

TABLE OF CONTENTS

Foreword	3
Executive summary	7
 <i>Chapter 1</i>	
Study overview	
Introduction	11
The survey	14
The sample	15
Representativeness of the sample	16
Data analyses	17
 <i>Chapter 2</i>	
Characteristics of PRP schemes	
Types of payments reported by managers	21
Types of payments reported by agencies	22
Performance measures	23
Levels of awards	24
Distributions of awards reported by managers	24
Levels and distributions of awards reported by agencies	25
 <i>Chapter 3</i>	
Evaluations of performance pay processes	
Perceived general effectiveness of schemes	27
Personal effectiveness	27
 <i>Chapter 4</i>	
Motivation potential of PRP and reactions to PRP schemes	
Motivation potential of PRP	29
Defining motivational states	31
Distributions of motivational states	32
The effects of PRP schemes on motivational states	32
 <i>Chapter 5</i>	
Satisfaction, commitment and trust	
Satisfaction levels of managers	35
Determinants of performance pay satisfaction	36
Determinants of commitment and trust	37

Chapter 6

Management flexibility and teamwork

Management flexibility
Teamwork

Chapter 7

Major findings and policy implications

The question of fit
Effectiveness of implementation
Assessment against key effectiveness criteria
Impacts of PRP scheme characteristics
Annex 1. Figures
Annex 2. Tables
References