list of mandates and professional commitments will be made public.

France

- Ministers’ salaries are voted on by the French Parliament.
- The remuneration of top Civil Servants is determined on the basis of their status, in accordance with official state law.
- There is no advisory board or committee on pay in existence.
- There is general concern with the fact that Ministers, and particularly top Civil Servants, are paid much less than comparable positions in the private sector. For example, top CEOs may earn up to eight times the salary of a Minister. For a top Civil Servant like a “Directeur d’Administration centrale” the relationship would be roughly around three to four times less than a private sector job. The main issues at stake here are the continued ability of government to attract the right people for the job, as well as an overall concern for efficiency.

Germany

- The interests of the average public sector employee are represented by the trade union “Verdi”. This union negotiates salary increases with the Minister of Internal Affairs, the Ministers of Finance of the states and the association of the towns. Normally, salary increases for Civil Servants are in line with overall negotiated increases for German employees. Law regulates increases, with the Minister of Internal Affairs being responsible for drawing up the law and parliament being responsible for agreeing it.
- Since the salaries of the Federal Chancellor and the Federal Ministers are defined by law in relation to the highest paid Civil Servant (see ‘Comparing Senior Politicians and Senior Civil Servants’), an increase in the salaries of the highest paid civil servants automatically generates an increase in the salaries of the politicians. In 2002, a law called “Gesetz zum Ausschluss von Dienst-, Amts-, und Versorgungsbezügen von den Einkommensanpassungen 2003/2004”, was agreed by the German parliament resulting in no salary increase for the highest paid Civil Servants, the Federal Chancellor or the Federal Ministers.
- Currently there is no independent advisory board or committee in place to discuss salary increases for politicians or civil servants.

Ireland

- Salaries for politicians and senior civil servants are reviewed approximately once every four years by the advisory Review Body on Higher Remuneration in the Public Sector. A new body has just been appointed (12/4/05) to report in 2007. Its recommendations are generally applied by the Department of Finance, which is the primary decision maker in this area. The Review Body's membership would be appointed from the private sector.
- Since 2002, performance awards for Deputy Secretaries, Assistant Secretary and certain other senior posts have been administered by the Committee for Performance Awards. It currently has five members, three from the private sector and two Secretaries General from the civil service.

Netherlands

- Pay for Senior Government positions is decided upon by Government. Approval by Parliament is not required, but sought informally. There is no advisory board or committee on pay, but the possibility of creating such a committee is being considered by the government.
- Laws, regulations and norms on pay are in the public domain and may be accessed freely, by using the Internet.
- Actual salaries of individual Senior Civil Servants are however far less easy to come by, fixed premiums (which may be substantial) being often dealt with on a discretionary basis by the Ministers in charge.
- In 2004, there were allegations of excessive pay for top Civil Servants at some ministries, but most of this has been proven to be unsubstantiated.
- The main governance issue seems to be the way pay for Ministers, Senior Civil Servants and other central government jobs relates to the incomes of senior executives in the 'semi public' sector, i.e. organisations and institutions that are either directly or indirectly accountable to central government. In some cases, directors of semi public organisations such as hospitals, the Central Bank and government owned companies may earn up to two, three or even six times the salary of the relevant Minister and this has led to frequent questions from parliament. The government believes that the salary of a Minister should be the norm or, at least, there should be a fair amount of equity between central government and the semi public sector. It is only fair to say however, that up till now, the government has done little to develop a clear and consistent approach.

Norway

- For politicians, there is a compensation committee in place consisting of members of parliament. The committee evaluates the existing remuneration schemes and gives its advice on required changes, including possible increases. The parliament decides upon alternatives suggested by this committee.
- Pay for Civil Servants is decided upon partly by central government as represented by the Ministry of Modernisation and partly by the individual Ministries: the general Base Salary category for an individual position is determined by the Ministry of Modernisation

but the level of Base Salary within the general category is determined locally by the different Ministries. Performance pay is always decided upon by the Ministries.

- A reform of government remuneration was initiated at the start of the 1990s, resulting in the introduction of differentiated remuneration schemes. Research indicates that these schemes help to foster required changes in management practises and stimulate overall mobility. However, no significant positive effects can yet be identified in practice from increasing the number of individually defined remuneration schemes, increasing the level of performance based pay, nor do they appear to have increased the mobility between the public and private sectors.
- The Ministry of Modernisation is now initiating a program aimed at increasing awareness as to how individual career planning for top Civil Servants could contribute to achievement of overall goals the public sector, and in what way such career plans should be designed.

Poland

- Pay for all positions is subject to specific and general legal regulations that have to be agreed upon by parliament. There is no advisory board or committee which advises on pay.
- Pay for jobs in public administration may not be a hot topic in a country where a teacher's pay is one third the average pay of the lowest qualified employees in a bank but occasional debates on government pay occur. For example, when Ministers decide to give themselves bonuses, public opinion tends to reject these as too high. The real issue at stake here is the efficiency and effectiveness of the public sector.
- Although several government bodies have come up with initiatives to establish a more effective relationship between remuneration and desired changes in culture and performance, very little has been achieved in practise.

United Kingdom

- Pay levels for both Ministers and top Civil Servants have for many years been determined by the Senior Salaries Review Body (SSRB), an independent group appointed by the Prime Minister which reports annually for Civil Servants and every three years for political posts. This approach has generally worked well and has in recent years been extended to cover the newly established devolved bodies in Scotland and elsewhere. The detailed operation of the Senior Civil Service Pay system, within the parameters established by (and discussed with) the SSRB, is for the government itself under the overall direction of the Cabinet Secretary/Head of the Civil Service. It is in principle entirely performance related.
- There is concern among some informed opinion that, for political reasons, neither ministerial nor civil service pay can match the external market, although efforts are being made to ensure comparability at least with the rest of the public sector. So far, there has generally been sufficient flexibility in the system to allow the Civil Service to recruit suitable staff even for the largest specialist posts in for example, Information Technology/Systems.

- Generally, there has been very little concern around impropriety in the system except when Members of Parliament have over-ridden SSRB recommendations about their own pensions and some allowances.

Appendices

- Remarks concerning the compositions of Total Cash income
- Countries and positions covered by the study
- The Hay Guide Chart and Profile Method of Job Evaluation
- Overview of public sources used in the study
- Overview of tables and graphs used in the study
- Participating Hay offices

Remarks concerning the composition of Total Cash income

Belgium

Senior Politicians

- Prime Minister, Deputy Prime Ministers and Ministers receive Base Salary only. Salaries are fixed, there is no merit increase or variable income (either short or long term). Salaries are subject to normal Belgian income taxation.

Senior Civil Servants

- Senior Civil Servants receive Base Salary only. There is no merit increase or variable income (either short or long term).
- In 2001, the normative income for the most senior level of Civil Servants was fixed at € 193,968 per annum (2004 value). Because of policy changes this amount has been lowered in 2004 to € 158,277 per annum. This new normative income will apply to all newly appointed Civil Servants as of 2004. Civil Servants appointed before 2004 will keep their existing income until their mandates are open for renewal/reconfirmation, which will be in 2007.
- Salaries are subject to normal Belgian income taxation.

France

Senior Politicians

- Members of government receive a salary based on the salary received by higher category Civil Servants. It is equal to double the average of the lower and higher salaries for that category.
- This average salary is augmented by a 3% residence allowance.
- The salary including this 3% is then adjusted upwards by 25%.
- For the Prime Minister, this amount is increased by 50%.
- There is no merit increase or variable income.
- Salaries are subject to normal French income taxation, except for the 25% premium, which is not taxable.

Senior Civil Servants

- Civil Servants remuneration is based on three components :
- A Base Salary resulting from an inter-ministerial quotation of each job, varying from Minister to Minister.
- Two different levels of premia added to the Base Salary:
 - at the so called *inter-ministerial level* a fixed premium for additional work (IFTS) is used, the premium being defined as a percentage of the base salaries of the different pay grades.

- at *ministerial level* an efficiency premium is used (Prime de rendement) which is also defined as a percentage of the base salaries of the different pay grades.
- The upper limit of the premiums may in some cases and for some ministries be removed or increased, but only by authority of the ministry of Finance.
- All salaries are subject to normal French income taxation.
- There is no merit increase or variable income in place for Civil Servants.
- The Silicani Report on remuneration for Senior Civil Servants stresses the need to re-structure remuneration practice including a recommendation of a pay for performance scheme that will provide for approximately 20% of Base Salary.

Germany

Senior Politicians

- The income of the Federal Chancellor (and most of his Ministers) is based on two salaries, one for being a member of parliament (€ 42,054) and one specifically attached to the position of Federal Chancellor or Federal Minister (€ 230,340 and € 184,976 respectively).
- Most Ministers receive additional money, which is 50% of a normal member (50% of € 7,009, paid 12 times). Figures shown exclude this additional money.
- The law defines the link between the salaries of senior government and civil service positions; the Federal Chancellor earns 1.66 and Federal Ministers earn 1.33 times the income of the highest paid Civil Servant (see also below).
- Both Federal Chancellor and Federal Ministers receive Base Salary only, there is no variable income.
- Base Salary is supplemented by 1.33 times the „Familienzuschlag“ (Family allowance).
- Salaries are subject to normal German income taxation.
- No (additional) individual contribution to a pension scheme is required.

Senior Civil Servants

- All Civil Servants receive Base Salary only.
- Salaries are paid 12.6 times per year.
- Salaries are subject to normal German income taxation.
- Every Civil Servant receives an additional “Familienzuschlag” or Family allowance up to a maximum of € 195.33 per month. Figures shown exclude this additional allowance
- Pension scheme is non contributory.

Ireland

Senior Politicians

- Politicians who hold ministerial office receive a salary in addition to their salary as parliamentary representatives. They do not receive any variable performance pay.

Senior Civil Servants

- Base Salary only is paid to Secretaries General. There are three bands of Secretary General to each of which a different fixed rate of Base Salary applies.

- Base Salary and, since 2002, a variable annual performance award is paid to Deputy Secretaries and Assistant Secretaries.
- Base Salaries below Secretary General are related to a five-point scale. Performance awards can range up to a maximum of 20% of Base Salary. In 2003 the average award was 10% of Base Salary.

Netherlands

Senior Politicians

- Prime Minister and Ministers receive Base Salary only. Salaries are fixed, there is no merit increase or variable income (either short or long term).
- Total Cash values mentioned include a 1% (2004) annual “end of year” premium.
- Following the advice of the so-called “committee Dijkstal” the Dutch government has recently decided to increase the salary of Ministers by 30% and to create a pay differential of 10% between the Prime Minister and Ministers. These increases are to be put into effect in the term of the next government: they are meant to re-establish the salary of Minister as norm for all other government positions and to correct the existing “anomaly” of senior civil service positions earning more than the Minister. Figures shown exclude this 30% increase.
- Salaries include a mandatory individual contribution to a pension scheme.

Senior Civil Servants

- Senior Civil Servants receive Base Salary only. There is no merit increase or variable income (neither short or long term).
- Total Cash values mentioned include a 1% (2004) annual “end of year” premium.
- Total Cash incomes for Secretaries General and Directors General mentioned in the tables represent the average of all individual Secretaries General and Director General salaries (as communicated by the Dutch Ministry of Internal Affairs).
- Incomes of Secretaries General and Directors General should be lower than that of a Minister. In practise, individual incomes of Secretaries General and Directors General may vary considerably, with average salaries actually being higher than that of the (Prime) Minister. Main reason for this is that Secretaries General and Directors General may receive certain fixed premia whereas Ministers do not.
- As mentioned before, the Dutch government has recently decided to increase the salary of Ministers by 30%, thereby reaffirming the income of the Minister as a “ceiling” for the income of all other senior management positions within (central) government.

Norway

Senior Politicians

- Remuneration for political servants does not include any form of performance pay.

Senior Civil Servants

- Base Salary for top Civil Servants reflects two factors; Base Salary category and the Base Salary category level. Base Salary categories range from A-E, and Base Salary levels

range between levels 0-3 within each of these four categories. 75% of top Civil Servants in Norway are placed in categories A and B, i.e. base salaries ranging from € 64,000 to € 80,000.

- Total Cash for Civil Servants reflects two factors; Base Salary and performance pay, which is a personal premium. Performance related pay should not exceed 30% of Base Salary.

Poland

General

- Base Salary for all positions is based on calculating a fixed “multiplier” of average pay in the economy, calculated slightly differently for political and Civil Servant positions.
- Seniority is used as a pay differentiator for all government positions, with a 5% increase in Base Salary after 5 years in the job and a 1% increase for every additional year, the maximum increase being 20%.
- Jubilee prizes are paid for 20, 25, 30, 35, 40 and 45 continuous years service, ranging from a bonus of 75% of monthly salary for 20 years service up to a maximum of four times monthly salary for 45 years service.

Senior Politicians

- Remuneration for senior politicians includes a form of performance pay. Once a year the Prime Minister distributes awards in cash to persons in political positions. Although done on a discretionary basis, the bonuses are seen as a reward for good performance. Normally, bonuses amount to twice a monthly wage, with the overall bonus payout calculated at 3% of total planned Base Salary budget.

Senior Civil Servants

- There are five categories of base pay for civil service positions, depending on the level in hierarchy.
- In addition to Base Salary, a Civil Servant may receive a supplement, depending on professional level (from I to IX) and which is decided upon as a result of an appraisal procedure conducted by the office director. The higher the level, the higher the multiplier used for the base amount.
- Because of pay-supplements, a senior Civil Servant may, in theory earn a salary that is 45% higher than that of Poland’s Prime Minister.
- Remuneration for civil servants includes a form of performance pay, which is similar to that of politicians. It is paid once a year by a Director General of the Office. Although the awards are arbitrary, they are understood to be based on merits. As with the politicians, bonuses usually amount to two times a monthly wage, with the overall bonus expenditures calculated at 3% of the total planned budget for Base Salary.

United Kingdom

Senior Politicians

- Unlike Civil Servants (see below) politicians do not receive performance-related pay.

Senior Civil Servants

- All Senior Civil Service pay is in principle performance related with wide salary ranges and progression based on assessment. Some bonuses are also available, although these total only around 5% of the entire SCS paybill.
- For Civil Servants the system provides substantial discretion about the remuneration of external hires – although this is far from absolute and means true comparability with the private sector cannot be achieved.

Appendix II

Countries and positions covered by the study

Senior Politicians

Country	Senior Politicians
Belgium	Prime Minister
	Deputy Prime Minister
	Federal Ministers
France	Prime Minister
	Ministers
Germany	Federal Chancellor
	Federal Ministers
Ireland	Taoiseach (Prime Minister)
	Ministers
Netherlands	Prime Minister
	Ministers
Norway	Prime Minister
	Ministers
Poland	Premier
	Ministers
United Kingdom	Prime Minister
	Cabinet Minister

Senior Civil Servants

Country	Senior Civil Servants
Belgium	Chairmen executive committees
France	Directors
Germany	Secretaries of State
	Heads of Departments
Ireland	Secretary General
	Assistant Secretaries
Netherlands	Secretaries-General
	Directors General
Norway	Permanent Secretaries
	Directors General
Poland	Chief Political Advisors
	Directors General
	Department Director
	Office Director Ministry
United Kingdom	Secretary to the Cabinet/Head of HCS
	Permanent Secretaries
	Directors General

The Hay Guide Chart and Profile Method of Job Evaluation

The Hay method is the most frequently applied method in the world for the evaluation of job specifications or the nature of any possible job, and the determination of the related job size.

The Hay method enables the user to systematically reveal the internal organisational cohesion of the jobs, to systematically determine the ranking according to job size and to externally compare the job size with regard to the (remuneration) position and the labour market.

The Hay method includes three job features enabling the comparison between jobs on the basis of criteria, which – regardless of their ratio – apply to every job.

These job features are:

1. Know-how

Know-how represents the whole of the knowledge and skills – regardless of how they have been obtained – required to adequately perform the job. The three sub-features are:

- depth and breadth of knowledge
- breadth of management
- human relation skills

2. Problem-solving

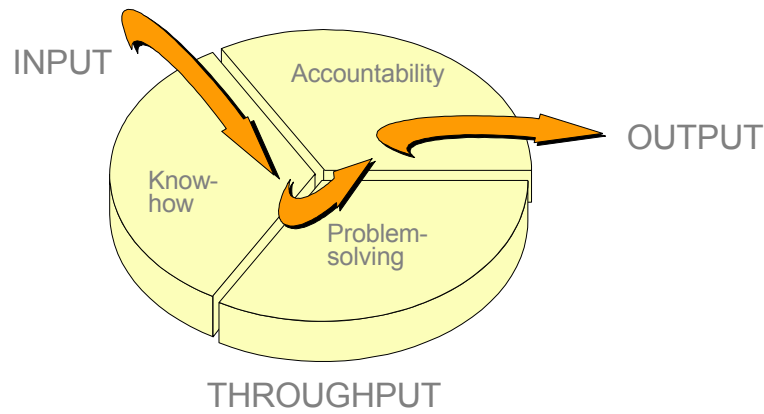
Problem solving represents the thinking process initiated by the individual and required within the job to recognise problems, analyse them and solve them. This involves the intensity and depth of the thinking process. The two sub-features are:

- thinking environment
- thinking challenge

3. Accountability

Accountability is the extent to which a job has influence on and is responsible for measurable end results. The three sub-features are:

- freedom to act
- job impact on end results
- magnitude



'In order to achieve the output (Accountability) to be realised by the job, a processing step must be performed (Problem-solving) in the job in order to recognise problems occurring in that realisation, to analyse them and solve them. This requires a total of input (Know-how) needed to perform the processing step in order to achieve the results.'

Overview of public sources used in the study

Country	
Belgium	Relevant information on pay for top government positions can be found on the following web site: www.fgov.be Relevant documents and/or laws are: - Brochure on „Werken bij de federale overheid“, FOD Personeel & Organisatie, October 2004. - Annual Report 2003 of the FOD Personeel & Organisatie, 2004. Royal decree of 11th July 2001 and of 9th March 2004 with relation to „de weging van de management- en staffuncties in de federale overheidsdiensten en tot vaststelling van hun wedde“.
France	Relevant information on pay policies for Civil Servants can be found on the following web site: www.fonction-publique.gouv.fr Relevant documents and/or laws are: - Report to the Prime Minister ; « La rémunération au mérite des directeurs d'administration centrale : mobiliser les directeurs pour conduire le changement », Silicani report, edited on February 2004 - 2005 Annual National Financial act Relevant information for job analysis purposes on organisation, job environment and contents can be found on the different web sites of the Ministries
Germany	Relevant information on pay for top government positions can be found on the following web site: www.juris.de Relevant laws are: - Gesetz über die Versorgung der Beamten und Richter in Bund und den Ländern - Bundesbesoldungsgesetz - Gesetz über die Rechtsverhältnisse der Mitglieder der Bundesregierung - Gesetz zum Ausschluss von Dienst-, Amts- und Versorgungsbezügen von den Einkommensanpassungen 2003/2004 - Gesetz über die Rechtsverhältnisse der Mitglieder des Deutschen Bundestages

Country	
Ireland	Relevant information on pay for top government positions can be found on the following web site: www.finance.gov.ie Relevant documents and/or laws are: - Department of Finance circulars Relevant information for job analysis purposes on organisation, job environment and contents can be obtained from the Personnel section of the Department.
Netherlands	Relevant information on pay for top government positions can be found on the following web site: www.minbzk.nl Relevant documents and/or laws are: - Labour agreements, pay and benefit schemes relevant to Senior Politicians and Civil Servants - Particularly useful for the study of recent developments on pay for top government positions is the report of the so called Committee Dijkstal: "Over dienen en verdienen", The Hague, 2004. For a digital version of this report, see the Internet site mentioned above.
Norway	Relevant information on pay for top government positions can be found on the following web site of the Ministries & Directorates: www.odin.no and www.doffin.no Relevant documents are: - Green paper on work conditions for members of the government - White paper on pension schemes for members of the government - Green paper on compensation reform for top Civil Servants - The national budget (St. prop. No.1) Relevant information on pay data can also be collected directly from the Ministry of Modernisation and the HR departments of Ministries and Directorates. Other relevant information maybe extracted from The State Archive of Civil Servant Data (Statens tjenestemannsregister), The National Audit Bureau (Riksrevisjonen), The National Statistics Bureau (Statistisk Sentralbyra).

Country	
Poland	Relevant information on pay for top government positions can be found on the following web sites: www.sejm.gov.pl & www.kprm.gov.pl Relevant documents and/or laws are: - Konstytucja Rzeczypospolitej Polskiej (The Polish Constitution) - Ustawa o Radzie Ministrów (8 sierpnia 1996) - Ustawa o działach administracji rządowej (4 września 1997) - Ustawa o Wynagrodzeniu osób zajmujących kierownicze stanowiska państwowe (31 lipca 1981) - Rozporządzenie Rady Ministrów w sprawie warunków i trybu obejmowania oraz zwalniania lokali przez osoby zajmujące kierownicze stanowiska państwowe (12 lipca 2002) - Rozporządzenie Rady Ministrów w sprawie określenia stanowisk urzędniczych, wymaganych kwalifikacji zawodowych, stopni służbowych urzędników służby cywilnej, mnożników do ustalania wynagrodzenia oraz szczegółowych zasad ustalania i wypłacania innych świadczeń przysługujących członkom korpusu służby cywilnej (29 października 1999) - Rozporządzenie Rady Ministrów w sprawie zasad wynagradzania pracowników nie będących członkami korpusu służby cywilnej zatrudnionych w urzędach administracji rządowej i pracowników innych jednostek (29 czerwca 2004) - Rozporządzenie Rady Ministrów w sprawie zasad wynagradzania i innych świadczeń przysługujących pracownikom urzędów państwowych zatrudnionych w gabinetach politycznych oraz doradcom lub pełniącym funkcje doradców osób zajmujących kierownicze stanowiska państwowe (28 marca 2000) - Rozporządzenie Prezydenta Rzeczypospolitej Polskiej w sprawie szczegółowych zasad wynagradzania osób zajmujących kierownicze stanowiska państwowe (25 stycznia 2002) - Rozporządzenie Rady Ministrów w sprawie określenia przypadków, w których wynagrodzenia w jednostkach sfery budżetowej mogą być wypłacane ponad ustalony poziom wynagrodzeń (28 lipca 2000) - Zarządzenie Ministra Kultury - Regulamin Organizacyjny Ministerstwa Kultury (23 września 2003) - Regulamin Organizacyjny Ministerstwa Gospodarki i Pracy - Obwieszczenia i Komunikaty Prezesa Głównego Urzędu Statystycznego
United Kingdom	Relevant information on pay for top government positions can be found on the following web site: www.ome.uk.com Relevant documents are: - Reports from the Senior Salaries Review Body

Appendix V

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Appendix VI

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