

**LEGISLATIVE COUNCIL
PANEL ON PUBLIC SERVICE**

Grade Structure Reviews

PURPOSE

This paper briefs Members on the coming grade structure reviews (GSRs) for the disciplined services grades, directorate grades and selected non-directorate civilian grades.

BACKGROUND

Civil Service Pay Policy

2. To recapitulate, our civil service pay policy is to offer sufficient remuneration to attract, retain and motivate staff of a suitable calibre to provide the public with an efficient and effective service; and such remuneration is to be regarded as fair by both civil servants and by the public they serve through broad comparability between civil service and private sector pay.

2006 Pay Level Survey and Grade Structure Reviews for Disciplined Services and Directorate Grades

3. To ensure civil service pay is broadly comparable with the private sector, it is the Government's policy to conduct a pay level survey (PLS) once every six years using the broadly-defined job family and job level method. The last PLS was conducted in 2006. The disciplined services grades and the directorate grades were not covered in that PLS because of the lack of market comparators for the former, and the need to adopt a different survey methodology for the latter. After consultation with the relevant advisory bodies on civil service salaries and conditions of service, the Chief Executive-in-Council decided that the results of the 2006 PLS should be applied to these grades using the existing set of internal

relativities. We need to ascertain whether this set of internal relativities is still valid and appropriate. We consider that this should be done through the conduct of GSRs for the disciplined services and the directorate grades.

Grade Structure Reviews for Non-Directorate Civilian Grades with Recruitment and Retention Difficulties

4. While we have established the broad comparability of the pay level of non-directorate civilian grades in the 2006 PLS, we are aware that some grades and ranks are facing recruitment and retention difficulties, and that such problems have not been and cannot be addressed through the service-wide PLS. We, therefore, consider it necessary to conduct GSRs for selected non-directorate civilian grades with proven serious recruitment and retention difficulties.

Independent Grade Structure Reviews

5. We consider the relevant advisory bodies on civil service salaries and conditions of service, namely the Standing Committee on Disciplined Services Salaries and Conditions of Service (Disciplined Services Committee); the Standing Committee on Directorate Salaries and Conditions of Service (Directorate Committee); and the Standing Commission on Civil Service Salaries and Conditions of Service (Standing Commission) should conduct the GSRs for those grades falling within their respective terms of reference, as review of grade structures and pay levels is within their work remit. This is in keeping with past practices and will enhance the credibility of the GSRs.

GRADE STRUCTURE REVIEW FOR DISCIPLINED SERVICES GRADES

6. The last comprehensive review was conducted in 1988 by a Review Committee on Disciplined Services Pay and Conditions of Service (commonly known as the Rennie's Committee). The Disciplined Services Committee has also conducted a number of reviews on a much smaller scale on particular disciplined services grades and ranks since its establishment in 1989.

7. The Disciplined Services Committee will conduct the GSR for all the disciplined services grades and ranks in the Correctional Services Department, Customs and Excise Department, Fire Services Department, Government Flying Service, Immigration Department, Independent Commission Against Corruption and Police Force. We have invited it to have regard to the following considerations (which are not meant to be comprehensive) in its work -

- (a) the disciplined services are an integral part of the civil service;
- (b) changes since the last major review in terms of work nature, job duties, responsibilities and workload, as well as public expectations of the disciplined services consequential upon the changing social, economic and political landscape;
- (c) recruitment, retention and career progression situation;
- (d) staff management and morale; and
- (e) any relevant wider community interest, including financial and economic considerations.

8. The Disciplined Services Committee will, on its own, develop a common set of principles, parameters and methodologies applicable to the GSR for all disciplined services grades and ranks, having regard to the above-mentioned considerations and any other factors it considers relevant.

GRADE STRUCTURE REVIEW FOR DIRECTORATE GRADES

9. The Directorate Committee will conduct a GSR for the directorate grades, and make recommendations on whether the current remuneration for directorate officers is valid and appropriate having regard, among others, to their professional, managerial and policy-making responsibilities; the market pay practices for their private sector counterparts; as well as the changing political and socio-economic environment.

GRADE STRUCTURE REVIEWS FOR SELECTED NON-DIRECTORATE CIVILIAN GRADES

10. We have invited heads of grades and heads of departments to provide information on those grades under their purview which have encountered serious recruitment and retention difficulties in the past few years. Based on their advice, we will invite the Standing Commission to conduct GSRs on these grades.

TIMETABLE

11. We envisage the relevant advisory bodies on civil service salaries and conditions of service will complete the relevant GSRs and submit their recommendations to the Administration in September/October 2008. If their recommendations were to include any proposed change in the rank or pay structure of civil service grades and ranks, then subject to the decision of the Chief Executive-in-Council, we would seek the approval of the Establishment Subcommittee and the Finance Committee of this Council in accordance with the established practice.

WAY FORWARD

12. Members are invited to note our plan for the GSRs as set out in this paper. We will keep Members informed of the progress of the GSRs, and make further report to Members as appropriate.

Civil Service Bureau
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