

**Legislative Council Panel on Home Affairs and
Legislative Council Panel on Public Service**

Joint Meeting on 8 May 2001

**Proposal to Merge the Amenities Officer Grade and
the Recreation and Sport Officer Grade
into a New Leisure Services Manager Grade**

PURPOSE

This paper briefs Members on the proposal to merge the Amenities Officer (AO) and Recreation and Sport Officer (RSO) grades to form a new Leisure Services Manager (LSM) grade.

BACKGROUND

2. The AO and RSO grades are operating in two separate responsibility areas under the management of the LCSD in the delivery of leisure services.

3. The AO grade is mainly responsible for the planning and development of recreational and amenities projects such as the annual "Hong Kong Flower Show" and the "Green Hong Kong Campaign" as well as the management of recreational venues and facilities.

4. The RSO grade is responsible for the promotion and organization of recreational activities and public sports programmes such as training courses and sports competitions under the "Community Recreation and Sports Programmes", the "Healthy Exercise for All Campaign" and the "Corporate Games".

5. The major duties and responsibilities of various ranks of the AO and RSO grades are at Enclosures 1 and 2 respectively.

6. Despite the apparent difference in their responsibilities, the roles of the two grades are in practice closely related and converge at planning, policy and management levels whereat posts can be filled by officers from either the AO or RSO grade. Examples of these jobs are at Enclosure 3.

7. This arrangement is not satisfactory. It limits flexibility in staff deployment and restricts the scope for staff's career development. Efforts to improve

the delivery of leisure services to the public have also been hampered by the demarcation of responsibilities between the two grades. One prominent example is found in district operations where RSOs who organize training courses and sport events are detached from the recreational venues in which these activities are held. Participants are thus unable to contact the organizers for speedy advice on relevant arrangements or solutions to problems they encounter.

8. A solution to these problems lies in merging the AO and RSO grades. There have been a few studies by the Administration since 1985 on such a merger. Although all these studies were shelved mainly because of opposition from staff, the conclusion reached on all occasions was that a merger would be in the best interest of staff of the two grades and would improve operational efficiency. In December 1998, the joint management of the former municipal services departments under which the two grades operated before establishment of LCSD decided to revisit the merger proposal. This decision was reinforced by the recommendation made by the Consultant appointed by Government to study the development of a new institutional framework for the provision of arts and culture, sport and recreation. In his report released in March 1999, the Consultant recommended that “in the interest of operational efficiency, training and career development of the officers, and flexibility in postings for the management ... the two grades be merged into a new grade, to be called “Leisure Services Manager””. This recommendation was accepted in principle by the Administration. The present proposal is in pursuit of this recommendation.

JUSTIFICATIONS

9. Merging the AO and RSO grades will not only help tackle the problems outlined above, but will also enable LCSD to achieve the following –

(a) To improve the delivery of leisure services to the public

The merger will help LCSD meet the demand for a professional and one-stop service at its recreational venues. Instead of having two groups of staff attending to venue management and sports programming separately in district offices, an Assistant Leisure Services Manager (ALSM) II will be deployed to take care of both areas of work in each of the 220 recreational venues and facilities. Members of the public will then be able to get on-the-spot and professional assistance and advice on the usage of

facility and participation in the sport programmes at each venue.

(b) To control cost through efficiency enhancement and productivity gain

Delivering a professional and one-stop service as mentioned in (a) above requires the stationing of managers with expertise in both the amenities and sports areas in each and every recreational venue. Without the merger, this would be extremely costly in that a resident AO II and an Assistant Recreation and Sport Officer (ARSO) II would have to be provided for each of the about 220 recreational venues across the territory to attend to venue management and sport programming respectively. A net additional total of 135 AO II and 92 ARSO II posts would have to be created at an estimated cost of \$61,341,180 in notional annual salary cost at mid-point (NAMS) and personal emolument (PE). With the merger, only one ALSM II will be required to cover both areas of responsibility. A net total of only ten additional ALSM II will be required. The additional NAMS required will be reduced to \$6,278,940 for regrading of posts.

(c) To develop a multi-skilled workforce for facility management and sports programming

The merger will remove the historical demarcation of duties between the AO and RSO grades, thereby providing greater flexibility in the deployment of staff to meet operational requirements and improving the career development of staff. Such a multi-skilled workforce is in line with the practice of running recreational clubs in the private sector and is widely adopted in other countries.

PROPOSAL

Pay Structure

10. The pay structure that the Administration proposes for the new grade as compared with those of the AO and RSO grades is as follows –

Existing		Proposed
AO Grade	RSO Grade	LSM Grade
—	Principal Recreation and Sport Officer (D1)	Principal Leisure Services Manager (D1)
Principal Amenities Officer (MPS 45-49)	Chief Recreation and Sport Officer (MPS 45-49)	Chief Leisure Services Manager (MPS 45-49)
Chief Amenities Officer (MPS 40-44)	Senior Recreation and Sport Officer (MPS 37-44)	Senior Leisure Services Manager (MPS 40-44)
Senior Amenities Officer (MPS 34-39)	Recreation and Sport Officer (MPS 31-36)	Leisure Services Manager (MPS 34-39)
Amenities Officer I (MPS 27-33)	Assistant Recreation and Sport Officer I (MPS 24-30)	Assistant Leisure Services Manager I (MPS 24-33)
Amenities Officer II (MPS 4-26)	Assistant Recreation and Sport Officer II (MPS 11-23)	Assistant Leisure Services Manager II (MPS 11-23)

The proposed pay structure represents a combination of the existing pay scales and hierarchies of the AO and RSO grades. It reflects the wider scope and more diverse nature of responsibilities of the new grade, particularly for posts involved in district management and operations. The justifications for the pay scales proposed for individual ranks are set out in paragraphs 11-14 below.

Assistant Leisure Services Manager II

11. Under the present mode of operation, an AO II is responsible for overseeing the management of a number of recreational venues while an ARSO II is responsible for organizing sport programmes on a district-wide basis. In future, an ALSM II will be required to manage and organize sport activities for only one recreational venue. Viewed in this light, the duties and responsibilities of the ALSM II rank will be wider in scope and more diverse in nature, but will not necessarily be more complex or of a higher level than those of the ARSO II rank.

Considering the present pay scales of MPS 4-26 and MPS 11-23 for the AO II and ARSO II ranks respectively and drawing reference from the normal pay scale for the basic recruitment ranks of grades requiring a diploma from a registered post-secondary college (RPSC) or a higher diploma for entry, the Administration is of the view that on balance, the ARSO II pay scale is appropriate for the ALSM II rank. This is in line with the majority of grades with a benchmark qualification of higher diploma or RPSC diploma and a starting salary at MPS 11.

Assistant Leisure Services Manager I

12. The majority of the ALSMs I will be involved in district operation duties. Each ALSM I will oversee the work of ALSMs II in one of the functional areas in a district, i.e. indoor recreation centres or indoor games halls, swimming pool complexes, beaches or parks and playgrounds. They will also assist the LSMs in planning and budgeting work at the district level. Other ALSMs I will be involved in landscaping work or required to assist in the development of recreational venues, recreation programmes, research, organization of flower shows and exhibitions, etc. The responsibilities of this rank will be wider in scope than those of the AO I or the ARSO I rank. The proposed pay scale of MPS 24-33, which represents a combination of the pay scales for the two ranks, is considered appropriate.

Leisure Services Manager, Senior Leisure Services Manager and Chief Leisure Services Manager

13. Officers in these three ranks will function as middle or senior managers in district operations or territory-wide planning and programming work. In district operations, LSMs, Senior Leisure Services Managers and Chief Leisure Services Managers will be deployed as deputy district leisure managers, district managers and chief leisure managers respectively, being responsible for planning, supervising and co-ordinating the delivery of leisure services in the district or at the regional level. They will also represent LCSD at meetings of district councils and other sports organizations. In the departmental headquarters, officers of these three ranks will serve as staff officers, being responsible for the planning, development and research work at various levels in programming and strategy development. The Administration considers that the levels of responsibilities of these ranks will be similar to those of the Senior Amenities Officer, Chief Amenities Officer and Principal Amenities Officer ranks and that the pay scales thereof should be adopted.

Principal Leisure Services Manager

14. There is a D1 rank (Principal Recreation and Sport Officer (PRSO)) in the RSO Grade. The only post in this rank was deleted upon reorganization of the municipal services departments in 2000. While there is no immediate need for a D1

post upon merger of the two grades, DLCS does not preclude the need for such a post in future. DLCS therefore proposes to retain the D1 rank as Principal Leisure Services Manager in the new grade. Creation of a rank at this level will also enable the PRSO who is currently deployed to other duties to be offered the option to transfer to the new grade.

Encl.4 15. Duties and responsibilities proposed for the various ranks of the new
Encl.5 LSM grade are at Enclosure 4. A brief description of the new mode of operation for the delivery of leisure services at district level is at Enclosure 5.

Personal Pay Scale for Serving AOs II

16. Unlike most RSO grade staff who will fit into a pay scale with a higher starting pay and/or maximum pay upon regrading, most AO grade staff will fit in a pay scale with the same range of pay points upon regrading. The AOs II will fare even worse in that they would risk financial loss in terms of a cut in maximum salary by three points from MPS 26 to MPS 23 upon regrading as ALSMs II. Staff of the AO grade have raised serious concern on this in the staff consultation process. To ensure success of the merger, it is important to entice as many staff as possible to opt to join the new grade. The Administration therefore proposes to allow serving AOs II to retain their personal pay scale. This will, without jeopardizing the interest of RSO grade staff, enable serving AOs II to progress to MPS 26 even if they do not eventually advance beyond the ALSM II rank.

IMPLEMENTATION

17. If endorsed by the Finance Committee, LCSD will implement the merger proposal by phases to ensure a smooth transition. Staff will be given a period of 12 months within which to opt to join the new grade. LCSD has lined up resources for a comprehensive training programme to provide cross-stream training to staff both before and after the merger to equip them with the necessary skills and knowledge for discharging the duties of the new grade. The new one-stop service mode of operation will be implemented on a district by district basis in pace with the progress of the training programme and the staff regrading exercise.

FINANCIAL IMPLICATIONS

Encl.6 18. The regrading of existing AO and RSO grade posts to the new LSM grade will require additional cost of \$6,278,940 in NAMS and \$9,422,946 in full annual staff cost at mid point (FASCAM) (see Enclosure 6). No provision has been

included in the 2001-02 Estimates to meet the cost of the merger proposal but the total NAMS and FASCAM requirements can be covered by savings to be achieved by LCSD through contracting out of its services in 2001-02. The raising of its NAMS and FASCAM ceilings will not be required.

STAFF CONSULTATION

19. The Administration has consulted staff and staff unions of the AO and RSO grades extensively on the merger proposal over a period of 18 months through staff briefings, meetings with staff unions and collection of views from individual staff. Most of the concerns of staff have been addressed by LCSD while others are not directly relevant to the merger. In coming up with the present merger package, the Administration has taken into account the views and feedback received in the staff consultation.

20. DLCS has issued a letter on 23.3.2001 to all staff of the two grades advising them of the decision to submit the merger proposal to the Finance Committee for consideration. LCSD has also conducted four briefing sessions in the following week to explain to staff the proposed merger package and regrading arrangements. Staff sentiments at the briefing sessions indicate that while AO grade staff are generally supportive, some RSO grade staff do not find the proposed merger package acceptable.

21. The Standing Commission on Civil Service Salaries and Conditions of Service (the Standing Commission) has met representatives of the Government Recreation and Sport Services Staff Union (GRSSSU) and the Amenities Officers Association (AOA) on 12.4.2001 at the request of the GRSSSU. At the meeting, the AOA reaffirmed its support for the merger while the GRSSSU restated its reservations. The concerns raised by the two staff unions and the Administration's position are summarized at Enclosure 7.

Encl. 7

22. The Administration's assessment is that the majority of staff are not opposed to the merger itself and will eventually opt to join the new LSM grade, although the unions of the two grades hope to negotiate the best terms for their members. Given the financial constraints and the conflicting expectations of the two grades, it is not possible to come up with a merger package which will fully meet the demands of both the AO and RSO grades. The Administration considers that the merger is essential for efficiency gain, better services to the public and greater flexibility in staff deployment. It is in the interest of the department, the public and the staff themselves to implement the proposal. DLCS will continue to maintain a dialogue with staff with a view to winning support from as many staff as possible for the merger.

ADVICE OF THE STANDING COMMISSION

23. The Standing Commission will be discussing the proposal at a meeting on 3.5.2001. The Administration will inform Members of the Standing Commission's advice, if available, at the Joint Panel meeting on 8.5.2001.

PUBLIC REACTION

24. The merger proposal will be welcomed by members of the public as it is aimed at improving the delivery of leisure services. Staff of the RSO grade are unlikely to win much public sympathy as they stand to gain rather than lose out as a result of the merger.

WAY FORWARD

25. The proposal will be submitted to the Establishment Sub-committee on 20.6.2001 for recommendation to the Finance Committee for approval.

Duties and responsibilities of the Amenities Officer grade

(1) PAO

Mainly deployed on :-

- (a) advising the Directorate on recreation and amenities matters; formulation of policies of recreation and amenities developments;
- (b) planning and implementing major recreational projects; and passive amenities developments;
- (c) managing the Amenities Grades (including Amenities Officers and Amenities Assistants);
- (d) vetting staffing proposals and advising on the formulation and implementation of policies in relation to the grades' development, manpower planning, career development and training needs of staff in the grades;
- (e) administering and managing the operation of amenities, recreation and sporting activities; and
- (f) acting as the subject officer of international events like seminars, congresses, etc.

(2) CAO

Mainly deployed on :-

- (a) assisting in the formulation of policies and operational guidelines concerning the management, maintenance and usage of active/passive recreational facilities, horticultural work/equipment and special gardening features such as zoological, botanical & aviary work;
- (b) assisting in formulating policies concerning the planning and development of recreational facilities;
- (c) providing technical input on the design/ schedules of accommodation for horticultural, landscaping, nursery or recreational projects under planning;
- (d) advising on the specifications of equipment/ machinery, and the conservation of horticultural features;
- (e) drafting and processing of contract documentation pertaining to services in recreation and amenities fields;
- (f) co-ordinating the management and promotion of recreational facilities and sport activities;
- (g) planning and monitoring training activities for recreation and amenities staff; and
- (h) assisting in the development and management of the Amenities Officer Grade.

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(3) SAO

Mainly deployed on :-

- (a) making recommendations on the formulation of policies, contracts and the co-ordination of operational practices for both active and passive public recreational facilities and supervising their administration;
- (b) serving as second tier policy officers in fields of recreation, swimming, horticulture, landscape development, zoological, education and promotion work;
- (c) landscape-designing and implementing of both new and major improvement schemes;
- (d) making recommendations on and the direct management of active/passive recreational facilities;
- (e) making recommendations on the formulation of policies and legislation relating to the use and promotion of public recreation;
- (f) making recommendations on the formulation of policies in relation to staff training and supervising the administration of such training; and
- (g) being the line manager of recreation and amenity services at district level.

(4) AO I

Mainly deployed on :-

- (a) developing or managing active and passive recreational facilities;
- (b) serving as third tier policy officers in fields such as recreation, swimming, nurseries, horticulture landscape development or zoology;
- (c) training of staff in horticultural or recreational subjects; and
- (d) promoting public recreation.

(5) AO II

Mainly deployed on assisting in :-

- (a) managing established active/passive recreational facilities;
- (b) advising on the planning and development of new recreation and amenities projects; and
- (c) administering the horticultural and zoological requirements.

Duties and responsibilities of the Recreation and Sport Officer grade

(1) PRSO

Mainly deployed on :-

- (a) liaising with the sports community, the Sports Federation and Olympic Committee of Hong Kong, China and National Sports Associations for the organization of international sports events;
- (b) advising on the trends, development and need for the provision of recreation and sports opportunities in the territory;
- (c) assessing information and requirements on human resources, sports facilities and other technical aspects relating to the holding of international sports activities; and
- (d) encouraging the attainment of high standards of sports through the allocation of funding and subsidies, provision of professional and technical inputs, and other supporting services.

(2) CRSQ

(A) In the Leisure and Cultural Services Department

Mainly deployed on taking overall charge of the leisure services of a region and responsible for its smooth and efficient operation, including the management of recreational facilities and amenities; co-ordinating district efforts to provide a balanced programme of recreation and sports activities; attending District Councils and District Management Committees where required; and liaising with governing sports bodies and other agencies on the promotion of recreation and sports. May be deployed as Grade Manager of the RSO Grade and required to perform Grade Management duties.

(B) In the Home Affairs Bureau of the Government Secretariat

Mainly deployed on taking overall charge of the Recreation and Technical Services Unit; liaising with national sports bodies and other agencies including voluntary agencies with camps on the promotion and development of recreation and sports and camping services for the territory and assisting in formulating policies in providing a balanced programme of recreation and sports.

(3) SRSO

(A) In the Leisure and Cultural Services Department

Mainly deployed on managing and co-ordinating the leisure services work of districts and deciding on district priorities; attending District Boards and District Management committees where appropriate; maintaining regular contact with community leaders, local organizations and recreation and sports organizations in promoting recreation and sports activities in the district; liaising with relevant national sports bodies concerning sports promotion in the territory dealing with the disbursement of funds for the promotion of recreation and sports activities.

(B) In the Home Affairs Bureau of the Government Secretariat

Mainly deployed on liaising with relevant national sports organizations concerning sports promotion for the territory; identifying trends in sports development; advising on the formulation of policies and standards on recreation and sports activities and on recreation camps and hostels including their provision, funding and management.

(4) RSO

(A) In the Leisure and Cultural Services Department

Mainly deployed on taking charge of the promotion and organization of recreation and sports activities in a district; advising on the planning, design and utilization of recreation and sports facilities and equipment in the district; and attending meetings relating to the promotion of sports at the district level.

(B) In the Home Affairs Bureau of the Government Secretariat

Mainly deployed on advising the governing sports bodies in the planning of training schemes and development plans in specific sports fields; collating relevant information in identifying trends in sports development for the formulation of sports development and camping service policies; (in the case of officers posted to departments other than Leisure and Cultural Services Department) planning and organizing recreation and sports activities for departmental officers.

(5) ARSO I

Mainly deployed on deputizing for the Recreation & Sport Officer; attending meetings of District Sports Associations/Sport Clubs and Area Committees; identifying shortfalls and establishing the district's needs for recreation and sport services; and planning, co-ordinating and evaluating programmes on recreation and sports on a district basis liaising with relevant national sports bodies concerning sports promotion in the territory dealing with the disbursement of funds for the promotion of recreation and sports activities.

(6) ARSO II

Mainly deployed on organizing, executing and evaluating recreation and sports programmes; supervising activities and providing guidance to part-time instructors/organizers; assisting in ascertaining district needs and in identifying shortfalls; and attending Area Committees and Mutual Aid Committees.

**Examples of jobs which can functionally be performed by staff
from either the AO or RSO grade**

Post	Description
District Leisure Managers (DLMs)	Either CAOs or SRSOs may serve as DLMs. As district head, a DLM is responsible for the overall management and promotion of recreation, sports and amenities services in a district.
Chief Leisure Managers (CLMs)	Either PAOs or CRSOs may serve as CLMs. They are supervisors of DLMs and are responsible for overseeing the delivery of recreation, sports and amenities services in a number of districts.
Staff Officers	These are posts in LCSD headquarters which are responsible for policy, planning, research and development matters at various levels. Broad knowledge and experience in both the amenities and sports fields are required for the discharge of the duties of these posts.

**Major duties and responsibilities of
the Chief Leisure Services Manager rank**

Mainly deployed on :

- (1) assisting in the formulation and review of policies, strategies and operational guidelines on leisure services provision and development;
- (2) supervising the delivery of leisure services in the district;
- (3) advising district on the provision and standard of leisure services facilities;
- (4) planning and coordinating large scale territory-wide projects and international events;
- (5) initiating and conducting research/survey for identifying the needs of development and planning of new leisure facilities and programmes;
- (6) undertaking overall management of the community and territory-wide leisure facilities and recreation and sports programmes to ensure their smooth and efficient operation;
- (7) co-ordinating district efforts to provide a balanced programme of recreation and sports activities;
- (8) attending meetings of District Councils and District Management Committees when necessary;
- (9) liaising with governing sports bodies and other agencies on the promotion of recreation and sports;
- (10) co-ordinating and monitoring contracting-out services and contracts for bulk purchase of equipment and materials for leisure services;

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- (11) advising on and providing services in maintaining safety standard of the playground equipment; and
- (12) managing and implementing the aboriculture, horticulture and landscape projects.

**Major duties and responsibilities of
the Senior Leisure Services Manager rank**

Mainly deployed on :

- (1) assisting in the formulation and evaluation of operational guidelines and procedures on leisure services provision and development;
- (2) providing technical input on the design, development and operational requirements of recreational facilities and recreation and sports programmes under planning;
- (3) maintaining regular contact with governing sports bodies to promote recreation and sports programmes and to ensure adequate provision of leisure services;
- (4) managing and promoting leisure services in the district;
- (5) ensuring the effective administration of the subsidy schemes and controlling the funds and other resources allocated for the provision of leisure services;
- (6) co-ordinating large-scale territory-wide projects and major events and overseeing the registration and training of part-time instructors;
- (7) co-ordinating research projects relating to the provision and development of leisure services and making suggestion on the improvement in existing services;
- (8) advising on the specifications of equipment/machinery, conservation of horticultural features and projects relating to landscaping and amenities matters;
- (9) assisting in grade management matters in respect of the Leisure Services Manager and Leisure Services Assistant grades;

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- (10) attending meetings of District Councils and District Management Committees;
and
- (11) advising on staff training programmes pertaining to leisure related courses.

**Major duties and responsibilities of
the Leisure Services Manager rank**

Mainly deployed on :

- (1) assisting in the evaluation and implementation of operational procedures on leisure services provision and development;
- (2) assisting in the co-ordination and implementation of operational practices for the provision of leisure services;
- (3) managing leisure facilities and promoting and organizing recreation and sports programmes at districts and outdoor pursuit facilities;
- (4) assisting in the planning and development of leisure services provision;
- (5) assisting in the administration of subsidy schemes and monitoring the standard of leisure services;
- (6) monitoring the overall works of registration and training of part-time instructors;
- (7) controlling funds and other resources allocated for the provision of leisure services and advising on the resource requirements;
- (8) landscape-designing and implementing both new and major improvement schemes;
- (9) attending meetings and liaising with governing sports bodies, district sports organizations and the public; and
- (10) monitoring the performance of contracting-out service and concessionary contractors.
- (11) assisting in the planning and development of staff training programmes pertaining to leisure related courses.

**Major duties and responsibilities of
the Assistant Leisure Services Manager I rank**

Mainly deployed on :

- (1) supervising ALSMs II on facilities management and programmes organization;
- (2) assisting in the control of funds and other resources for leisure services provision at the district level;
- (3) assisting in the evaluation of operational procedures on leisure services provision;
- (4) assisting in the overall work of registration and training of part-time instructors;
- (5) advising on and monitoring the services relating to horticulture and arboriculture;
- (6) enforcing the contracts awarded by the department in connection with the provision of leisure service;
- (7) identifying shortfalls and ascertaining the district's needs for the provision of leisure services;
- (8) assisting in vetting applications for subsidy funds and advising and assisting clubs and associations in the organization of recreation and sports programmes and in obtaining the required facilities.
- (9) attending meetings of area committees, residents associations, district sports associations, etc.
- (10) collecting information and making recommendations on the usage, maintenance and improvement of sports facilities as well as the provision of recreation and sports programmes; and

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- (11) overseeing the enforcement of the legislation relevant to leisure services.
- (12) implementing staff training programmes pertaining to leisure related courses.

**Major duties and responsibilities of
the Assistant Leisure Services Manager II rank**

Mainly deployed on :

- (1) acting as front-line manager in supervising venue staff and part-time staff in the daily management and operation of leisure facilities and running of recreation and sports programmes;
- (2) assisting in the evaluation of recreation and sports programmes organized and the promotion of higher venue usage rate;
- (3) assisting in monitoring the performance of service and concessionary contractors;
- (4) assisting in the preparation of financial and other routine returns;
- (5) liaising with and providing assistance to clubs and associations in the organization of recreation and sports programmes when necessary;
- (6) attending meetings of mutual aid committees, local sports bodies, voluntary agencies, etc.;
- (7) assisting in identifying shortfalls and ascertaining district's needs for leisure services provision;
- (8) answering public enquiries and dealing with complaints in respect of leisure services provision; and
- (9) taking legal enforcement actions in connection with leisure services management.

Mode of district operation and management after the merger

Purpose

- (1) To provide quality leisure services (recreation and sport programmes and facilities) for members of the public.
- (2) To meet customers' satisfaction in the provision of leisure services.
- (3) To provide a "one-stop" service at major recreation venues.
- (4) To develop a multi-skilled workforce for facility management and sports programming.

New Mode of Operation

CLSMs : To oversee the overall district operation in a region, i.e. Hong Kong Island, Kowloon, NT East or NT West.

SLSMs : To function as a District Leisure Manager (DLM) overseeing the overall venue/facility management and sports programming activities in a district.

LSMs : To work as a deputy to a DLM and supervise ALSMs I.

ALSMs I : To supervise a number of ALSMs II in the running of recreational venues and facilities and the organization of sports programmes therein, and assist LSMs in other district activities.

ALSMs II : To work as front-line managers stationing at a recreational venue or facility to take charge of venue/facility management and sports programming.

Detailed Division of Work

CLSMs : (1) To supervise the delivery of leisure services in the districts.

- (2) To advise districts on the provision and standard of leisure services facilities.

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- (3) To undertake overall management of leisure facilities and recreation and sports programmes under their purview.
- (4) To co-ordinate district efforts to provide a balanced programme of recreation and sports activities.
- (5) To attend meetings of District Councils and District Management Committees when necessary.

SLSMs :

- (1) To supervise the work of LSMs.
- (2) To assist the respective CLSMs in the formulation and evaluation of operational guidelines and procedures on the provision and development of leisure services.
- (3) To prepare budget for the provision of district leisure services.
- (4) To manage and promote leisure services in the district.
- (5) To provide technical input on the design, development and operational requirements of district facilities and programmes under planning.
- (6) To advise on the specification of equipment and machinery, conservation of horticultural features and projects relating to the district landscaping and amenities matters.
- (7) To advise on staff training programmes.
- (8) To attend meetings of the District Councils and the District Management Committees.

LSMs :

- (1) To supervise the work of a group of ALSMs I.
- (2) To assist the respective DLMs in :
 - evaluation and implementation of operational procedures on the provision and development of leisure services;

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- co-ordination and implementation of operational practice on the provision of leisure services;
 - planning and development of district leisure services;
 - controlling funds for the provision of district leisure services; and
 - monitoring the performance of contracting-out services and concessionary contracts.
- (3) To recommend landscape-design and implement improvement schemes.
- (4) To attend meetings of the District Sports Organizations and the District Council's sub-committees, e.g. the Recreation and Sports Sub-committee, the Environmental Improvement Sub-committee and the Public Works Sub-committee.

ALSMs I: (1) To supervise the work of a group of ALSMs II.

- (2) To assist the respective LSMs in :
- controlling funds for the provision of district leisure services;
 - evaluation of operational procedures on the provision of district leisure services;
 - monitoring the services relating to horticulture and arboriculture;
 - assessing the needs for the provision of district leisure services;
 - making recommendations on the usage, maintenance and improvement of district leisure facilities; and
 - ensuring the smooth functioning of booking systems and accounting procedures.

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- (3) To enforce contracts awarded in connection with the provision of district leisure services.
- (4) To attend meetings of specific areas in the district, e.g. Area Committees.

ALSMs II : (1) To undertake management and maintenance of recreation and sport facilities.

- (2) To plan and organize venue based recreation and sport programmes.
- (3) To implement district and territory-wide recreation and sport programmes.
- (4) To supervise contracts on horticultural maintenance, cleansing and other contracted-out services provided at venue level.
- (5) To prepare estimates for maintenance of venues and venue-based programmes.
- (6) To promote usage of venues and recreation and sport programme.

Remarks : Staff at the ranks of SLSM, LSM, ALSM I and ALSM II may also be deployed to serve as managers of major parks, camps and water sports centres which are venues outside the purview of the 18 DLMs. They will also be responsible for facility and programme management of these venues.

**Additional NAMS and FASCAM requirements
for regrading of AO and RSO grade posts to the new LSM grade**
(Including surplus posts which have to be deleted in time irrespective of the merger)

Rank		Establishment before merger* (a)	NAMS (\$)		NAMS difference (\$) (d)=(b)-(c)	Total NAMS difference (\$) (e)=(a)x(d)	FASCAM (\$)		FASCAM difference (\$) (h)=(f)-(g)	Total FASCAM difference (\$) (i)=(a)x(h)
LSM grade	AO grade		LSM grade (b)	AO grade (c)			LSM grade (f)	AO grade (g)		
CLSM	PAO	9	985,260	985,260	0	0	1,674,942	1,674,942	0	0
SLSM	CAO	22	819,720	819,720	0	0	1,270,566	1,270,566	0	0
LSM	SAO	50	660,000	660,000	0	0	1,023,000	1,023,000	0	0
ALSM I	AO I	66	464,340	486,000	-21,660	-1,429,560	719,727	753,300	-33,573	-2,215,818
ALSM II	AO II	82	278,040	264,900	13,140	1,077,480	389,256	370,860	18,396	1,508,472
Total :		229			Total (A) :				Total (B) :	
					-352,080				-707,346	

Rank		Establishment before merger* (a)	NAMS (\$)		NAMS difference (\$) (d)=(b)-(c)	Total NAMS difference (\$) (e)=(b)x(d)	FASCAM (\$)		FASCAM difference (\$) (h)=(f)-(g)	Total FASCAM difference (\$) (i)=(a)x(h)
LSM grade	RSO grade		LSM grade (b)	RSO grade (c)			LSM grade (f)	RSO grade (g)		
CLSM	CRSO	6	985,260	985,260	0	0	1,674,942	1,674,942	0	0
SLSM	SRSO	20	819,720	785,880	33,840	676,800	1,270,566	1,218,114	52,452	1,049,040
LSM	RSO	42	660,000	575,640	84,360	3,543,120	1,023,000	892,242	130,758	5,491,836
ALSM I	ARSO I	83	464,340	423,420	40,920	3,396,360	719,727	656,301	63,426	5,264,358
ALSM II	ARSO II	136	278,040	278,040	0	0	389,256	389,256	0	0
Total :		287			Total (C) :				Total (D) :	
					7,616,280				11,805,234	

	<u>NAMS</u>	<u>FASCAM</u>
Additional Requirements for Regrading of AO and RSO Grade Posts to the New LSM Grade [(E) = (A) + (C); (F) = (B)+ (D)]	\$7,264,200 (E)	11,097,888 (F)
Savings Resulting from Deletion of 1 Segment D Post	\$985,260 (G)	\$1,674,942 (H)
	<hr/>	<hr/>
Net Additional Requirements [(I) = (E) - (G); (J) = (F) - (H)]	\$6,278,940 (I)	\$9,422,946 (J)

* Based on establishment projected for 31.3.2001.

**Concerns raised by the Government Recreation and Sport Service Staff Union
(GRSSSU) and Amenities Officers Association (AOA)
at their meeting with the Standing Commission on 12.4.2001**

Staff's Concern	Raised by	Administration's Position
<ul style="list-style-type: none"> ● The entry qualifications for the new LSM grade should be raised from teacher's certificate or diploma to degree level because: <ul style="list-style-type: none"> – many degree holders have been/will be recruited; and – the Hong Kong Institute of Education will cease running teacher's certificate courses in 2002 and diploma courses are being replaced by degree courses. 	AOA & GRSSSU	<p>The Standing Commission's guideline is that the level of qualification stipulated for appointment to a grade should not be any higher than is necessary for performing the job concerned competently. No account should be taken of the election of persons with higher qualifications to enter the particular grade. In the present case, the Administration considers that candidates with a teacher's certificate or a post-secondary college diploma would be sufficiently competent to perform the job and a higher entry qualification is not called for. Our research suggests that the Hong Kong University SPACE still has a graduate diploma programme and the City University still runs an associate degree (equivalent to a higher diploma) course in relevant subjects with an outturn of some 80 graduates every two years.</p>
<ul style="list-style-type: none"> ● The maximum pay proposed for ALSM II should be raised from MPS 23 to MPS 26 because: <ul style="list-style-type: none"> – ALSMs II will be required to cover the duties of both AOs II and ARSOs II; and 	AOA & GRSSSU	<p>The duties and responsibilities of ALSMs II will be wider in scope and more diverse in nature, but not necessarily more complex or of a higher level. The present pay scale of the ARSO II rank of MPS 11-23 is considered also appropriate for the ALSM II rank. This is also in line with the majority of grades with a benchmark qualification of higher diploma or registered post-secondary college diploma and a starting salary at MPS 11.</p>

Staff's Concern	Raised by	Administration's Position
<ul style="list-style-type: none"> - ALSMs II will be required to supervise SAAs who have a higher maximum salary of MPS 25. 		<p>It is not uncommon within the civil service for the top rank of a subordinate grade to have a maximum pay equal to or higher than that for the recruitment rank of a supervisor grade. LCSD sees no reason why ALSMs should not command the respect of SAAs under the new mode of operation.</p> <p>Extending the maximum pay is only academic because most ARSOs II get promoted to ARSO I within an average of 7 years in the past. The same trend is also expected for ALSMs II to get promoted to ALSM I.</p>
<ul style="list-style-type: none"> ● It is unfair to allow AOs II to retain their personal pay scale in that this would violate the principle of "equal pay for equal work". 	GRSSSU	<p>This recommendation is made primarily on the principle that no officer should suffer any financial loss as a result of the merger. Given that the maximum pay proposed for the ALSM II rank is MPS 23, it is only fair to serving AOs II that they should be allowed to retain their personal pay scale of MPS 4-26 so that they may, without jeopardizing the interests of the RSO grade, progress to MPS 26 after joining the new grade even if they do not eventually advance beyond the ALSM II rank.</p>
<ul style="list-style-type: none"> ● It is not the right time now to merge the two grades because: <ul style="list-style-type: none"> - HAB is still conducting an overall review of the provision of recreation and leisure services; - a one-stop service can be achieved right away through administrative arrangements without the merger; 	GRSSSU	<p>The review being conducted by HAB is on a strategy for sport development in Hong Kong. It does not cover the mode of district operation, staff management and staff development of LCSD, which the merger is seeking to improve.</p> <p>Administrative arrangements and better use of IT can help link up district offices and venues together and provide more information to users. However, they cannot facilitate the provision of professional advice and assistance to users. The merger can achieve this goal cost</p>

Staff's Concern	Raised by	Administration's Position
<ul style="list-style-type: none"> - a pilot scheme of the one-stop mode of operation should first be launched; and - the AA grade has vowed not to provide support for sport programme after the merger. 		<p>effectively and with better results.</p> <p>LCSD plans to implement the one-stop mode of operation by phases on a district by district basis. The first phase of implementation will serve as a pilot scheme and the experience gained will be used for fine-tuning implementation arrangements in other districts.</p> <p>The Union of Government Amenities Assistants (UGAA) has indicated in a recent meeting with the departmental management that its members would continue to perform venue management support duties to the ALSM II after the merger as they have all along been doing. It would be up to individual members to decide whether to assist the ALSM II in sport programming work as well. The UGAA has also indicated an interest in continuing a dialogue with the management on the subject.</p> <p>The ALSM II will be responsible for sport programming duties and support from AAs for such duties will be required only outside the core opening hours of a venue. Thus, AA's support for sport programming is desirable but not absolutely essential for the provision of a one-stop service.</p> <p>LCSD envisages that most AAs will be prepared to take on support duties for sport programming and training will be provided for them. LCSD will continue with its effort to win their support.</p>

Staff's Concern	Raised by	Administration's Position
<ul style="list-style-type: none"> ● Staff have not yet been given details about the logistical arrangements and administrative support for implementing the new mode of operation. It would be a waste of public funds to employ NCSC staff to perform support duties for recreation and sport activities, which the AAs would not take up. 	<p>GRSSSU</p>	<p>In consultation with frontline managers, LCSD is now actively working out the detailed logistical arrangements and administrative support required for implementing the new mode of operation. Such details will be finalized and provided to staff by the time they are invited to opt to join the new grade in around July.</p> <p>Manpower support requirements will be met through redeployment of existing resources. NCSC staff will also be employed to cope with <i>ad hoc</i> projects or seasonal workload as with the present arrangements. Implementation of the one-stop service will be a major service improvement which will inevitably incur additional costs. The merger will help minimize rather than increase additional staff costs.</p>
<ul style="list-style-type: none"> ● The training to be provided to staff will not be adequate. 	<p>GRSSSU</p>	<p>LCSD has drawn up a comprehensive programme and lined up resources to provide staff with the necessary training to equip them for the competent discharge of duties of the new grade. The programme includes crash courses before the merger, indepth training and professional training courses after the merger.</p> <p>The duties of the AO and RSO grades are closely related. DLCS is confident that with the training now planned, staff will be able to pick up the duties of the new grade and consolidate their experience and knowledge after the merger without difficulty.</p>