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BOTSWANA CONFEDERATION OF COMMERCE, INDUSTRY AND MANPOWER

BOCCIM

NATIONAL REMUNERATION SURVEY

MAY 1996[©]

Conduct on behalf of BOCCIM by:

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NATIONAL REMUNERATION SURVEY

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NATIONAL REMUNERATION SURVEY

1996

CONDUCT OF THE SURVEY

The Survey was conducted through a postal questionnaire sent to 984 employing organisations chosen at random from the Botswana Confederation of Commerce, Industry and Manpower membership list and by companies employing more than 100 people registered with the Central Statistics Office. The Survey design followed that developed for the 1991 National Remuneration Survey and therefore the survey results can be compared directly with those reported in the 1991 Survey.

The Survey covered basic salaries and benefits for the month of **May 1996**. Responses were received from 361 companies (a response rate of 37%) with a total employment of 37196 employees. The tables below provide details of the distribution of the sample by economic sector, size of employment and citizenship.

Distribution of sample by Economic Sector

Economic Sector	Number of Companies	Percentage of sample
Agriculture	9	2%
Mining	7	2%
Manufacturing	83	23%
Motor Trade and Road Transport	35	10%
Retail and Wholesale Distribution	113	31%
Finance and Professional Services	50	14%
Construction	31	9%
Hotel, Catering and Tourism	33	9%
Total	361	100%

The classification of economic sector is based on the ILO's International Standard Industrial Classification omitting the Water and Electricity Sector. The ISIC Commerce sector was split into Retail and Wholesale Distribution, and Hotel, Catering and Tourism.

Distribution of Sample by Economic Sector and Employees

Economic Sector	Citizens	Non-Citizens	Total	% of Total
Agriculture	431	19	450	1.21%
Mining	5602	548	6150	16.53%
Manufacturing	10433	393	10826	29.11%
Motor Trade and Road Transport	2308	164	2472	6.65%
Retail and Wholesale Distribution	5210	230	5440	14.63%
Finance and Professional Services	4878	370	5248	14.11%
Construction	4488	222	4710	12.66%
Hotel, Catering and Tourism	1795	105	1900	5.11%
Total	35145	2051	37196	100.00%

Details of the distribution of the sample by employment size are contained in Appendix 3. Because some jobs were not surveyed, the totals for employees in the various jobs does not match the total number of employees and data for some employees was omitted for the reasons given below.

The Survey Questionnaire was in two parts. Part 1 sought information on **basic monthly wages or salaries** for citizens and non-citizens across 217 specified jobs. Short profiles of the surveyed jobs are contained in Appendix 1. However, in analysing the data, jobs in which there were less than five employees, or all the employees were employed by one company, were omitted. This is because the information could be distorted and, for example, reflect the pay applicable in a single company.

The data on basic monthly wages and salaries in Part 1 was analysed using a specially written programme in Access® to generate distribution of pay across the surveyed jobs in the sample as a whole, and by jobs within the eight economic sectors. The Questionnaire requested information on wage and salary ranges and the data was processed using the average of the minimum and maximum reported ranges in each job, assuming a normal distribution across the range in each company.

INTERPRETATION OF THE TABLES

The Tables present information on the distribution of basic pay across the total sample (**Distribution of Basic Salaries by Jobs**) and the distribution of basic pay by jobs within each of the eight industrial sectors (**Distribution of Basic Salaries by Job by Economic Sector**). The third set of tables aggregates the information by major occupational categories (**Distribution of Basic Salaries by Major Occupational Categories**).

Classification of jobs by occupational categories was carried out on the basis of expanding the ILO International Standard Classification of Occupations 1st digit category from nine to 12 categories.

Each table reports basic pay for citizens and expatriates separately across three ranges. These are:

1st Quartile At the 1st Quartile, 25% of the employees receive this amount **or less than this amount.**

Median The median is the mid point in the pay range and the amount at which 50% of the employees receive less than this amount, and 50% of the employees receive more. The median has been used because the average can be distorted by a single company paying wages or salaries that are significantly outside the range of the sample as a whole.

3rd Quartile At the 3rd Quartile, 25% of the employees receive this amount **or more than this amount.**

In the Economic Sector tables, where if the sample was dominated by a large company, the Quartiles and Median have been adjusted to reflect the range of pay within the sector. It is stressed that the Quartiles do not reflect the **lowest** or **highest** paid persons in the sample.

It should be noted that the sample ranged from small general dealers employing with less than five employees to major national and international companies. The pay ranges, particularly at management levels reflect the diversity of the sample. There is also a wide range for some of the expatriates, as place of recruitment has a significant influence on the level of expatriate pay.

Part 2 of the Questionnaire was processed using a spreadsheet programme and provides detailed information on Employment Practice, Benefits and Allowances.

NATIONAL REMUNERATION SURVEY

INDEX TO JOB CODES

CODE	JOB TITLE
	SENIOR MANAGEMENT
0001	Managing Director
0002	Deputy Managing Director
0003	General Manager
0004	Deputy General Manager
0005	Regional Manager
0006	Divisional Manager
0010	Company Secretary
0011	Administration Manager
0012	Lawyer
0013	Administration Officer
0014	Public Relations Officer
0015	Registry Officer
0016	General Office Clerk
0017	Filing Clerk
0018	Messenger
	FINANCE
0020	Finance Manager
0021	Chief Accountant
0022	Senior Auditor (Professional)
0023	Senior Accountant (Professional)
0024	Accountant (Degree)
0025	Assistant Accountant (Diploma)
0026	Assistant Auditor
0027	Accounts Supervisor
0028	Book Keeper

CODE	JOB TITLE
0029	Accounts Clerk
0030	Audit Clerk
0031	Cashier
0032	Credit Controller
	DATA PROCESSING
0100	Computer Manager
0101	Data Base Administrator
0102	Technician (Software)
0103	Technician (Hardware)
0104	Systems Analyst/Programmer
0105	Computer Operator
0106	Data In-put Clerk
	SECRETARIAL
0200	Executive Secretary
0201	Personal Assistant
0202	Secretary
0203	Typing Pool Supervisor
0204	Shorthand Typist
0205	Copy Typist
0206	Receptionist
0207	Switchboard Operator
	PERSONNEL MANAGEMENT
0300	Personnel Manager
0301	Industrial Rel. Manager
0302	Training Manager
0303	Senior Personnel Officer
0304	Personnel Officer
0305	Industrial Relations Officer
0306	Training Officer

CODE	JOB TITLE
0307	Training Instructor
0308	Personnel Clerk
	STORES
0400	Materials Manager
0401	Buyer
0402	Stores Officer
0403	Stores Supervisor
0405	Storeman
0406	Inventory Controller
0407	Stores Clerk
	SECURITY & LOSS CONTROL
0500	Security Manager
0501	Security Inspector
0502	Security Sergeant
0503	Security Guard/Corporal
0504	Watchman
0505	Loss Control Manager
0506	Safety Officer
0507	Fire Officer
0508	First Aid Attendant
	MEDICAL
0600	Doctor
0601	Dentist
0602	Radiographer
0603	Matron
0604	Nursing Sister
0605	Staff Nurse
0606	Enrolled Nurse

CODE	JOB TITLE
	DRIVERS
0700	Extra Heavy Duty Driver
0701	Heavy Duty Driver
0702	Light Duty Driver
0703	P.S.V. Driver
0704	Tractor Driver
	UNSKILLED
0800	Labourer
0801	Gardener
0802	Cleaner
	AGRICULTURE
1000	Farm Manager
1001	Farm Foreman
1002	Farm Mechanic
1003	Herdsmen
1004	Tractor Drivers
1005	Farm Labourers
	BANKING, INSURANCE & PROPERTY
2000	Branch Bank Manager
2001	Assistant Bank Manager
2002	Bank Accountant
2003	Lending Officer
2004	Bank Supervisor
2005	Bank Clerk
2006	Bank Teller
2007	Insurance Accounts Executive
2008	Underwriter
2009	Insurance Broker

CODE	JOB TITLE
2010	Insurance Clerk
2011	Property Manager
2012	Estates Manager
2013	Property Valuer/Surveyor
2014	Estate Agent
	CONSTRUCTION
3000	Site Manager
3001	Civil Engineer
3002	Consulting Engineer
3003	Mechanical Engineer
3004	Electrical Engineer
3005	Architect
3006	Estimator
3007	Quantity Surveyor
3008	Land Surveyor
3009	Q.S. Technician
3010	Civil Engineering Techn.
3011	Building Inspector
3012	Maintenance Manager
3013	Maintenance Supervisor
3014	Electrical Technician
3015	Clerk of Works
3016	Aircon. & Refidg. Techn.
3017	Draughtsman
3018	General Foreman
3019	Trades Foreman
3020	Chargehand Tradesman
3021	Bricklayer
3022	Plumber

CODE	JOB TITLE
3023	Carpenter
3024	Electrician
3025	Painter
3026	Joiner
3027	Tiler
3028	Crane Operator
3029	Earth Moving Plant Op.
3030	Building Trades Helper
	HOTEL, CATERING & TOURISM
4000	Hotel Manager
4001	Safari Lodge Manager
4002	Food & Beverage Manager
4003	Front Office Manager
4004	Housekeeper
4005	Restaurant Manager
4006	Executive Chef
4007	Chef
4008	Cook
4009	Hotel Receptionist
4010	Maintenance Manager
4011	Professional Guide
4012	Head Barman
4013	Head Waiter/Waitress
4014	Waiter/Waitress
4015	Barman
4016	Room Maid
4017	Porter
4018	Kitchen Assistant

CODE	JOB TITLE
	RETAIL & WHOLESALE DISTRIBUTION
5000	Shop Manager
5001	Wholesale Manager
5002	Warehouse/Distribution Manager
5003	Sales Manager
5004	Buyer
5005	Pharmacist
5006	Department Manager
5007	Floor Supervisor
5008	Sales Supervisor
5009	Sales Representative
5010	Sales Person
5011	Shop Assistant
5012	Cashier
	MINING
6000	Mine Manager
6001	Mining Engineer
6002	Geologist
6003	Chief Engineer
6004	Mine Superintendent
6005	Section Engineer
6006	Chemist
6007	Mining Technician
6008	Mining Foreman
6009	Drilling & Blasting F'man
6010	Plant Operator
6011	Earthmoving Plant Op.
6012	Blasting Licence Holder

CODE	JOB TITLE
6013	Driller
6014	Plant Attendant
	MOTOR TRADE, AND ENGINEERING
7000	Service Manager
7001	Workshop Manager
7002	Workshop Foreman
7003	Workshop Supervisor
7004	Parts Manager
7005	Parts Supervisor
7006	Mechanical Technician
7007	Electrical Technician
7008	Instrumentation Technician
7009	Mechanical Fitter
7010	Diesel Fitter/Mechanic
7011	Electrical Fitter
7012	Machinist
7013	Turner
7014	Coded Welder
7015	Welder
7016	Boiler Making
7017	Auto Mechanic
7018	Auto Electrician
7019	Panel Beater
7020	Spray Painter
7021	Workshop Clerk
7022	Workshop Assistant

JOB	JOB TITLE
	MANUFACTURING
8000	Factory Manager
8001	Factory Foreman
8002	Machine Operator
8003	Plant/Process Assistant
8004	Packer
8005	Assembler
8006	Supervisor
8007	Machinist
8008	Designer
8009	Pattern Cutter
8010	Machine Attendant

NATIONAL REMUNERATION SURVEY

TABLE 1

DISTRIBUTION OF BASIC SALARIES BY JOBS

DISTRIBUTION OF BASIC SALARIES BY JOBS

JOB CODE	JOB TITLE	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0001	Managing Director	107	1500	4400	7550	150	4000	6000	10000
0002	Deputy Managing Director	27	2650	4000	6440	30	2745	5000	8344
0003	General Manager	47	1700	3750	5500	72	5000	7750	10750
0004	Deputy General Manager	10	3100	5602	6922	8	6156	1000	11500
0005	Regional Manager	18	3850	5550	7546	6	6000	7051	7750
0006	Divisional Manager	39	4750	7332	7332	31	5000	7332	11046
0010	Company Secretary	11	1600	2000	5404	0	0	0	0
0011	Administration Manager	43	2350	3282	3517	15	3000	4300	6000
0013	Administration Officer	80	2238	2668	3042	0	0	0	0
0014	Public Relations Officer	21	2668	3364	3908	0	0	0	0
0015	Registry Officer	12	1070	1560	1994	0	0	0	0
0016	General Office Clerk	444	614	800	1202	0	0	0	0
0017	Filling Clerk	67	600	883	1028	0	0	0	0
0018	Messenger	274	556	614	690	0	0	0	0
0020	Finance Manager	14	4450	5042	7750	63	4250	6550	8542
0021	Chief Accountant	14	3850	5872	7000	30	4250	6160	7000
0022	Senior Auditor (Professional)	5	4000	5000	5053	24	4000	7542	7808
0023	Senior Accountant(Professional)	21	4242	5092	5381	25	2500	5154	5889
0024	Accountant (Degree)	65	3118	3781	4100	18	3000	4500	5635
0025	Assistant Accountant(Diploma)	89	2000	2638	3500	8	2500	3300	4000
0026	Assistant Auditor	25	2240	2240	4242	0	0	0	0
0027	Accounts Supervisor	108	2100	2946	3250	7	3453	4700	5000
0028	Book Keeper	57	1000	2148	2668	7	1200	1400	1600
0029	Accounts Clerk	434	1100	1400	1771	0	0	0	0
0030	Audit Clerk	50	948	1150	1983	0	0	0	0
0031	Cashier	106	600	1179	1590	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOBS

JOB CODE	JOB TITLE	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0032	Credit Controller	58	895	2090	2238	8	2500	4750	5000
0100	Computer Manager	12	5352	6082	6696	19	2400	8400	8542
0102	Technician (Software)	18	2200	3118	4000	0	0	0	0
0103	Technician (Hardware)	22	1750	3118	4396	0	0	0	0
0104	Systems Analyst/Programmer	17	3445	3474	4706	9	2500	2625	3850
0105	Computer Operator	50	1580	2022	2243	0	0	0	0
0106	Data Input Clerk	150	1195	1332	1625	0	0	0	0
0200	Executive Secretary	28	1708	2500	3500	0	0	0	0
0201	Personal Assistant	41	1500	2350	2960	0	0	0	0
0202	Secretary	339	1514	1850	2179	6	950	1250	2000
0203	Typing Pool Supervisor	7	1700	1835	1835	0	0	0	0
0204	Shorthand Typist	5	1068	1560	1750	0	0	0	0
0205	Copy Typist	101	1080	1223	1360	0	0	0	0
0206	Receptionist	156	750	950	1128	0	0	0	0
0207	Switchboard Operator	59	854	1100	1481	0	0	0	0
0300	Personnel Manager	29	3630	4784	6739	0	0	0	0
0301	Industrial Relations Manager	5	1625	5053	6160	0	0	0	0
0302	Training Manager	11	3850	4450	4882	6	1250	7542	8000
0303	Senior Personnel Officer	23	2875	3518	4458	0	0	0	0
0304	Personnel Officer	52	1908	3000	3445	0	0	0	0
0305	Industrial Relations Officer	13	3445	3964	4706	0	0	0	0
0306	Training Officer	30	3518	3848	3848	13	4250	4914	5636
0307	Training Instructor	17	2644	2970	2970	0	0	0	0
0308	Personnel Clerk	55	898	1222	1480	0	0	0	0
0400	Materials Manager	11	3500	4250	5872	12	3000	6910	8546
0401	Buyer	28	1050	3040	3118	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOBS

JOB CODE	JOB TITLE	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0402	Stores Officer	23	1200	1800	3040	0	0	0	0
0403	Stores Supervisor	56	1176	1650	2638	0	0	0	0
0405	Storeman	146	538	800	1225	0	0	0	0
0406	Inventory Controller	33	1050	1260	1890	0	0	0	0
0407	Stores Clerk	154	525	825	1200	0	0	0	0
0500	Security Manager	14	2570	3936	5082	0	0	0	0
0501	Security Inspector	48	2243	2644	2644	0	0	0	0
0502	Security Sergeant	94	1572	1899	2110	0	0	0	0
0503	Security Guard	295	850	1128	1360	0	0	0	0
0504	Watchmen	1182	350	480	600	0	0	0	0
0505	Loss Control Manager	6	2470	2638	3000	0	0	0	0
0506	Safety Officer	25	775	2238	3036	0	0	0	0
0507	Fire Officer	12	2110	2238	2644	0	0	0	0
0508	First Aid Attendant	9	595	595	1360	0	0	0	0
0606	Enrolled Nurse	44	1676	2110	2110	0	0	0	0
0700	Extra Heavy Duty Driver	288	1500	1893	1893	0	0	0	0
0701	Heavy Duty Driver	384	725	900	1128	14	800	1400	1500
0702	Light Duty Driver	458	600	770	1050	0	0	0	0
0703	PSV Driver	149	1448	1470	1470	0	0	0	0
0704	Tractor Driver	41	460	600	928	0	0	0	0
0800	Labourer	5474	287	325	526	0	0	0	0
0801	Gardener	237	375	526	924	0	0	0	0
0802	Cleaner	987	346	464	690	0	0	0	0
1000	Farm Manager	15	900	900	3250	11	5000	5000	7500
1001	Farm Foreman	25	635	750	750	0	0	0	0
1002	Farm Mechanic	11	585	1000	1000	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOBS

JOB CODE	JOB TITLE	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
1003	Herdsman	41	240	240	240	0	0	0	0
1004	Tractor Driver	18	325	375	400	0	0	0	0
1005	Farm Labourers	336	285	450	453	0	0	0	0
2000	Branch Bank Manager	34	4170	4170	8100	0	0	0	0
2001	Assistant Bank Manager	14	2425	2650	6120	0	0	0	0
2002	Bank Accountant	31	2500	3086	4260	0	0	0	0
2003	Lending Officer	40	2698	2698	3750	0	0	0	0
2004	Bank Supervisor	182	2160	2500	3069	0	0	0	0
2005	Bank Clerk	480	1120	1514	2484	0	0	0	0
2006	Bank Teller	254	1184	1392	3082	0	0	0	0
2007	Insurance Accounts Executive	8	2500	6250	6250	6	7250	7400	7400
2008	Underwriter	31	1295	2052	3033	0	0	0	0
2010	Insurance Clerk	71	1578	1622	1622	0	0	0	0
2011	Property Manager	5	3250	3800	3936	0	0	0	0
2012	Property Valuer/Surveyor	7	3000	3000	4200	0	0	0	0
2013	Estate Agent	8	1200	1783	8250	0	0	0	0
3000	Site Manager	10	2185	3000	3750	27	3750	5050	6650
3001	Civil Engineer	11	2500	3000	5750	30	4750	8500	8500
3003	Mechanical Engineer	5	2500	4466	4466	0	0	0	0
3005	Architect	5	6000	6000	8830	0	0	0	0
3006	Estimator	10	2150	2615	3040	0	0	0	0
3007	Quantity Surveyor	0	0	0	0	12	4500	5250	5250
3008	Land Surveyor	5	2376	2750	3848	0	0	0	0
3010	Civil Engineering Technician	38	1789	1789	2275	0	0	0	0
3013	Maintenance Supervisor	13	1800	2663	2668	0	0	0	0
3014	Electrical Technician	9	1650	1974	3000	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOBS

JOB CODE	JOB TITLE	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
3015	Clerk of Works	14	1875	1875	2000	6	4914	4914	5468
3016	Air Con. & Reridg. Techn.	6	1700	2638	2828	0	0	0	0
3017	Draughtsman	14	2238	2238	3848	0	0	0	0
3018	General Foreman	112	1600	2100	3040	21	3100	3750	4914
3019	Trades Foreman	62	1089	1089	2801	24	3118	3118	4285
3020	Chargehand Tradesman	113	700	725	2801	6	3748	4250	4250
3021	Bricklayer	696	518	546	644	0	0	0	0
3022	Plumber	80	580	663	1222	0	0	0	0
3023	Carpenter	399	580	600	628	0	0	0	0
3024	Electrician	110	1558	2238	2652	11	1400	3667	3667
3025	Painter	137	275	500	585	0	0	0	0
3027	Tiler	20	531	693	750	0	0	0	0
3028	Crane Operator	24	650	1148	1445	0	0	0	0
3029	Earth Moving Plant Operator	77	650	800	1000	11	1500	2200	3000
3030	Building Trades Helper	443	280	302	302	0	0	0	0
4000	Hotel Manager	0	0	0	0	9	2375	3767	6000
4001	Safari Lodge Manager	5	1500	3100	3100	12	2500	3150	4000
4002	Food and Beverages Manager	8	2150	2650	3200	12	2250	3750	4750
4003	Front Office Manager	16	1899	2605	3000	0	0	0	0
4004	Housekeeper	12	478	1912	2400	0	0	0	0
4005	Restaurant Manager	11	950	2119	2119	0	0	0	0
4006	Executive Chef	0	0	0	0	7	2500	3500	4500
4007	Chef	46	950	1250	1600	8	1500	1500	1600
4008	Cook	255	575	725	928	0	0	0	0
4009	Hotel Receptionist	58	720	795	1000	0	0	0	0
4010	Maintenance Manager	14	1175	1175	2600	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOBS

4011	Professional Guide	95	895	895	1408	9	2150	2750	2750
4012	Head Barman	15	575	700	1549	0	0	0	0
4013	Head Waiter/Waitress	89	675	675	950	0	0	0	0
4014	Waiter/Waitress	192	525	625	760	0	0	0	0
4015	Barman	90	565	650	870	0	0	0	0
4016	Room Maid	191	425	460	645	0	0	0	0
4017	Porter	26	352	565	760	0	0	0	0
4018	Kitchen Assistant	190	388	462	924	0	0	0	0
5000	Shop Manager	84	1100	1525	1525	14	3750	6500	7000
5001	Wholesale Manager	37	3488	5006	5006	0	0	0	0
5002	Warehouse/Distribution Manager	11	2385	2500	3697	5	2000	3000	4018
5003	Sales Manager	11	1750	3100	4300	14	4018	4620	6500
5004	Buyer	14	1050	3040	3040	0	0	0	0
5005	Pharmacist	0	0	0	0	5	2900	3500	3750
5006	Department Manager	22	1200	2100	4250	0	0	0	0
5007	Floor Supervisor	62	750	1800	1975	0	0	0	0
5008	Sales Supervisor	131	1250	1790	1790	0	0	0	0
5009	Sales Representative	125	490	635	1378	0	0	0	0
5010	Sales Person	364	541	580	900	5	1025	1750	3131
5011	Shop Assistant	994	400	500	865	0	0	0	0
5012	Cashier	447	600	797	801	0	0	0	0
6001	Mining Engineer	0	0	0	0	5	6397	6397	7391
6002	Geologist	6	3061	4706	5404	0	0	0	0
6005	Section Engineer	14	2632	7023	7023	0	0	0	0
6008	Mining Foreman	19	3848	3848	3848	0	0	0	0
6010	Plant Operator	199	1676	1676	2238	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOBS

JOB CODE	JOB TITLE	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
6011	Earth Moving Plant Op.	159	1113	1500	1805	0	0	0	0
6012	Blasting Licence Holder	14	1108	1108	2158	0	0	0	0
6013	Driller	32	924	1364	1364	0	0	0	0
6014	Plant Attendant	190	924	924	943	0	0	0	0
7000	Service Manager	0	0	0	0	11	3420	5000	6910
7001	Workshop Manager	6	2350	3500	3936	25	2600	5000	6000
7002	Workshop Foreman	30	1475	2750	3448	27	2100	4252	5940
7003	Workshop Supervisor	61	2638	2638	3036	7	2000	2650	3928
7005	Parts Supervisor	7	742	1100	1150	0	0	0	0
7006	Mechanical Technician	40	950	1974	2608	5	1400	3000	4995
7007	Electrical Technician	18	825	1899	1899	7	1350	2900	4000
7008	Instrumentation Technician	14	700	3848	3848	18	3928	4250	4572
7009	Mechanical Fitter	63	2632	3203	3203	42	2625	3677	3927
7010	Diesel Fitter/Mechanic	81	1250	1600	2414	35	3667	4100	4204
7011	Electrical Fitter	30	2414	2638	3203	7	3400	3667	3930
7012	Machinist	38	1353	1364	2232	0	0	0	0
7013	Turner	5	490	2608	3203	0	0	0	0
7014	Coded Welder	11	2232	2638	2638	0	0	0	0
7015	Welder	78	557	700	1128	0	0	0	0
7016	Boiler Maker	57	2100	3203	3203	29	2255	3400	4010
7017	Auto Mechanic	111	772	1400	1835	20	1500	2850	3667
7018	Auto Electrician	32	1500	1835	2608	5	700	4250	4250
7019	Panel Beater	18	675	825	1000	10	1000	2325	2325
7020	Spray Painter	22	575	850	890	0	0	0	0
7021	Workshop Clerk	33	425	600	785	0	0	0	0
7022	Workshop Assistant	214	432	525	943	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOBS

JOB CODE	JOB TITLE	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
8000	Factory Manager	25	1750	3692	5185	37	2350	3750	5000
8001	Factory Foreman	53	825	1994	2250	47	1200	2300	3000
8002	Machine Operator	1407	350	450	792	9	700	700	1250
8003	Plant/Process Assistant	183	345	345	375	0	0	0	0
8004	Packer	1129	275	300	425	0	0	0	0
8005	Assembler	151	286	435	600	0	0	0	0
8006	Supervisor	229	580	750	776	32	925	1300	2500
8007	Machinist	748	330	330	368	0	0	0	0
8008	Designer	9	425	700	700	8	800	1750	2400
8009	Pattern Cutter	28	354	450	950	5	482	1200	1750
8010	Machine Attendant	354	342	550	700	14	1500	1500	1500

NATIONAL REMUNERATION SURVEY

TABLE 2

DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR

AGRICULTURE

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

AGRICULTURE

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0031	Cashier	8	485	485	485	0	0	0	0
0702	Light Duty Driver	5	585	585	650	0	0	0	0
0704	Tractor Driver	6	375	375	375	0	0	0	0
0800	Labourer	150	450	450	450	0	0	0	0
0801	Gardener	6	150	150	150	0	0	0	0
0802	Cleaner	8	300	300	350	0	0	0	0
1000	Farm Manager	15	900	900	3250	10	5000	7500	7500
1001	Farm Foreman	22	725	750	750	0	0	0	0
1002	Farm Mechanic	11	585	1000	1000	0	0	0	0
1003	Herdsman	35	240	240	240	0	0	0	0
1004	Tractor Driver	14	375	375	425	0	0	0	0
1005	Farm Labourers	321	285	450	453	0	0	0	0

NATIONAL REMUNERATION SURVEY

TABLE 3

**DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR**

MINING

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MINING

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0013	Administration Officer	5	2977	3203	3484	0	0	0	0
0016	General Office Clerk	5	916	1360	155	0	0	0	0
0018	Messenger	8	736	794	1108	0	0	0	0
0020	Finance Manager	0	0	0	0	5	10300	11530	11530
0024	Accountant (Degree)	11	3712	5051	5404	0	0	0	0
0025	Assistant Accountant(Diploma)	12	2632	3496	4706	0	0	0	0
0027	Accounts Supervisor	16	2312	3203	3480	0	0	0	0
0029	Accounts Clerk	46	1146	1676	2368	0	0	0	0
0202	Secretary	37	1575	1680	1893	0	0	0	0
0206	Receptionist	8	914	1108	1636	0	0	0	0
0207	Switchboard Operator	5	600	1108	1220	0	0	0	0
0304	Personnel Officer	11	3496	3848	4035	0	0	0	0
0305	Industrial Relations Officer	8	3496	4706	5200	0	0	0	0
0306	Training Officer	19	3329	3848	4212	8	4250	4914	4914
0307	Training Instructor	5	2110	2312	2644	0	0	0	0
0308	Personnel Clerk	10	916	1360	2110	0	0	0	0
0401	Buyer	5	1890	3848	3848	0	0	0	0
0403	Stores Supervisor	7	1890	3113	3203	0	0	0	0
0405	Storeman	17	1000	1108	120	0	0	0	0
0504	Watchmen	8	422	750	834	0	0	0	0
0606	Enrolled Nurse	36	1676	1727	2110	0	0	0	0
0700	Extra Heavy Duty Driver	169	1500	1677	1893	0	0	0	0
0701	Heavy Duty Driver	33	1250	1364	1450	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MINING

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0702	Light Duty Driver	27	800	916	1108	0	0	0	0
0704	Tractor Driver	9	745	928	1108	0	0	0	0
0800	Labourer	319	322	528	794	0	0	0	0
0801	Gardener	92	517	611	924	0	0	0	0
0802	Cleaner	157	250	500	794	0	0	0	0
3019	Trades Foreman	18	2230	3372	4706	24	3118	3118	4914
3020	Chargedhand Tradesman	29	2801	3485	3848	6	3748	4250	4250
3021	Bricklayer	13	1500	1676	1850	0	0	0	0
3022	Plumber	5	2922	3203	3484	0	0	0	0
3024	Electrician	13	1800	3203	3480	7	3667	3667	3667
3030	Building Trades Helper	8	853	924	995	0	0	0	0
6002	Geologist	6	3061	4706	5404	0	0	0	0
6004	Mine Superintendent	0	0	0	0	0	0	0	7000
6005	Section Engineer	14	2632	7023	7023	0	0	0	7542
6008	Mining Foreman	19	3329	3712	3848	0	0	0	0
6010	Plant Operator	143	1500	1676	1851	0	0	0	0
6012	Blasting Licence Holder	14	1108	1948	2158	0	0	0	0
6013	Driller	32	924	1364	1880	0	0	0	0
6014	Plant Attendant	165	476	924	943	0	0	0	0
7002	Workshop Foreman	0	0	0	0	13	4914	5940	6544
7003	Workshop Supervisor	6	1500	3848	4212	0	0	0	0
7009	Mechanical Fitter	38	2633	3203	3238	34	3400	3668	3900
7010	Diesel Fitter/Mechanic	16	1267	3203	3238	17	3400	3667	4250
7011	Electrical Fitter	15	2632	3203	3203	7	3400	3667	5500

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MINING

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
7012	Machinist	21	1364	1500	2313	0	0	0	0
7015	Welder	5	800	1818	2633	0	0	0	0
7016	Boiler Maker	38	800	2922	3203	27	3400	3667	3920
7017	Auto Mechanic	17	700	2922	3203	5	3400	3667	4524
7018	Auto Electrician	6	900	3203	3203	0	0	0	0
7022	Workshop Assistant	42	666	943	1220	0	0	0	0

NATIONAL REMUNERATION SURVEY

TABLE 4

DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR

MANUFACTURING

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MANUFACTURING

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0001	Managing Director	23	1200	1800	4300	34	4000	6000	8500
0002	Deputy Managing Director	0	0	0	0	10	3000	4000	8000
0003	General Manager	9	1500	3750	4900	19	5500	9400	10540
0006	Divisional Manager	0	0	0	0	5	3200	7090	11046
0011	Administration Manager	7	2250	3300	3517	5	1800	6000	6000
0013	Administration Officer	14	1650	2238	2280	0	0	0	0
0016	General Office Clerk	57	758	1222	1565	0	0	0	0
0017	Filling Clerk	10	500	883	883	0	0	0	0
0018	Messenger	23	314	750	883	0	0	0	0
0020	Finance Manager	0	0	0	0	12	3500	7315	8335
0021	Chief Accountant	0	0	0	0	8	5500	7000	8500
0024	Accountant (Degree)	9	2500	3936	3936	0	0	0	0
0025	Assistant Accountant(Diploma)	12	1800	2638	2950	0	0	0	0
0027	Accounts Supervisor	25	2225	2638	3036	0	0	0	0
0028	Book Keeper	10	750	1050	1300	0	0	0	0
0029	Accounts Clerk	92	1350	1834	1834	0	0	0	0
0031	Cashier	17	680	1222	1222	0	0	0	0
0032	Credit Controller	9	1375	2238	2440	0	0	0	0
0105	Computer Operator	11	1125	1500	1580	0	0	0	0
0106	Data Input Clerk	8	650	1195	1222	0	0	0	0
0201	Personal Assistant	8	1350	1834	1834	0	0	0	0
0202	Secretary	34	1250	1498	1994	0	0	0	0
0205	Copy Typist	15	1100	1223	1223	0	0	0	0
0206	Receptionist	27	650	750	883	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MANUFACTURING

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0207	Switchboard Operator	17	883	883	1135	0	0	0	0
0300	Personnel Manager	8	3762	5350	7138	0	0	0	0
0303	Senior Personnel Officer	10	2875	3518	3518	0	0	0	0
0304	Personnel Officer	16	1750	2638	2638	0	0	0	0
0308	Personnel Clerk	12	500	1150	1222	0	0	0	0
0401	Buyer	9	2850	3040	3040	0	0	0	0
0402	Stores Officer	11	800	2178	3040	0	0	0	0
0403	Stores Supervisor	14	825	2638	2638	0	0	0	0
0405	Storeman	42	481	750	1616	0	0	0	0
0406	Inventory Controller	6	432	2638	2638	0	0	0	0
0407	Stores Clerk	40	500	745	1222	0	0	0	0
0502	Security Sergeant	13	1030	1302	1398	0	0	0	0
0503	Security Guard	66	500	530	620	0	0	0	0
0504	Watchmen	570	350	350	350	0	0	0	0
0505	Loss Control Manager	6	2638	2638	2750	0	0	0	0
0700	Extra Heavy Duty Driver	40	775	1498	1525	0	0	0	0
0701	Heavy Duty Driver	116	725	1128	1128	0	0	0	0
0702	Light Duty Driver	111	675	800	1222	0	0	0	0
0800	Labourer	1615	300	350	525	0	0	0	0
0801	Gardener	54	326	445	526	0	0	0	0
0802	Cleaner	192	302	346	526	0	0	0	0
3021	Bricklayer	8	1125	1222	1320	0	0	0	0
3025	Painter	5	754	950	980	0	0	0	0
4008	Cook	17	400	400	670	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MANUFACTURING

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
5003	Sales Manager	5	3100	4300	4300	0	0	0	0
5008	Sales Supervisor	17	1250	2022	2430	0	0	0	0
5009	Sales Representative	43	490	490	665	0	0	0	0
5011	Shop Assistant	19	286	425	700	0	0	0	0
5012	Cashier	27	948	948	1222	0	0	0	0
7002	Workshop Foreman	5	1550	3808	3808	0	0	0	0
7006	Mechanical Technician	20	950	1974	1994	0	0	0	0
7007	Electrical Technician	8	825	1700	1994	0	0	0	0
7009	Mechanical Fitter	16	1500	2638	2638	0	0	0	0
7011	Electrical Fitter	11	1500	1600	2638	0	0	0	0
7012	Machinist	5	800	2238	2238	0	0	0	0
7015	Welder	31	450	650	850	0	0	0	0
7016	Boiler Maker	7	700	900	900	0	0	0	0
7020	Spray Painter	5	350	510	510	0	0	0	0
7022	Workshop Assistant	54	400	575	1160	0	0	0	0
8000	Factory Manager	23	1750	3500	5185	36	2350	3750	5000
8001	Factory Foreman	49	825	1994	2250	47	1200	2300	3000
8002	Machine Operator	1400	350	450	792	9	700	700	1250
8003	Plant/Process Assistant	183	345	345	375	0	0	0	0
8004	Packer	1119	350	350	350	0	0	0	0
8005	Assembler	141	279	435	525	0	0	0	0
8006	Supervisor	225	550	750	776	32	925	1300	2500
8007	Machinist	736	330	330	368	0	0	0	0
8008	Designer	9	425	700	700	8	800	1750	2400

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MANUFACTURING

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
8009	Pattern Cutter	28	354	450	950	5	482	1200	1750
8010	Machine Attendant	351	342	550	700	0	0	0	1500

NATIONAL REMUNERATION SURVEY

TABLE 5

DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR

MOTOR TRADE AND TRANSPORT

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MOTOR TRADE AND TRANSPORT

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0001	Managing Director	16	1500	4000	7500	15	3000	4250	6000
0002	Deputy Managing Director	0	0	0	0	7	2745	5000	5000
0003	General Manager	0	0	0	0	12	2000	5000	9300
0011	Administration Manager	5	1865	3500	4000	0	0	0	0
0016	General Office Clerk	9	600	800	800	0	0	0	0
0017	Filing Clerk	7	435	640	758	0	0	0	0
0018	Messenger	6	542	700	1225	0	0	0	0
0020	Finance Manager	0	0	0	0	6	4000	5500	6900
0027	Accounts Supervisor	9	2500	3250	3445	0	0	0	0
0029	Accounts Clerk	35	1138	1300	1480	0	0	0	0
0032	Credit Controller	9	575	2090	2513	0	0	0	0
0202	Secretary	19	1480	1480	1745	0	0	0	0
0205	Copy Typist	14	750	981	1128	0	0	0	0
0206	Receptionist	13	590	750	1300	0	0	0	0
0304	Personnel Officer	6	1900	3445	3445	0	0	0	0
0308	Personnel Clerk	10	1300	1480	1670	0	0	0	0
0402	Stores Officer	5	1325	3445	3445	0	0	0	0
0403	Stores Supervisor	7	1650	2663	2663	0	0	0	0
0405	Storeman	25	925	1564	1564	0	0	0	0
0407	Stores Clerk	23	500	984	1000	0	0	0	0
0503	Security Guard	66	600	981	1128	0	0	0	0
0504	Watchmen	11	325	350	390	0	0	0	0
0700	Extra Heavy Duty Driver	30	1480	2250	2250	0	0	0	0
0701	Heavy Duty Driver	81	700	795	930	12	800	1400	1500

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

MOTOR TRADE AND TRANSPORT

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0702	Light Duty Driver	41	440	550	758	0	0	0	0
0800	Labourer	243	305	406	450	0	0	0	0
0801	Gardener	17	310	406	406	0	0	0	0
0802	Cleaner	75	300	325	425	0	0	0	0
3021	Bricklayer	6	644	644	1128	0	0	0	0
3029	Earth Moving Plant Operator	28	624	624	1000	0	0	0	0
4008	Cook	6	475	618	618	0	0	0	0
5010	Sales Person	36	425	650	1325	0	0	0	0
5011	Shop Assistant	20	400	500	620	0	0	0	0
7001	Workshop Manager	0	0	0	0	11	2100	2750	4750
7002	Workshop Foreman	18	850	2750	3448	8	1250	2240	3250
7003	Workshop Supervisor	7	1750	4242	4242	0	0	0	0
7006	Mechanical Technician	8	750	1950	3445	0	0	0	0
7007	Electrical Technician	7	1899	1899	1899	0	0	0	0
7010	Diesel Fitter/Mechanic	33	935	2414	2414	13	1800	4204	4204
7012	Machinist	12	800	1353	2000	0	0	0	0
7015	Welder	23	475	950	2100	0	0	0	0
7017	Auto Mechanic	63	575	1125	1400	12	1500	2850	2850
7018	Auto Electrician	5	575	850	1480	0	0	0	0
7019	Panel Beater	12	554	814	1300	9	1000	1700	2325
7020	Spray Painter	16	850	890	890	0	0	0	0
7021	Workshop Clerk	24	450	785	1109	0	0	0	0
7022	Workshop Assistant	93	390	475	575	0	0	0	0

NATIONAL REMUNERATION SURVEY

TABLE 6

DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR

RETAIL & WHOLESALE DISTRIBUTION

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

RETAIL AND WHOLESALE DISTRIBUTION

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0001	Managing Director	39	1500	3000	5000	38	3400	6000	8000
0002	Deputy Managing Director	14	1500	3000	4250	0	0	0	0
0003	General Manager	17	1000	2000	4924	12	5800	9000	11000
0005	Regional Manager	5	3144	3144	11846	0	0	0	0
0011	Administration Manager	14	3027	3027	4000	0	0	0	0
0013	Administration Officer	8	1400	1625	3042	0	0	0	0
0016	General Office Clerk	140	550	800	1202	0	0	0	0
0017	Filling Clerk	11	400	775	880	0	0	0	0
0018	Messenger	18	325	500	550	0	0	0	0
0020	Finance Manager	0	0	0	0	16	3500	5000	8540
0024	Accountant (Degree)	7	3406	3750	4100	0	0	0	0
0025	Assistant Accountant(Diploma)	8	1700	2750	2870	0	0	0	0
0027	Accounts Supervisor	18	1490	2050	2900	0	0	0	0
0028	Book Keeper	17	600	2148	2916	0	0	0	0
0029	Accounts Clerk	84	782	1262	1380	0	0	0	0
0031	Cashier	19	500	500	690	0	0	0	0
0032	Credit Controller	21	792	792	1750	6	4500	5000	5000
0103	Technician (Hardware)	10	850	1750	1750	0	0	0	0
0106	Data Input Clerk	33	822	975	1195	0	0	0	0
0201	Personal Assistant	8	1340	1340	1800	0	0	0	0
0202	Secretary	14	950	1450	1600	0	0	0	0
0205	Copy Typist	9	618	725	725	0	0	0	0
0206	Receptionist	52	828	910	1072	0	0	0	0
0207	Switchboard Operator	5	550	575	610	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

RETAIL AND WHOLESALE DISTRIBUTION

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0300	Personnel Manager	5	2500	3630	3900	0	0	0	0
0303	Senior Personnel Officer	5	2385	5500	5500	0	0	0	0
0308	Personnel Clerk	10	898	1200	1200	0	0	0	0
0401	Buyer	6	595	600	1930	0	0	0	0
0403	Stores Supervisor	23	850	1176	1810	0	0	0	0
0405	Storeman	37	515	538	575	0	0	0	0
0406	Inventory Controller	15	1050	1260	1890	0	0	0	0
0407	Stores Clerk	53	525	900	1200	0	0	0	0
0503	Security Guard	31	668	750	750	0	0	0	0
0504	Watchmen	35	338	350	480	0	0	0	0
0700	Extra Heavy Duty Driver	26	1470	1500	1670	0	0	0	0
0701	Heavy Duty Driver	59	800	1022	1084	0	0	0	0
0702	Light Duty Driver	93	570	600	750	0	0	0	0
0704	Tractor Driver	5	475	637	648	0	0	0	0
0800	Labourer	1128	428	568	696	0	0	0	0
0801	Gardener	7	250	325	325	0	0	0	0
0802	Cleaner	101	340	407	508	0	0	0	0
4008	Cook	17	386	400	639	0	0	0	0
4018	Kitchen Assistant	9	320	400	400	0	0	0	0
5000	Shop Manager	79	1075	1525	2100	14	3750	6500	7000
5001	Wholesale Manager	37	3488	5006	5006	0	0	0	0
5002	Warehouse/Distribution Manager	10	2385	2500	3697	0	0	0	0
5003	Sales Manager	0	0	0	0	10	3000	5200	12150
5004	Buyer	7	1050	2007	3196	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

RETAIL AND WHOLESALE DISTRIBUTION

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
5005	Pharmacist	0	0	0	0	5	2900	3500	3750
5006	Department Manager	19	728	2100	4250	0	0	0	0
5007	Floor Supervisor	54	700	1800	1975	0	0	0	0
5008	Sales Supervisor	112	1250	1790	1790	0	0	0	0
5009	Sales Representative	75	635	635	1150	0	0	0	0
5010	Sales Person	289	541	580	900	5	1025	1750	3131
5011	Shop Assistant	937	400	450	865	0	0	0	0
5012	Cashier	415	600	797	797	0	0	0	0
7022	Workshop Assistant	7	348	348	450	0	0	0	0

NATIONAL REMUNERATION SURVEY

TABLE 7

DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR

**FINANCE AND PROFESSIONAL
SERVICES**

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

FINANCE AND PROFESSIONAL SERVICES

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0001	Managing Director	13	5000	7750	9000	30	5000	11500	15000
0002	Deputy Managing Director	8	6408	7800	10500	7	9000	10263	10500
0003	General Manager	7	4928	8640	9078	9	7500	8000	11500
0004	Deputy General Manager	5	3100	6500	6922	0	0	0	0
0005	Regional Manager	10	3850	3850	6921	0	0	0	0
0006	Divisional Manager	28	7000	7332	7332	13	7332	7332	11888
0011	Administration Manager	14	3282	3282	3400	0	0	0	0
0013	Administration Officer	49	2668	2668	3118	0	0	0	0
0014	Public Relations Officer	6	2668	3118	3364	0	0	0	0
0015	Registry Officer	8	1070	1368	1625	0	0	0	0
0016	General Office Clerk	223	614	1306	1600	0	0	0	0
0017	Filling Clerk	34	640	1000	1028	0	0	0	0
0018	Messenger	205	556	614	690	0	0	0	0
0020	Finance Manager	8	4354	5000	8542	15	6250	8500	8542
0021	Chief Accountant	8	3850	6921	7200	12	6160	6160	6422
0022	Senior Auditor (Professional)	0	0	0	0	19	4000	7808	7808
0023	Senior Accountant(Professional)	11	4472	5092	5352	13	2500	3655	5889
0024	Accountant (Degree)	30	2160	3118	3500	0	0	0	0
0025	Assistant Accountant(Diploma)	44	1740	2026	2828	0	0	0	0
0026	Assistant Auditor	17	2240	2240	4242	0	0	0	0
0027	Accounts Supervisor	34	2425	3282	3781	0	0	0	0
0028	Book Keeper	17	2257	2668	3500	0	0	0	0
0029	Accounts Clerk	132	1170	1560	1771	0	0	0	0
0030	Audit Clerk	40	948	948	2139	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

FINANCE AND PROFESSIONAL SERVICES

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0031	Cashier	19	1179	1179	1202	0	0	0	0
0032	Credit Controller	14	2176	2176	2290	0	0	0	0
0100	Computer Manager	7	5352	5846	6471	8	8000	8542	10000
0102	Technician (Software)	13	2425	3118	4396	0	0	0	0
0103	Technician (Hardware)	10	3118	4396	4800	0	0	0	0
0104	Systems Analyst/Programmer	7	3474	3474	3782	0	0	0	0
0105	Computer Operator	27	2022	2243	2243	0	0	0	0
0106	Data Input Clerk	103	705	908	1625	0	0	0	0
0200	Executive Secretary	10	1540	3847	3880	0	0	0	0
0201	Personal Assistant	22	2952	2960	2960	0	0	0	0
0202	Secretary	208	1514	2044	2179	0	0	0	0
0205	Copy Typist	32	1080	1175	2176	0	0	0	0
0206	Receptionist	38	1022	1470	2290	0	0	0	0
0207	Switchboard Operator	22	1481	2290	2290	0	0	0	0
0300	Personnel Manager	7	5889	6292	6458	0	0	0	0
0302	Training Manager	5	1800	4170	4170	0	0	0	0
0304	Personnel Officer	15	750	3082	3118	0	0	0	0
0307	Training Instructor	8	2668	2970	2970	0	0	0	0
0308	Personnel Clerk	5	1306	1756	1873	0	0	0	0
0405	Storeman	6	1424	1940	2026	0	0	0	0
0407	Stores Clerk	9	1028	1120	1306	0	0	0	0
0500	Security Manager	5	2750	4828	5082	0	0	0	0
0501	Security Inspector	15	1028	2243	2243	0	0	0	0
0503	Security Guard	19	625	675	850	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

FINANCE AND PROFESSIONAL SERVICES

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0504	Watchmen	474	512	550	600	0	0	0	0
0800	Labourer	34	370	438	464	0	0	0	0
0801	Gardener	16	400	442	450	0	0	0	0
0802	Cleaner	276	382	625	690	0	0	0	0
2000	Branch Bank Manager	34	4170	4170	8100	0	0	0	0
2001	Assistant Bank Manager	14	2425	2650	6120	0	0	0	0
2002	Bank Accountant	31	2500	3086	4620	0	0	0	0
2003	Lending Officer	40	2698	2698	3750	0	0	0	0
2004	Bank Supervisor	182	2160	2500	3069	0	0	0	0
2005	Bank Clerk	480	1120	1514	2484	0	0	0	0
2006	Bank Teller	254	1184	1392	3082	0	0	0	0
2007	Insurance Accounts Executive	8	2500	6250	6250	6	7250	7400	7400
2008	Underwriter	31	1295	2052	3033	0	0	0	0
2010	Insurance Clerk	71	1578	1622	1622	0	0	0	0
2012	Property Valuer/Surveyor	7	3000	3000	4200	0	0	0	0
2013	Estate Agent	8	1200	1783	8250	0	0	0	0

NATIONAL REMUNERATION SURVEY

TABLE 8

DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR

CONSTRUCTION

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

CONSTRUCTION

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0001	Managing Director	6	2750	3000	6470	15	4100	8000	8000
0003	General Manager	0	0	0	0	7	5000	7000	8000
0016	General Office Clerk	6	675	1000	1350	0	0	0	0
0017	Filling Clerk	5	310	645	1450	0	0	0	0
0018	Messenger	10	350	450	550	0	0	0	0
0028	Book Keeper	8	600	1500	3000	0	0	0	0
0029	Accounts Clerk	25	675	1000	1500	0	0	0	0
0202	Secretary	17	750	980	2200	0	0	0	0
0205	Copy Typist	7	950	1125	1512	0	0	0	0
0206	Receptionist	12	446	700	970	0	0	0	0
0308	Personnel Clerk	7	588	890	1500	0	0	0	0
0405	Storeman	11	350	921	1225	0	0	0	0
0407	Stores Clerk	21	575	700	718	0	0	0	0
0504	Watchmen	75	295	300	450	0	0	0	0
0700	Extra Heavy Duty Driver	20	1000	1500	1500	0	0	0	0
0701	Heavy Duty Driver	49	684	725	812	0	0	0	0
0702	Light Duty Driver	60	525	644	800	0	0	0	0
0704	Tractor Driver	6	455	1000	1000	0	0	0	0
0800	Labourer	1931	275	287	287	0	0	0	0
0801	Gardener	12	160	250	280	0	0	0	0
0802	Cleaner	87	275	287	350	0	0	0	0
3000	Site Manager	7	2250	3750	3750	21	4000	5050	6650
3001	Civil Engineer	11	2500	3000	5750	27	4750	8500	8500
3005	Architect	5	6000	6000	8830	0	0	0	0

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

CONSTRUCTION

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
3007	Quantity Surveyor	0	0	0	0	12	4500	5250	5250
3010	Civil Engineering Technician	11	1150	2625	2625	0	0	0	0
3014	Electrical Technician	5	1650	1650	9830	0	0	0	0
3017	Draughtsman	5	1600	5470	5470	0	0	0	0
3018	General Foreman	62	1200	1850	2100	21	3100	3750	4285
3019	Trades Foreman	42	1089	1089	1089	14	3118	3118	3673
3020	Chargedhand Tradesman	77	670	700	725	0	3748	4250	4250
3021	Bricklayer	662	518	546	585	0	0	0	0
3022	Plumber	64	480	611	720	0	0	0	0
3023	Carpenter	393	580	600	628	0	0	0	0
3024	Electrician	22	520	1000	2350	11	1400	3677	3677
3025	Painter	127	275	450	580	0	0	0	0
3027	Tiler	18	531	650	693	0	0	0	0
3028	Crane Operator	11	738	1148	1445	0	0	0	0
3029	Earth Moving Plant Operator	35	742	750	840	10	1500	2200	3000
3030	Building Trades Helper	423	280	302	302	0	0	0	0
7006	Mechanical Technician	5	2500	3000	3000	0	0	0	0
7010	Diesel Fitter/Mechanic	8	800	800	1124	0	0	0	0
7015	Welder	17	620	620	775	0	0	0	0
7017	Auto Mechanic	7	772	800	1160	0	0	0	0
7022	Workshop Assistant	8	350	525	700	0	0	0	0

NATIONAL REMUNERATION SURVEY

TABLE 9

DISTRIBUTION OF BASIC SALARIES
BY JOBS WITHIN ECONOMIC SECTOR

HOTEL, CATERING AND TOURISM

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

HOTEL, CATERING AND TOURISM

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
0001	Managing Director	9	1500	2500	4000	13	2000	4500	7500
0003	General Manager	7	3250	3250	4000	7	3500	5000	6900
0014	Public Relations Officer	7	1225	3850	3908	0	0	0	0
0025	Assistant Accountant(Diploma)	6	2500	2750	3750	0	0	0	0
0027	Accounts Supervisor	5	1700	1800	1800	0	0	0	0
0029	Accounts Clerk	17	1050	1480	1480	0	0	0	0
0031	Cashier	35	1100	1733	1733	0	0	0	0
0202	Secretary	8	1000	1340	1950	0	0	0	0
0207	Switchboard Operator	8	620	854	854	0	0	0	0
0405	Storeman	8	555	827	850	0	0	0	0
0504	Watchmen	6	438	550	550	0	0	0	0
0701	Heavy Duty Driver	7	675	750	875	0	0	0	0
0702	Light Duty Driver	24	685	907	1050	0	0	0	0
0800	Labourer	54	290	465	540	0	0	0	0
0801	Gardener	33	356	498	702	0	0	0	0
0802	Cleaner	91	408	568	702	0	0	0	0
4000	Hotel Manager	0	0	0	0	8	2375	3767	6900
4001	Safari Lodge Manager	5	1500	3100	3100	12	2500	3150	4000
4002	Food and Beverages Manager	8	2150	2650	3200	11	2250	3650	3850
4003	Front Office Manager	13	1550	2605	2920	0	0	0	0
4004	Housekeeper	11	478	1750	2250	0	0	0	0
4005	Restaurant Manager	9	950	2119	2119	0	0	0	0
4006	Executive Chef	0	0	0	0	7	2500	3500	4500
4007	Chef	39	925	1100	1500	0	0	0	1500

DISTRIBUTION OF BASIC SALARIES BY JOB BY ECONOMIC SECTOR

HOTEL, CATERING AND TOURISM

JOB CODE	Job Title	CITIZENS				EXPATRIATES			
		Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
4008	Cook	184	690	752	875	0	0	0	0
4009	Hotel Receptionist	58	720	795	1000	0	0	0	0
4010	Maintenance Manager	14	1175	1175	2600	0	0	0	0
4011	Professional Guide	95	895	895	1408	9	2150	2750	2750
4012	Head Barman	12	575	700	1200	0	0	0	0
4013	Head Waiter/Waitress	89	675	675	950	0	0	0	0
4014	Waiter/Waitress	172	525	612	750	0	0	0	0
4015	Barman	79	525	630	675	0	0	0	0
4016	Room Maid	191	425	460	645	0	0	0	0
4017	Porter	22	298	530	675	0	0	0	0
4018	Kitchen Assistant	126	382	390	550	0	0	0	0
7022	Workshop Assistant	10	285	432	432	0	0	0	0

NATIONAL REMUNERATION SURVEY

TABLE 10

DISTRIBUTION OF BASIC SALARIES
BY MAJOR OCCUPATIONAL CATEGORIES

DISTRIBUTION OF BASIC SALARIES BY MAJOR OCCUPATIONAL CATEGORIES

CATEGORY	CITIZENS				EXPATRIATES			
	Total	1st Quartile	Median	3rd Quartile	Total	1st Quartile	Median	3rd Quartile
Executive Management	248	2250	4000	7332	297	4000	6900	10000
Management	455	1750	3282	5000	320	3150	5000	7462
Professional	484	2026	3118	4706	316	3436	4000	6900
Technical	728	1295	2175	3140	133	2400	4250	4914
Supervisory	1575	950	1994	3040	186	1435	3118	4000
Artisans	2049	522	628	1222	182	2500	3667	3668
Clerical	2928	730	1222	1614	24	1300	2000	4000
Sales & Service	4570	400	600	808	22	1500	1750	3131
Secretarial	736	1072	1514	2176	11	1200	1500	2500
Operators	3071	330	500	900	29	700	1500	3000
Drivers	1338	725	1026	1470	18	1400	1400	1400
Unskilled	9215	287	350	526	20	735	1500	1500

NATIONAL REMUNERATION SURVEY

PART TWO

**EMPLOYMENT PRACTICE,
BENEFITS & ALLOWANCES**

EMPLOYMENT PRACTICE, BENEFITS & ALLOWANCES

SECTION 1: SALARY DETERMINATION

Percentage of companies with established salary scales 19%

Percentage of companies using a recognised Job Evaluation system 19%

Type of Job Evaluation System (number of companies)

Paterson	16	Hay	14	Perommnes	2	Other	14
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Factors taken into consideration when determining basic pay levels:

Factor	% companies
Local labour market rate	71
Government Equivalent salaries	19
Government Incomes Policy	16
Southern African Rates	5
International Rates	4
Other	8

Percentage of companies revising salaries annually:

Annually	73%	Irregularly	27%
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Month in which salaries are reviewed for companies revising salaries annually.

Month	% companies	Month	% companies
January	18	July	11
February	3	August	4
March	6	September	1
April	39	October	3
May	5	November	-
June	6	December	3

42%

Percentage of companies which follow Government annual pay increases:

Note: Although compared to 1991 fewer companies now follow Government annual pay increases, most of the companies in the Manufacturing, Retail and Wholesale distribution, and Construction Sectors use the Statutory Minimum Wage as a guideline for determining unskilled wage rates. In May 1996, the Statutory Minimum Wage rates for the regulated sectors were as follows:

Minimum Private Sector Hourly Basic Rates of Pay (in Thebe per hour)

Sector	Thebe per Hour
Building, Construction, Exploration and Quarrying	1.45
Manufacturing, Service & Repair Trades	1.45
Wholesale Distributive Trades	1.39
Retail Distributive Trades	1.31
Hotel, Catering and Entertainment Trades	1.45
Garage, Motor Trades and Road Transport	1.45
Nightwatchmen	1.23

Average percentage increase in basic pay rates by economic sector for 1995/96:

Economic Sector	Average % Increase
Agriculture	8
Mining	5
Manufacturing	10
Motor Trade and Transport	10
Retail and Wholesale Distribution	10
Finance and Professional Services	8
Construction	8
Hotel, Catering & Tourism	11

66%

Percentage of companies awarded merit increases separate from cost of living increases:

Changes in pay policies

Only 5% of the sample (18 companies) reported that they had introduced recent changes in their pay policies. These were primarily in the financial and manufacturing sectors and changes include the introduction of performance management systems and incentive bonuses, reduction in non-wage related benefits, such as loans, and changes in salary structures.

SECTION 2: HOURS OF WORK & WORKING CONDITIONS ALLOWANCES

Average Hours of Work Per week by Economic Sector

Economic Sector	Average hours per week
Agriculture	43
Mining	46
Manufacturing	44
Motor Trade & Transport	45
Retail & Wholesale Distribution	45
Finance & Professional Services	41
Construction	44
Hotel, Catering & Tourism	50

Statutory Provisions

In terms of the Employment Act, the maximum normal hours of working hours of week are as follows:

Five day week: A maximum of nine hours per day and 45 hours a week

Six day week: A maximum of eight hours per day and 48 hours a week

The maximum number of hours which can be worked in any one day are 12 hours.

Overtime

The statutory overtime rates in terms of the Employment Act are as follows:

Normal working day: One and a half times basic hourly rate

Rest day: Twice the normal hourly rate

Public Holidays: Public Holidays

Any day can be designated as a rest day, which need not necessarily fall on a Saturday or Sunday. For non-shift workers overtime must be calculated on a daily basis. For employees designated as shift workers, normal overtime is calculated at one and a half times basic hourly rate of pay for all hours worked in excess of an average of 45 hours across a three week cycle.

To derive an hourly rate from a monthly rate of pay the following divisors are prescribed in the Employment Act.

Five day week: Divide the monthly rate by 22

Five and a half day week: Divide the monthly rate by 24

Six day week: Divide the monthly rate by 26

The Survey found that the average monthly rate of pay after which overtime was not being paid was P2450 per month.

Public Holidays

There are 13 gazetted public holidays but only eight of these have been designated as Paid Public Holidays for the industries regulated by Wage Regulation Orders. These are:

New Years Day	President's Day
Good Friday	Day after President's Day
Easter Monday	Botswana Day
Labour Day (May 1st)	Christmas Day

Employees in sectors covered by wage regulation orders are only required to treat the eight designated public holidays as Paid Public Holidays. However, in the Manufacturing and Motors trades, the majority of employers treat all gazetted public holidays as paid public holidays. In the Construction, and Hotel, Catering and Tourism sector, however, most companies only pay overtime rates for the designated Paid Public Holidays.

Shift Working

Only 26% of the companies in the sample reported that they work shifts. These were primarily in the Mining and Hotel, Catering and Tourism sectors. Of these 93 companies, 31 paid a shift allowance of between 5% and 10% of basic salary. Shift allowances, however, are not common in the Hotel, Catering and Tourism sector, or in the Retail sector where two shifts may be used to cover long opening hours.

Standby

Out of the 42 companies which reported that some employees have to be on standby duty 31 (74%) paid a standby allowance, normally a flat amount.

Working Conditions Allowances

Only five companies reported that they pay an allowance to compensate employees for unpleasant working conditions. These were a Dirt Allowance and an allowance for sanitary workers.

SECTION 3: LEAVE

Annual Leave

Average annual leave by category of employees (in working days)

Category of Employees	Working days
Executives	21
Managers	20
Professionals	20
Supervisors	18
Technical	18
Clerical	18
Unskilled	17
Expatriates	20

Additional Annual Leave

Only **41 (12%)** of the companies reported that they granted extra leave for years of service. This averaged an extra 3-5 days after five years of service.

The statutory minimum annual leave is 15 working days.

Compassionate Leave

A total of **244** companies, 68% of the sample, reported that they grant additional days for compassionate leave in the event of the death of a close relative which is not deducted from annual leave entitlement. The average was five working days.

Sick Leave

Average annual sick leave by category of employees (in working days)

Category of Employees	Working days
Executives	21
Managers	20
Professionals	21
Supervisors	21
Technical	21
Clerical	20
Unskilled	18

The statutory sick leave entitlement is 14 working days per annum.

Maternity Leave

Most companies reported that they granted the minimum length of Maternity Leave (84 days, 12 weeks) as provided for in the Employment Act. Although employers are only required to pay 25% of basic salary during maternity leave, as the table below shows just under half of the companies pay more than the minimum.

	% of salary 25%	% of salary 50%	% of salary 75%	% of salary 100%	% of salary Other
Companies %	51	28	2	12	6

Most of the companies reported that they grant mothers one hour a day off on pay to nurse their child for a period of six months which is provided for in the Employment Act.

Medical Aid

Percentage of companies belonging to a medical aid scheme

63%

Most companies pay 50% of the subscriptions, However, **18%** of the companies who are members of a medical aid scheme pay 100% of the contributions on behalf of executives and managers.

SECTION 4: CITIZEN RETIREMENT/TERMINATION BENEFITS

Retirement Age

	Retirement Age	Not Established
Men	60 years	75% of companies
Women	58 years	75% of companies

Retirement Benefit Schemes (% of companies)

Pension Scheme	18%
Other	12%
None established	60%

Where companies do not have a registered pension scheme or other retirement benefit provisions they are required to pay a **Severance Benefit** under the Employment Act. In terms of the Act, however, employees do not have to leave employment in order to claim the benefit which is payable every five years. The rate is as follows:

First 60 months of employment:	One day's basic pay for each month worked.
Subsequent months of employment	Two day's basic pay for each additional month worked in excess of the first 60 months.

Pension Schemes (percentage relates to number of companies with schemes)

Contributory	59%
Non contributory	49%
Average percentage contribution:	
Employer	9%
Employee	4%

SECTION 5: HOUSING

Few companies provided housing for citizen employees, other than major mining companies. A small percentage (**10%**) did provide housing for senior Batswana executives, but these are primarily major international companies.

Although the majority of companies who employ expatriates (**161 companies (45% of the sample)**) still provide housing for expatriates, the provision of housing is no longer a standard condition of employment. Out of the 161 companies employing expatriates **28%** do not provide housing.

For the **116** companies which do provide housing, the rent is either subsidised, or the housing is provided rent free.

Companies providing rent free accommodation (% of 116):

74%

Companies providing subsidised accommodation (% of 116):

12%

The effective average subsidy for executive housing is in the region of P4000 to P5000 per month and for other expatriates in the region of P1500 to P2500.

In addition, most major companies (primarily international) subsidise water and electricity on behalf of senior management staff. The average subsidy amounts to P500 per month for water and electricity.

Only **11(3%)** of the companies reported that they provided tax relief on the housing benefit. If employees pay 6% of the rateable value of a property as rent then in terms of the Income Tax Act, no additional taxation is payable on the housing benefit.

Out the sample **66 (18%)** companies paid a housing allowance to expatriates.

SECTION 6: COMPANY VEHICLES

Percentage of companies reporting that they provided 'perk' vehicles to management staff:

48%

The average value of managerial 'perk' cars is in the region of P75 000 to P120 000.

Only 21 companies (6%) reported that they provide tax relief on the car benefit.

Car Allowance

Percentage of companies paying a monthly car allowance:

21%

Car allowances are primarily paid to sales personnel. Parastatal organisations, however, pay a 15% of basic salary as a car allowance from middle managerial grades upwards, following Government practice.

SECTION 7: EMPLOYEE LOANS/ADVANCES, AND BENEFITS:

Financial Assistance

Type of Loan	Percentage of companies
None	37
Advance on salary	48
Housing	6
Car	7
Funeral	2
Other	8

Where companies do provide financial assistance for house and car purchase most of the assistance is in the form of a bank guarantee. Some financial institutions provide soft loans, but interest rates on soft loans have risen significantly since the 1991 survey, and are now approximately 70% of prime.

Other Benefits

Type of Benefit	% of companies
Entertainment Allowance	16
Club Membership	13
Staff Purchase Schemes	6
Uniforms	48
Canteen	15
Transport to work	22
Other	7

SECTION 8: BONUS OR INCENTIVE PAYMENTS

Percentage of companies paying a 13th month cheque:

39%

Percentage of companies with profit linked bonus

22%

Percentage of companies with individual incentive schemes

31%

SECTION 9: EXPATRIATE ALLOWANCES

Number of companies employing expatriates (161)	45%
Percentage paying tax free gratuity	85%
Frequency of Home Leave passages	13%
Annual	
End of contract	77%
Children's education allowance:	49%
Primary school only (of companies paying allowance)	95%

In May 1996 the average tuition costs at English medium primary schools in the country was P3100 per term.

SECTION 10: CONSULTATIVE MACHINERY AND INDUSTRIAL RELATIONS

Percentage of companies with formal union agreement:	9%
Percentage of companies with other consultative machinery	45%
Percentage of companies with formal: Discipline Procedure:	60%
Grievance Procedure	54%
Code of Conduct	55%
Membership of BOCCIM	86%

Major benefits from BOCCIM membership:

Training:	25%
Information	27%
Other	13%
Not stated	35%

SECTION 11: BUSINESS CONFIDENCE

Description of current business climate in Botswana:

Favourable	41%
Unfavourable	59%

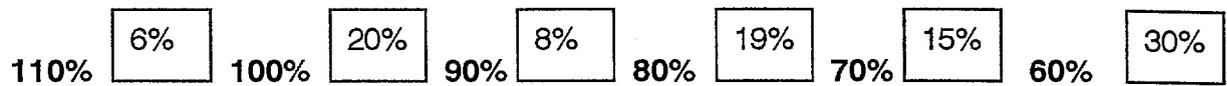
Reasons for **favourable business climate** (percentage of companies who feel the climate was favourable)

Political stability	14%
Economic recovery	30%
Other	31%
Not stated	22%

Reasons for **unfavourable business climate** (percentage of companies who feel the climate was unfavourable)

Recession	37%
Competition	23%
Other	42%
Not stated	12%

Operating Capacity



Expansion plans over the next 12 months:

Yes	49%
No	51%

Obstacles to growth of business (in order of importance)

Productivity	39%
Availability of finance	41%
Lack of trained manpower	15%
Over-regulation and 'red tape'	26%
Over trading & competition	20%
Other	32%
Not stated	15%

NATIONAL REMUNERATION SURVEY

APPENDIX 1

JOB PROFILES BY JOB CODE

JOB PROFILES

The brief job profiles below provide guidance **where appropriate** for matching jobs with the benchmark positions surveyed.

GENERIC POSITIONS

Code	Title	Profile
0001	Managing Director	Self explanatory
0002	Dep. Managing Director	Self explanatory. May also be responsible for functional area.
0003	General Manager	Responsible to board for overall business success.
0004	Dep. General Manager	Self explanatory. May also be responsible for functional area.
0005	Regional Manager	Responsible for company performance within a geographical area; accountable to overall company managing director/general manager.
0006	Divisional Manager	Responsible for overall management of an operating company within a group responsible to group managing director/general manager.
0010	Company Secretary	Responsible to CEO and Board for compliance with statutory requirements; may also head administrative functions.
0011	Administration Manager	Overall management of administrative functions (record keeping, common services, business services, office supplies, etc).
0012	Lawyer	Provides internal legal advice and responsible for preparing legal documents, contracts, etc.
0013	Administration Officer	Manages and supervises provision of administrative services and clerical support.
0014	Public Relations Officer	Promotes image of the company; liaises with media and prepares publicity/promotional material; organises promotional campaigns.
0015	Registry Officer	Responsible for supervision of day-to-day internal mail and filing functions.

Code	Title	Profile
0016	General Office Clerk	Carries out basic clerical duties: e.g. Responds to simple correspondence, collates and records information, completes, forms, vouchers, etc, issues office requisites, answers routine queries, etc
0017	Filing Clerk	Records/distributes mail, files and retrieves correspondence; operates basic office equipment, etc
0018	Messenger	Collects and delivers mail, etc, internally and externally; assists with filing and operates office equipment; may drive motor cycle.
0020	Finance Manager	Responsible to CEO for overall financial management and control of company's finances and assets; and maintenance of accounts. Normally holds a professional qualification.
0021	Chief Accountant	Responsible to Finance Manager or general manager for accurate maintenance of books of accounts and financial statements. Normally holds a professional qualification.
0022	Senior Auditor (Prof)	Holder of professional accountancy or auditing qualification; responsible for internal/external audit functions.
0023	Senior Accountant (Prof)	Holds professional qualification; responsible to chief accountant for accurate maintenance and preparation of sets of accounts.
0024	Accountant (Degree)	Holds a accounting degree and responsible for maintenance and preparation of books of accounts and major accounting function.
0025	Assist. Accountant (Dipl)	Holds diploma and responsible for maintenance of specific accounts (e.g. debtors/creditors) and supervision of accounting clerical staff.
0026	Assistant Auditor (Dipl)	Holds degree or diploma and assists in carrying out internal/external audits under supervision.
0027	Accounts Supervisor	Supervises clerical accounts staff or responsible for specific accounting function; holds diploma/certificate.
0028	Book Keeper	Makes entries into books of accounts and reconciles accounts. May hold certificate.

Code	Title	Profile
0029	Accounts Clerk	Makes entries into books of accounts and processes accounting documentation. May hold certificate.
0030	Audit Clerk	Carries out clerical audit checks under supervision. May hold certificate.
0031	Cashier for banking.	Receives and receipts monies; may prepare monies
0032	Credit Controller	Responsible for following up and collecting accounts receivable; recommends credit limits and carries out credit checks.
0100	Computer Manager	Overall management of data processing functions and information management systems; normally holds degree and/or specialised technical/professional qualification.
0101	Data Base Administrator	Manages development and integrity of large computer data base and provides user support; normally holds degree/technical qualification.
0102	Technician (Software)	Provides user support in operating software programmes; installs software and resolves problems; normally holds technical qualification.
0103	Technician (Hardware)	Install, repairs and resolves problems in computer hardware installations and peripherals. normally holds technical qualification.
0104	Systems Analyst/ Programmer	Analyses computer information processing needs and designs and writes programmes to meet user needs; normally holds degree or technical/professional qualification.
0105	Computer Operator	Operates mainframe computer and runs user programmes as required; prepares back-ups, etc. May hold certificate.
0106	Data In-put Clerk	Inputs data using keyboard; checks and verifies data.
0200	Executive Secretary	Provides secretarial services to CEO; manages office and may supervise secretarial staff; normally holds diploma.

Code	Title	Profile
0201	Personal Assistant	Provides secretarial and administrative services to senior manager; normally holds diploma/certificate.
0202	Secretary	Provides typing, filing and administrative services to professionals/middle managers; may hold certificate.
0203	Typing Pool Supervisor	Supervises typist providing common services.
0204	Shorthand Typist	Self explanatory.
0205	Copy Typist	Self explanatory.
0206	Receptionist switchboard.	Greets and directs visitors; may operate office switchboard.
0207	Switchboard Operator	Self explanatory; may also act as receptionist.
0300	Personnel Manager	Responsible for human relations management function; normally reports to CEO. normally holds degree.
0301	Industrial Rel. Manager	Responsible to Personnel manager for industrial relations functions.
0302	Training Manager	Responsible for planning and carrying out internal training and training needs analysis.
0303	Senior Personnel Officer	Accountable to head of HR management function for specific area of HR(e.g. recruitment, personnel administration, welfare, etc); normally holds degree or diploma.
0304	Personnel Officer	Carries out specific HR functions under supervision (e.g. recruiting, compensation administration, pensions, medical aid, etc); may hold certificate/diploma.
0305	Industrial Rel. Officer	Resolves day-to-day employee grievances/disputes; participates in negotiations with unions, etc. May hold diploma/certificate.
0306	Training Officer	Plans, organises and monitors employee training; runs courses; normally holds diploma/certificate.

Code	Title	Profile
0307	Training Instructor	Designs and delivers technical training courses; normally holds diploma/certificate.
0308	Personnel Clerk	Collates and maintains personnel records; answers basic queries.
0400	Materials Manager	Overall management and control of purchasing and stores functions.
0401	Buyer	Responds to requisitions and sources and places orders; expedites.
0402	Stores Officer	Day-to-day implementation of stores records and procedures; stock control and stock taking, preparation of stock movement reports, etc
0403	Stores Supervisor	Supervises operations of internal supplies/stores function issuing and receiving goods, etc.
0405	Storeman	Receives/issues goods; maintains physical stores, etc
0406	Inventory Controller	Monitors and maintains records of stock movements and initiates re-ordering, etc.
0407	Stores Clerk	Maintains records relating to supplies receipts/issuing.
0500	Security Manager	Responsible for physical security of property and assets.
0501	Security Inspector	Supervises security personnel on shift and investigates incidents, etc
0502	Security Sergeant	Supervises and controls team of security personnel.
0503	Security Guard/Corporal	Controls entry; patrols; checks and records visitors, vehicles, etc.
0504	Watchman	Maintains physical watch over premises, normally at night.
0505	Loss Control Manager	Responsible for implementation of safety rules and standards; investigates accidents, etc.
0506	Safety Officer	Trains staff in safety procedures; checks to ensure implementation; investigates accidents, etc.

Code	Title	Profile
0507	Fire Officer	Responds to fires; checks fire equipment; trains staff in fire prevention and control procedures; etc
0508	First Aid Attendant	Teach first aid to staff; responds to accidents and administers first aid.
0600	Doctor	Self explanatory
0601	Dentist	Self explanatory
0602	Radiographer	Self explanatory
0603	Matron	Self explanatory
0604	Nursing Sister	Self explanatory
0605	Staff Nurse	Self explanatory
0606	Enrolled Nurse	Self explanatory
0700	Extra Heavy Duty Driver	Self explanatory; May require training in safety procedures.
0701	Heavy Duty Driver	Self explanatory
0702	Light Duty Driver	Self explanatory; May also act as messenger when required.
0703	P.S.V. Driver	Self explanatory
0704	Tractor Driver	Self explanatory
0800	Labourer	Self explanatory
0801	Gardener	Self explanatory
0802	Cleaner	Self explanatory
<u>AGRICULTURE</u>		
1000	Farm Manager	Responsible for the overall business operations and success of farm.
1001	Farm Foreman	Day to day supervision of farming activities; answers to manager.

Code	Title	Profile
1002	Farm Mechanic	Maintains and repairs farming equipment; may hold trade test.
1003	Herdsman	Self explanatory; Also administers vaccines under supervision.
1004	Tractor Drivers	Also drives and operates other farming plant and equipment.
1005	Farm Labourers	Self explanatory.

BANKING, INSURANCE & PROPERTY

2000	Branch Bank Manager	Accountable for successful business operation of branch; promotes business; approves facilities within limits; controls staff.
2001	Assistant Bank Manager	Manages day-to-day activities; approves facilities within delegated limits; promotes business, etc.
2002	Bank Accountant	Manages, supervises and controls branch operational functions.
2003	Lending Officer	Process applications for facilities; approves within delegated limits.
2004	Bank Supervisor	Supervises day-to-day specified banking functions.
2005	Bank Clerk	Carries out clerical/computer processing and record keeping; answers customer enquiries; may also act as Teller when required.
2006	Bank Teller	Self explanatory; May also act as Bank Clerk when required.
2007	Insurance Account Executive	Manages portfolio of clients; advises on insurance needs; negotiates and places insurance. Normally holds professional qualification.
2008	Underwriter	Self explanatory; normally holds professional qualification.
2009	Insurance Broker	Places insurance on behalf of clients; advises on insurance needs; may hold professional qualification.

Code	Title	Profile
2010	Insurance Clerk	Processes and records documentation; answers client enquiries.
2011	Property Manager	Manages property holdings; organises lettings, maintenance and repair of property; responsible for financial returns on property. Normally holds professional property/estates qualification.
2012	Property Valuer/Surveyor	Surveys and values property; Holds technical qualification.
2014	Estate Agent	Lets and sells property on behalf of clients; advises on prices and negotiates sales; may hold technical qualification.

CONSTRUCTION

3000	Site Manager	Manages major construction project and responsible for overall organisation and control of construction work; normally holds civil engineering or related degree.
3001	Civil Engineer	Designs and/or manages major civil engineering construction works; holds degree and/or professional qualifications.
3002	Consulting Engineer	Designs construction, civil/mechanical engineering construction work; monitors works in progress on behalf of clients; holds degree and professional qualifications.
3003	Mechanical Engineer	Designs and/or manages major mechanical engineering works; organises and controls maintenance and repair functions; hold degree and/or professional qualifications.
3004	Electrical Engineer	Designs and/or manages electrical engineering or building electrical installation works; organises and controls maintenance and repair functions; hold degree and/or professional qualifications.
3005	Architect	Designs buildings according to customer requirements; monitors and checks work in progress; holds degree/professional qualifications.

Code	Title	Profile
3006	Estimator	Prepares quotations and tenders for building and civil engineering projects; holds technical qualifications.
3007	Quantity Surveyor	Prepares bills of quantities for building and construction projects; measures work in progress; holds technical qualifications.
3008	Land Surveyor	Surveys land and prepares maps; holds technical qualifications.
3009	Q.S. Technician	Assists in the preparation of bills of quantity; measures work in progress; holds diploma/certificate.
3010	Civil Engineering Techn.	Prepares detailed designs; resolves construction problems relating to specifications; tests buildings materials, etc; monitors and checks work in progress; holds technical diploma/certificate.
3011	Building Inspector	Checks buildings/construction works for safety and compliance with standards and specifications; approves work in progress; normally holds building trades diploma/certificate.
3012	Maintenance Manager	Organises, manages and controls property maintenance repair services; normally holds technical diploma/certificate.
3013	Maintenance Supervisor	Organises and supervises day-to-day building maintenance services; normally holds building trades certificate/apprenticeship.
3014	Electrical Technician	Designs electrical wiring installations; supervises installations; diagnoses faults; holds technical diploma/certificate.
3015	Clerk of Works	Organises and supervises documentation relating to work in progress on major construction projects; schedules work and resolves problems; holds technical diploma/certificate.
3016	Aircon. & Refridg. Techn.	Designs, installs, repairs and services plant and equipment; diagnoses faults; holds diploma/certificate or apprenticeship.

Code	Title	Profile
3017	Draughtsman	Prepares detailed civil/mechanical engineering drawings according to specifications and designs; holds diploma/certificate.
3018	General Foreman	Organises and controls day-to-day building and construction work across trades; holds apprenticeship and/or diploma/certificate.
3019	Trades Foreman	Supervises and controls activities of tradesmen within specified trade; holds apprenticeship.
3020	Chargehand Tradesman	Supervises small team of tradesmen; carries out building works and checks others; normally holds apprenticeship.
3021	Bricklayer Test B.	Normally completed apprenticeship/NCC/or Trade Test B.
3022	Plumber Test B.	Normally completed apprenticeship/NCC/or Trade Test B.
3023	Carpenter Test B.	Normally completed apprenticeship/NCC/or Trade Test B.
3024	Electrician	Normally completed apprenticeship/NCC/or Trade Test B.
3025	Painter	Trade test
3026	Joiner	Trade test or apprenticeship; may also work as cabinet maker
3027	Tiler	May hold trade test qualification as plumber.
3028	Crane Operator	Operates site stationery overhead crane.
3029	Earth Moving Plant Op.	Operates earthmoving equipment such as graders, bulldozers, etc
3030	Building Trades Helper	Provides unskilled/semi-skilled assistance to tradesmen/artisans.

HOTEL, CATERING & TOURISM

4000	Hotel Manager	Normally holds professional/technical hotel/catering diploma
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Code	Title	Profile
4001	Safari Lodge Manager	Self explanatory
4002	Food & Beverage Manager	Responsible for provision of food and refreshment services.
4003	Front Office Manager	Responsible for reservations, guest reception, billing services; may also include managerial responsibility for housekeeping.
4004	Housekeeper	Supervises and controls provision of cleaning and laundry services.
4005	Restaurant Manager	Self explanatory
4006	Executive Chef	Plans menus and manages and controls kitchen services; normally holds professional/technical qualification.
4007	Chef	Normally holds technical qualification and completed apprenticeship.
4008	Cook	Prepares meals under supervision.
4009	Hotel Receptionist	Self explanatory
4010	Maintenance Manager	Responsible for the overall maintenance and repair of hotel/lodge facilities. May hold construction technical qualification.
4011	Professional Guide	Holds GoB professional guide licence.
4012	Head Barman	Self explanatory. Also accountable for bar receipts and stock.
4013	Head Waiter/Waitress	Self explanatory
4014	Waiter/Waitress	Self explanatory
4015	Barman	Self explanatory
4016	Room Maid	Self explanatory
4017	Porter	Self explanatory
4018	Kitchen Assistant	Self explanatory

Code	Title	Profile
<u>RETAIL & WHOLESALE DISTRIBUTION</u>		
5000	Shop Manager	Accountable for turnover, sales, stock and inventory control in retail sales outlet; organises shop and controls staff.
5001	Wholesale Manager	Manages wholesale depot or branch..Accountable for turnover, sales, stock and inventory control; organises and controls staff.
5002	Warehouse/ Distribution Manager	Responsible for organising/controlling receipt and despatch of goods.
5003	Sales Manager	Promotes sales of company products; manages and organises sales force; accountable for sales turnover.
5004	Buyer	Sources and negotiates prices and delivery of goods for retail/wholesale outlets.
5005	Pharmacist	Self explanatory; holds professional qualification; may also act as retail outlet manager.
5006	Department Manager	Organises and controls defined section/department of retail/wholesale outlet; responsible for stock control, turnover, etc.
5007	Floor Supervisor	Supervises and controls specified area of retail/whole outlet; monitors stock turnover; answers customers enquiries, etc.
5008	Sales Supervisor	Supervises and controls small sales team actively promoting sales.
5009	Sales Representative	Actively markets and sells products directly to consumer; visits customers and promotes products.
5010	Sales Person	Sells products to customers; responds to customer enquiries; advises customers on products.
5011	Shop Assistant	Assists customers to locate goods; packs and stacks goods.
5012	Cashier	Receives cash and issues receipts in retail/wholesale outlet.

Code	Title	Profile
<u>MINING</u>		
6000	Mine Manager	Responsible for management of mine, and operational and financial success; holds appropriate degree.
6001	Mining Engineer	Designs and manages the implementation of mining plans; holds degree.
6002	Geologist	Self explanatory. Holds degree.
6003	Chief Engineer	Organises and manages provision of engineering construction, repair and maintenance functions; holds degree.
6004	Mine Superintendent	Organises and controls day-to-day mining activities to achieve production targets; holds degree or technical diploma.
6005	Section Engineer	Organises and controls provision of engineering maintenance and repair services within designated area/function; holds degree.
6006	Chemist	Organises and manages laboratory services and testing materials and specifications; holds degree.
6007	Mining Technician	Prepares detailed mining plans; resolves technical mining problems; holds technical diploma.
6008	Mining Foreman	Supervises and controls mining crew on shift to achieve production targets; normally holds diploma/certificate.
6009	Drilling & Blasting F'man	Supervises and controls activities of drilling and/or blasting crews; holds appropriate certificates and licences.
6010	Plant Operator	Operates mining plant and processing equipment; sets and checks specifications; makes necessary adjustments.
6011	Earthmoving Plant Op.	Operates heavy machinery in mining environment; loaders, bulldozers, etc.
6012	Blasting Licence Holder	Self explanatory
6013	Driller	Operates mining drilling rig.

Code	Title	Profile
6014	Plant Attendant	Minds moving plant; responds to emergencies; loads/unloads.

SECTION 8: ENGINEERING & MOTOR TRADE

7000	Service Manager	Accountable for overall customer after sales service and repair functions; promotes business, organises workshop, etc;
7001	Workshop Manager	Manages and organises workshop activities; priorities work; monitors and checks work; prepares estimates and quotations, etc.
7002	Workshop Foreman	Organises day-to-day activities in workshop; issues, checks and monitors work; normally holds apprenticeship/technical certificate/diploma.
7003	Workshop Supervisor	Supervises and controls section of workshop; normally holds apprenticeship.
7004	Parts Manager	Manages and controls parts function; establishes procedures and controls; orders parts and promotes parts sales.
7005	Parts Supervisor	Supervises and controls section of parts function; orders parts and serves customers.
7006	Mechanical Technician	Self explanatory; C & G certificate/diploma or equivalent
7007	Electrical Technician	Self explanatory; C & G certificate/diploma or equivalent
7008	Instrumentation Technician	Self explanatory; C & G certificate/diploma or equivalent
7009	Mechanical Fitter	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7010	Diesel Fitter/Mechanic	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7011	Electrical Fitter	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B

Code	Title	Profile
7012	Machinist	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7013	Turner	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7014	Coded Welder	Self explanatory; Apprenticeship as welder.
7015	Welder	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7016	Boiler Making	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7017	Auto Mechanic	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7018	Auto Electrician	Self explanatory; Apprenticeship (NCC) or may hold Trade Test B
7019	Panel Beater	Self explanatory; May hold Trade Test C/B
7020	Spray Painter	Self explanatory; May hold Trade Test C/B.
7021	Workshop Clerk	Maintains workshop records; completes job cards and calculates charges, etc.
7022	Workshop Assistant	Assists artisans with unskilled and semi-skilled tasks.

MANUFACTURING

8000	Factory Manager	Accountable for overall operational activities of factory and achievement of targets.
8001	Factory Foreman	Supervises and manages day-to-day activities of factory or section of factory.
8002	Machine Operator	Sets up machine according to specifications; checks quality.
8003	Plant/Process Assistant	Minds continuous operations machines; monitors operations and makes adjustments within narrow limits.
8004	Packer	Packs finished goods.

Code	Title	Profile
8005	Assembler	Assembles manufactured goods from pre-fabricated parts.
8006	Supervisor	Supervises group of production workers; issues and checks work.
8007	Machinist (Textiles)	Makes up garments from prepared pieces.
8008	Designer	Designs garments.
8009	Pattern Cutter	Prepares and cuts un-machined pieces from designs
8010	Machine Attendant	Monitors operations of production machine; loads and unloads.

NATIONAL REMUNERATION SURVEY

APPENDIX 2

**CLASSIFICATION OF JOBS BY MAJOR
OCCUPATIONAL CATEGORIES**

CLASSIFICATION OF JOBS BY MAJOR OCCUPATIONAL CATEGORY

CATEGORY: EXECUTIVE MANAGEMENT

0001	Managing Director
0005	Regional Manager
0002	Deputy Managing Director
0004	Deputy General Manager
0003	General Manager
0006	Divisional Manager

CATEGORY: MANAGMENT

3012	Maintenance Manager
6000	Mine Manager
2000	Branch Bank Manager
0300	Personnel Manager
4002	Food & Beverage Manager
0302	Training Manager
5002	Warehouse/Distribution Manager
0011	Administration Manager
7001	Workshop Manager
0100	Computer Manager
5001	Wholesale Manager
0020	Finance Manager
0505	Loss Control Manager
2001	Assistant Bank Manager
5000	Shop Manager
3000	Site Manager
4003	Front Office Manager
2011	Property Manager
8000	Factory Manager
4000	Hotel Manager
4010	Maintenance Manager
1000	Farm Manager
0500	Security Manager
7000	Service Manager
0301	Industrial Rel. Manager
4001	Safari Lodge Manager
0400	Materials Manager
5003	Sales Manager
7004	Parts Manager

CATEGORY: PROFESSIONAL

6004	Mine Superintendent
0012	Lawyer
6003	Chief Engineer
2007	Insurance Accounts Executive
6005	Section Engineer
0104	Systems Analyst/Programmer
0026	Assistant Auditor
0605	Staff Nurse

CLASSIFICATION OF JOBS BY MAJOR OCCUPATIONAL CATEGORY

0024	Accountant (Degree)
3005	Architect
5005	Pharmacist
0010	Company Secretary
0022	Senior Auditor (Professional)
3004	Electrical Engineer
0600	Doctor
2013	Property Valuer/Surveyor
0101	Data Base Administrator
3003	Mechanical Engineer
6006	Chemist
0602	Radiographer
0023	Senior Accountant (Professional)
0603	Matron
0021	Chief Accountant
0604	Nursing Sister
6002	Geologist
3002	Consulting Engineer
6001	Mining Engineer
0025	Assistant Accountant (Diploma)
0601	Dentist
3001	Civil Engineer

CATEGORY: TECHNICAL

3015	Clerk of Works
8009	Pattern Cutter
8008	Designer
7008	Instrumentation Technician
0508	First Aid Attendant
2012	Estates Manager
0606	Enrolled Nurse
3006	Estimator
0507	Fire Officer
3008	Land Surveyor
5004	Buyer
3010	Civil Engineering Techn.
0506	Safety Officer
7007	Electrical Technician
0401	Buyer
3014	Electrical Technician
6007	Mining Technician
3016	Aircon. & Refidg. Techn.
4011	Professional Guide
0014	Public Relations Officer
2008	Underwriter
2014	Estate Agent
0103	Technician (Hardware)
3007	Quantity Surveyor
0102	Technician (Software)
3011	Building Inspector

CLASSIFICATION OF JOBS BY MAJOR OCCUPATIONAL CATEGORY

0304	Personnel Officer
2009	Insurance Broker
4006	Executive Chef
0306	Training Officer
2003	Lending Officer
3009	Q.S. Technician
0307	Training Instructor
3017	Draughtsman
7006	Mechanical Technician
0303	Senior Personnel Officer
0305	Industrial Relations Officer

CATEGORY: SUPERVISORY

6009	Drilling & Blasting F'man
8006	Supervisor
7003	Workshop Supervisor
8001	Factory Foreman
2004	Bank Supervisor
0027	Accounts Supervisor
7005	Parts Supervisor
1001	Farm Foreman
0013	Administration Officer
0501	Security Inspector
6008	Mining Foreman
0502	Security Sergent
3020	Chargehand Tradesman
5008	Sales Supervisor
0403	Stores Supervisor
5007	Floor Supervisor
3013	Maintenance Supervisor
5006	Department Manager
3018	General Foreman
7002	Workshop Foreman
0402	Stores Officer
2002	Bank Accountant
3019	Trades Foreman
4004	Housekeeper

CATEGORY: ARTISANS

3024	Electrician
3027	Tiler
3025	Painter
7020	Spray Painter
7013	Turner
7017	Auto Mechanic
7014	Coded Welder
7019	Panel Beater
3022	Plumber
6012	Blasting Licence Holder

CLASSIFICATION OF JOBS BY MAJOR OCCUPATIONAL CATEGORY

7015	Welder
6013	Driller
3026	Joiner
7011	Electrical Fitter
1002	Farm Mechanic
7018	Auto Electrician
3021	Bricklayer
7009	Mechanical Fitter
7012	Machinist
7016	Boiler Making
3023	Carpenter
7010	Diesel Fitter/Mechanic

CATEGORY: CLERICAL

2005	Bank Clerk
2006	Bank Teller
7021	Workshop Clerk
0016	General Office Clerk
0030	Audit Clerk
0015	Registry Officer
0032	Credit Controller
0405	Storeman
0105	Computer Operator
0407	Stores Clerk
0031	Cashier
0028	Book Keeper
0017	Filing Clerk
0308	Personnel Clerk
0106	Data In-put Clerk
0029	Accounts Clerk
0406	Inventory Controller
0018	Messenger
2010	Insurance Clerk

CATEGORY: SALES & SERVICE

5010	Sales Person
4013	Head Waiter/Waitress
4014	Waiter/Waitress
4016	Room Maid
4009	Hotel Receptionist
5011	Shop Assistant
4012	Head Barman
4018	Kitchen Assistant
4015	Barman
4017	Porter
4005	Restaurant Manager
0503	Security Guard/Corporal
5012	Cashier
4007	Chef

CLASSIFICATION OF JOBS BY MAJOR OCCUPATIONAL CATEGORY

5009	Sales Representative
4008	Cook
0504	Watchman

CATEGORY: SECRETARIAL

0201	Personal Assistant
0207	Switchboard Operator
0200	Executive Secretary
0206	Receptionist
0203	Typing Pool Supervisor
0204	Shorthand Typist
0202	Secretary
0205	Copy Typist

CATEGORY: OPERATORS

8004	Packer
3029	Earth Moving Plant Op.
8002	Machine Operator
6014	Plant Attendant
8005	Assembler
6011	Earthmoving Plant Op.
3028	Crane Operator
8007	Machinist
8003	Plant/Process Assistant
6010	Plant Operator

CATEGORY: DRIVERS

0700	Extra Heavy Duty Driver
0703	P.S.V. Driver
1004	Tractor Drivers
0702	Light Duty Driver
0701	Heavy Duty Driver
0704	Tractor Driver

CATEGORY: UNSKILLED

<u>CODE</u>	<u>JOB TITLE</u>
0801	Gardener
0800	Labourer
1005	Farm Labourers
0802	Cleaner
7022	Workshop Assistant
1003	Herdsman
3030	Building Trades Helper
8010	Machine Attendant

NATIONAL REMUNERATION SURVEY

APPENDIX 3

DISTRIBUTION OF SAMPLE BY
COMPANY SIZE

DISTRIBUTION OF SAMPLE BY EMPLOYMENT SIZE OF COMPANIES

NUMBERS

ECONOMIC SECTOR	COMPANIES									
	Total Companies	< 10	11 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	> 1000	
Agriculture	9	2	1	3	2	1	0	0	0	0
Mining	7	0	0	1	1	1	1	1	1	2
Manufacturing	83	15	12	20	16	7	8	2	3	3
Motor Trade & Transport	35	4	12	11	4	3	0	0	1	1
Retail & Wholesale Distribution	113	46	27	21	7	7	3	1	1	1
Finance & Professional Services	50	18	6	9	7	4	3	2	1	1
Construction	31	2	5	9	4	5	3	3	0	0
Hotel, Catering & Tourism	33	4	8	10	4	6	1	0	0	0
Totals	361	91	71	84	45	34	19	9	8	

ECONOMIC SECTOR	EMPLOYEES									
	Total Employees	< 10	11 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	> 1000	
Agriculture	450	18	20	99	124	189	0	0	0	0
Mining	6150	0	0	33	76	139	325	547	5030	
Manufacturing	10826	94	183	686	1250	886	2499	1245	3983	
Motor Trade & Transport	2472	36	178	394	271	383	0	0	1210	
Retail & Wholesale Distribution	5440	287	388	645	502	820	879	880	1039	
Finance & Professional Services	5248	97	91	274	443	573	1077	1547	1146	
Construction	4710	13	77	297	288	849	937	2249	0	
Hotel, Catering & Tourism	1900	24	110	373	297	729	367	0	0	
Totals	37196	569	1047	2801	3251	4568	6084	6468	12408	

DISTRIBUTION OF SAMPLE BY EMPLOYMENT SIZE OF COMPANIES

PERCENTAGES

ECONOMIC SECTOR	COMPANIES								
	Total Companies	< 10	11 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	> 1000
Agriculture	9	22%	11%	33%	22%	11%	0%	0%	0%
Mining	7	0%	0%	14%	14%	14%	14%	14%	29%
Manufacturing	83	18%	14%	24%	19%	8%	10%	2%	4%
Motor Trade & Transport	35	11%	34%	31%	11%	9%	0%	0%	3%
Retail & Wholesale Distribution	113	41%	24%	19%	6%	6%	3%	1%	1%
Finance & Professional Services	50	36%	12%	18%	14%	8%	6%	4%	2%
Construction	31	6%	16%	29%	13%	16%	10%	10%	0%
Hotel, Catering & Tourism	33	12%	24%	30%	12%	18%	3%	0%	0%
Totals	361	25%	20%	23%	12%	9%	5%	2%	2%

ECONOMIC SECTOR	EMPLOYEES								
	Total Employees	< 10	11 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	> 1000
Agriculture	450	4%	4%	22%	28%	42%	0%	0%	0%
Mining	6150	0%	0%	1%	1%	2%	5%	9%	82%
Manufacturing	10826	1%	2%	6%	12%	8%	23%	12%	37%
Motor Trade & Transport	2472	1%	7%	16%	11%	15%	0%	0%	49%
Retail & Wholesale Distribution	5440	5%	7%	12%	9%	15%	16%	16%	19%
Finance & Professional Services	5248	2%	2%	5%	8%	11%	21%	29%	22%
Construction	4710	0%	2%	6%	6%	18%	20%	48%	0%
Hotel, Catering & Tourism	1900	1%	6%	20%	16%	38%	19%	0%	0%
Totals	37196	2%	3%	8%	9%	12%	16%	17%	33%