

LEGISLATIVE COUNCIL BRIEF

THE TWO GRADE STRUCTURE REVIEW REPORTS ON THE CIVILIAN DIRECTORATE AND THE DISCIPLINED SERVICES

INTRODUCTION

At the meeting of the Executive Council on 20 October 2009, the Council ADVISED and the Chief Executive (CE) ORDERED that –

- (a) the recommendations of the Standing Committee on Directorate Salaries and Conditions of Service (hereafter referred to as the “Directorate Committee”) in its *Eleventh Report* should be accepted, subject to a refinement of the recommendation on the frequency of future comprehensive review (paragraphs 11 and 12);
- (b) the recommendations of the Standing Committee on Disciplined Services Salaries and Conditions of Service (hereafter referred to as the “SCDS”) in its *Report on the Grade Structure Review of the Disciplined Services* should be accepted, subject to refinement of the recommendations on the frequency of future comprehensive review, the maximum pay point of the first promotional ranks of the Junior Police Officer/Rank and File grades, and the nomenclature of the Detective Allowance (paragraphs 34, 40, 41 and 42);
- (c) subject to the approval of the Finance Committee (FC) of Legislative Council (LegCo), the recommendations on salary and increment in the two Reports, as well as the associated conversion arrangement for serving staff in the affected ranks, should be implemented with retrospective effect from 1 April 2009 (paragraphs 47 and 49);
- (d) subject to the approval of the FC of LegCo, a special arrangement should be put in place for calculating the pension benefits of those directorate and disciplined services civil servants who retired/resigned or who passed away with death gratuity with their last day of service (pre-retirement leave included) falling between 27 November 2008 and 31 March 2009, or who were

injured/died on duty with additional/ dependant pension during the aforesaid period of time (paragraph 50); and

- (e) the recommendations on job-related allowances and restructuring of the 'through scale arrangement' should take effect from the first day of the month immediately following approval by the relevant authority, and the recommendations on conditioned hours of work and creation of new grade/rank should be implemented when the necessary administrative arrangements are put in place (paragraph 48).

2. The *Eleventh Report* of the Directorate Committee and the *Report on the Grade Structure Review of the Disciplined Services* of the SCDS are attached to LegCo Panel on Public Service Paper No. CB(1)310/08-09(01) issued on 27 November 2008. They can also be downloaded at: <http://www.legco.gov.hk/yr08-09/english/panels/ps/papers/ps1215cb1-310-1-e.pdf>. Hard copies will be made available upon request.

JUSTIFICATIONS

(A) The Directorate GSR

3. The civilian directorate is made up of those posts remunerated on the Directorate Pay Scale (totalled 1 118 as at June 2009) (hereafter referred to as the 'non-legal' directorate) and those remunerated on the Directorate (Legal) Pay Scale (totalled 109 as at June 2009) (hereafter referred to as the 'legal' directorate¹). In conducting the GSR on the civilian directorate, the Directorate Committee took note of the Government's pay policy for the civil service, which is to offer sufficient remuneration to recruit, retain and motivate staff of suitable calibre and to ensure that the remuneration is regarded as fair by both civil servants and the public they serve. It also had regard to the directorate as an integral part of the civil service and to the following key considerations –

- (a) the increase in scope and complexity of the responsibilities, duties and workload of the directorate since 1989 (when the last overall review was undertaken);
- (b) the pay for jobs in the private sector with comparable responsibilities to the civil service directorate, although there should be no mechanical linkage owing to the fundamental differences between the two²;

1 Examples include Law Officer, Deputy Principal Government Counsel, Assistant Principal Solicitor.

- (c) the morale, retention and career progression of the directorate;
- (d) the submissions and views from staff and management; and
- (e) the wider community interest, including financial and economic considerations.

(I) Findings and Recommendations by the Directorate Committee

(1) Directorate Structure

4. The non-legal directorate consists of 10 ranks (i.e. D1 to D10) and the legal directorate seven ranks (i.e. DL1 to DL7). Since the top ranks of both have become obsolete following the introduction of the Political Appointment System, the Directorate Committee recommends deletion of the D9/D10 and the DL7 ranks³.

(2) Salaries of Heads of Disciplined Services

5. The Directorate Committee also recommends that the salaries of the Heads of the disciplined services (but not the rest of the directorate in the disciplined services which comes under the terms of reference of the SCDS⁴) should continue to be set on par with the pay scale of the specified ranks of the non-legal directorate⁵.

(3) Directorate Salaries

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- 2 Some of these differences include presence of a significant variable component in private sector pay but its absence in the pay of the civil service directorate, big jumps between jobs at successive senior levels in the private sector compared with the step-by-step progression in the civil service directorate, job security and stable work environment for the civil service directorate, etc.
 - 3 D9/D10 were the respective ranking of the former civil service posts of Financial Secretary and Chief Secretary for Administration, and DL7 was the ranking of the former civil service post of Secretary for Justice.
 - 4 The terms of reference of the SCDS specifically exclude the salaries and conditions of service of the Heads of the disciplined services from its purview. Accordingly, the Administration invited the Directorate Committee to include the Heads of the disciplined services in its GSR on the civilian directorate. This is aimed to ensure that an appropriate internal relativity continues to be maintained in the salaries between these Heads and the Heads of civilian departments.
 - 5 The pay scale of the Commissioner of ICAC and Commissioner of Police should continue to be set on par with that of D8; the pay scale of the Heads of Correctional Services, Customs & Excise, Fire Services and Immigration with that of D6; and the pay scale of Controller, Government Flying Service with that of D3.

6. As a key factor taken into account in the GSR was the pay of jobs in the private sector with comparable responsibilities to the directorate (hereafter referred to as “market comparators”), the Directorate Committee commissioned a consultant to advise on the pay practices in the private sector and to undertake a market pay comparison survey. Having regard to the findings of the consultant, the Directorate Committee recommends that –

- (a) the pay of the directorate should be compared with the ‘guaranteed cash compensation’ portion of the pay of market comparators⁶;
- (b) the target market position for the D1/D2 and D3/D4 ranks should be the third quartile and the median of market pay respectively. A pay variance within +/- 15% of the target market position should be regarded as acceptable; and
- (c) no target market position should be set for D5 and above, and the pay of these ranks should primarily be set with regard to internal relativity with the lower directorate ranks.

7. Based on the parameters stated above and the findings of the market pay comparison survey which used 1 April 2008 as the reference date, the Directorate Committee advised that the pay⁷ of D1/D2 and D3/D4 was respectively below (but within -15%) the third quartile and the median of the ‘guaranteed cash remuneration’ of market comparators, and the pay of D5/D6 was significantly below (more than -15%) the market median⁸. In view of the onset of the financial tsunami in September 2008 and in response to the Administration’s request, the Directorate Committee commissioned the consultant to carry out an update of the market pay comparison survey using 1 April 2009 as the reference date. The findings of the updated survey show that the afore-stated pay comparison with the private sector remains valid⁹. The Directorate Committee has re-affirmed its

6 The pay of market comparators may be disaggregated into ‘base salary’ (i.e. basic fixed salary plus fixed bonus), ‘guaranteed cash compensation’ (i.e. ‘base salary compensation’ plus fixed cash allowances), and ‘total cash compensation’ (i.e. ‘guaranteed cash compensation’ plus variable pay and other non-fixed cash benefits).

7 The pay of the directorate civil service referred to in this submission has not factored in the 5.38% pay cut decided by this Council on 23 June 2009, to be effected upon enactment of the Public Officers Pay Adjustment Bill which is now under consideration by LegCo.

8 If the comparison was made with the ‘base salary’ portion of market comparators, the pay of D1 to D4 was either above or on par with the market median but below the median for D5/D6. If the comparison was made with ‘total cash compensation’, the pay of all directorate ranks was below the market median by more than 15% except for D1.

recommendations in its Report.

8. Having regard to the findings of the market pay comparison and other relevant factors (ref. paragraph 2 above), the Directorate Committee considers it more appropriate to keep the dollar value of the existing pay points on the non-legal and legal directorate pay scales unchanged, and to improve the existing incremental arrangements on the grounds that a directorate officer who has been in a particular rank for some time generally would do the job better than one who has just been promoted to that rank. Specifically, it recommends that one increment should be added to the top of the existing pay scale of each civilian directorate rank, and that the interval of all increments should be standardised at two-years' in-rank service and payable subject to satisfactory performance. It further recommends that the implementation should be from a date after the submission of the GSR report to the Administration.

(4) Frequency of Review

9. Noting that civil servants appointed from June 2000 onwards are not on pensionable terms and that some in this group would make it to the directorate in a few years' time, the Directorate Committee considers that this might affect the Government's ability to retain and motivate staff. It therefore considers it appropriate to revisit directorate salaries in the not too distant future, say in two to four years' time, to see whether the directorate remuneration is sufficient to retain and motivate officers, particularly those who are not eligible for civil service pensions.

(II) Views from Staff

10. Staff are generally supportive of the Directorate Committee's recommendations. Some request for the early implementation of the increment-related recommendation (ref. paragraph 8 above) and for a special arrangement for retirees.

(III) Decision

11. The CE-in-Council has decided that all the recommendations in the Directorate Committee's *Eleventh Report* should be accepted, subject to a refinement of the recommendation on the frequency of future review (ref. paragraph 12 below), on the following grounds –

- (a) the justifications of the recommendations and the credibility of

9 The 2009 findings show that the pay lead of the private sector (at both median and third quartile) based on 'total cash compensation' over all the directorate ranks has narrowed slightly in the aftermath of the financial tsunami; and that this is the direct result of the reduced variable pay portion in the private sector pay.

the Directorate Committee, which is an independent advisory body set up by the Administration in 1963;

- (b) after the implementation of the increment recommendation, the pay of the directorate at all ranks would still be below the third quartile/median pay (at 'guaranteed cash' level) of market comparators and the gap would still be very significant for the more senior directorate ranks;
- (c) only those directorate officers who meet the required years of in-rank service and whose performance is satisfactory would qualify for the additional increment;
- (d) the minimal additional financial implications; and
- (e) the preservation of the existing pay relativity between the civilian directorate and the disciplined services directorate (ref. the CE-in-Council has decided to accept a similar increment-related recommendation for the disciplined services directorate as set out in paragraph 21 below).

12. We are mindful of the need to retain talents in the directorate civil service. We therefore agree with the sentiments underlying the Directorate Committee's recommendation of revisiting directorate salaries in, say, two to four years' time (ref. paragraph 9 above). For greater flexibility, the CE-in-Council has decided that the Directorate Committee should be invited to conduct GSRs for the civilian directorate as and when necessary.

(B) The Disciplined Services GSR

13. There are seven disciplined services, namely –

- (a) the five general disciplined services, viz. the Correctional Services Department (CSD), the Customs and Excise Department (C&ED), the Fire Services Department (FSD), the Government Flying Service (GFS) and the Immigration Department (ImmD). Their disciplined services posts (totalled 24 459 as at June 2009) consist of those in the 'Rank and File' (R&F), 'officer', and 'directorate' grades;
- (b) the Hong Kong Police Force (Police). Its disciplined services posts (totalled 27 799 as at June 2009) consist of those in the 'junior police officer' (JPO), 'police inspector and superintendent', and 'directorate' grades (These grades are the respective comparables of the 'R&F', 'officer' and 'directorate' grades in the general disciplined services above); and

- (c) the ICAC. Its disciplined services posts (totalled 1 075 posts as at June 2009) consist of those in the 'investigator', 'officer', and 'directorate' grades.

14. In its conduct of the GSR, the SCDS had regard to the same key factors considered by the Directorate Committee (ref. paragraph 3 above except for the reference to the pay of comparators in the private sector since such comparators do not exist for the disciplined services). Specifically, in addition to the Government's pay policy, it took account of –

- (a) the disciplined services (other than ICAC whose staff are public officers but not civil servants) as an integral part of the civil service;
- (b) the job factors and special factors¹⁰ as applied to individual disciplined services grades and ranks using an averaging approach;
- (c) the increase in complexity of the work nature, job duties, responsibilities and workload of each disciplined service since the last comprehensive review (which was carried out in 1988 by the Rennie Committee¹¹);
- (d) the recruitment, retention and career progression situation;
- (e) the staff management and morale situation;
- (f) the views expressed by the departmental management and staff of each disciplined service in written submissions (441) and during informal meetings (37) and visits (16); and
- (g) the wider community interests, including financial and economic considerations.

(I) Findings and Recommendations by SCDS

15. The SCDS recognised that the GSR was a long-awaited exercise

10 The job factors are: qualifications, skills and knowledge, physical requirements, individual responsibilities, scope and complexities of work, and discretion/freedom to act. The special job factors are: stress, hardship, danger, discipline, restriction on freedom, social segregation, hours of work, unpredictable calls, shift patterns and intensity of efforts.

11 The GFS had not yet been set up in 1988. The Rennie Review did not cover the ICAC. A separate review on the ICAC grades was conducted in late 1988 by Mr. Rennie, Chairman of the Rennie Committee, upon the invitation of the Administration, which led to the creation of a separate pay scale for staff of the ICAC.

and that there were high expectations from the staff sides for improvements to their salaries and conditions of service. It was keenly aware that some of the views from different disciplined services were conflicting and that it had to strike a fine balance. After taking into account all the relevant factors, it has made a total of 90 recommendations. The major recommendations of the SCDS are summarised in the ensuing paragraphs.

(1) General

16. The SCDS makes a number of observations and recommendations of a general nature. The more important ones include –

- (a) direct comparison between the disciplined services and civilian staff, or among the disciplined services, is neither possible nor appropriate, because the operating environment between the disciplined services and the civilian departments is very different and because each disciplined service is unique in its own right;
- (b) the prevailing pay relativities among the disciplined services, which have evolved over the years, should only be changed when supported by strong justifications;
- (c) the prevailing pay relativities between the disciplined services directorate and the civilian directorate should be maintained;
- (d) the broad-banding principle should continue to be applied to the ‘officer’ grades (other than their basic ranks) of all the disciplined services since what these grades share in common in terms of command and managerial responsibilities outweigh the other areas of their work. However, differences that have existed due to the uniqueness of individual grades should be respected;
- (e) the ‘through scale arrangement’, which is currently applied to the basic ranks of specified ‘officer’ grades¹², should not be further extended since the original justifications for its introduction have

12 The concerned ranks are Inspector of Police, Station Officer (of FSD) and Commission Against Corruption Officer (CACO)(Lower). Under the ‘through scale arrangement’, there is no functional distinction between these basic ranks and their next higher ranks and there is also no line management relationship between the basic ranks and the next higher ranks. An officer in a concerned basic rank will be promoted immediately and automatically to the higher rank upon passing the qualifying examination and completion of a specified period of in-rank service. In addition, the pay scale of a concerned basic rank overlaps in full with the entire pay scale of the next higher rank. Thus even if an officer in a concerned basic rank fails to pass the promotion examination, he will still progress along the long pay scale and reach the same maximum pay point of the higher rank, although at a slower pace when compared with those who pass the examination.

long become irrelevant;

- (f) the current academic qualification requirements for entry into the basic ranks of the different disciplined services grades (i.e. five passes in the HKCEE for 'JPO'/R&F grades; 2A3O for 'officer' grades) should be maintained, pending an overall review by the Administration in light of the implementation of the new academic structure for senior secondary education and higher education (commonly known as the '3-3-4' structure);
- (g) the removal of the sub-entry¹³ levels for various 'R&F/JPO' grades (i.e. below five passes in the HKCEE) would be favourably considered upon request since the usefulness of this form of recruitment has largely diminished;
- (h) the current entry salaries of the basic ranks of all the disciplined services grades should be maintained as there is no problem recruiting candidates of suitable calibre. No additional entry pay point should be provided for recruits at the basic 'R&F/JPO' ranks with academic qualifications above the stipulated requirement as there is no recruitment difficulty, and in order to avoid recruiting over-qualified candidates and blurring the distinction between the 'R&F/JPO' and 'officer' grades¹⁴; and
- (i) the grade structure and pay levels of the disciplined services should be reviewed on a regular basis, say on a six-yearly basis, to ensure their remuneration continues to be sufficient to recruit, retain and motivate people of suitable calibre.

(2) Salary and Increment

17. For the 'R&F' grades in the general disciplined services (other than the GFS) and the 'JPO' grade in the Police, the SCDS recommends that –

- (a) in view of the increase in scope and complexity of responsibilities:

13 Sub-entry (i.e. entry at 3 passes in HKCEE and/or up to completion of Form 5 (except for Immigration Assistant and Instructor (Correctional Services) which do not have sub-entry level) is a provision under the multiple-entry arrangement, which is a special appointment practice to widen the pool of candidates for recruitment into the disciplined services.

14 If the multiple-entry arrangement for the 'R&F/JPO' grades is extended to include above benchmark entry (i.e. at the 2A3O and degree levels), it would overlap with the current multiple-entry arrangement for the 'officer' grades which stipulates the same academic qualification requirements.

- (i) the maximum point of the pay scales of the basic ranks of these grades should be increased by one pay point,
 - (ii) the minimum and maximum points of the pay scales of the first promotional ranks should each be increased by one pay point (except for the Assistant Officer I rank of CSD whose scale maximum should be increased by two pay points¹⁵), and
 - (iii) the minimum and maximum points of the pay scales of the second promotional ranks should be increased by one and two pay points respectively;
- (b) to motivate experienced staff in the basic ranks (except Instructor (Correctional Services)¹⁶) to continue to offer their best in their long careers, sustain morale and avert retention problem, four long service increments (LSIs)¹⁷ should be provided, each of which at six-yearly interval, namely upon completion of 12, 18, 24 and 30 years of satisfactory in-rank service; and
 - (c) one incremental jump should be provided to the Customs Officer rank to motivate staff to enhance their skills and to the Senior Fireman (Control) rank to address its retention problems, both upon passing the qualifying examination for promotion and completion of not less than five years of in-rank service. This is in line with the existing arrangement for other comparable 'R&F' ranks (e.g. Ambulanceman, Police Constable, etc.).

18. For the 'officer' grades in the general disciplined services (except the GFS) and in the Police, the SCDS recommends that –

- (a) in view of the increase in scope and complexity of responsibilities, the maximum point of the pay scales of the basic ranks of these grades should be increased by one pay point, and the minimum

15 Unlike most other 'R&F' grades which have three ranks, the Assistant Officer is a two-rank grade. As the pay scale of the Assistant Officer I straddles the pay scale of the first and second promotional ranks of other 'R&F' grades, the SCDS proposes that the maximum point of the Assistant Officer I should be increased by two pay points in line with the recommendation for the second promotional rank of other 'R&F' grades.

16 In 1989, the SCDS considered and rejected a request to grant LSIs to the Instructor (Correctional Services) rank *"since... LSIs are awarded for specific reasons and are not generally available to all recruitment ranks in the disciplined services, they cannot be claimed as a matter of right."* (paragraph 4.17, SCDS First Report).

17 LSIs are designed to recognise the service of capable, loyal and long-serving 'R&F/JPO' staff at the basic rank, many of whom retire at this rank for want of promotion opportunities because of the special command structure in the disciplined services. At present, two LSIs are provided, one upon completion of 18 years of satisfactory service and the other upon completion of 25 years of satisfactory service.

and maximum points of the pay scales of all the promotional ranks should each be increased by one pay point;

- (b) to better reflect meritocracy, the maximum point of the pay scales for future recruits to the Inspector of Police and Station Officer (of FSD) ranks (which are covered by the 'through scale arrangement') should be capped at one pay point below the pay scales of the Senior Inspector of Police and Senior Station Officer ranks, such that only those officers who have passed the qualifying examination and fulfilled the requisite in-rank service requirement can advance to the pay scale of the first promotional rank. However, the existing arrangement should be preserved for serving officers¹⁸ (i.e. progression to the pay scale of the first promotional rank on an incremental basis even if the qualifying examination is not passed); and
- (c) to recognise and motivate competent officers in their mid-career in the basic ranks of those 'officer' grades without the 'through scale arrangement' (except the Technical Instructor (Correctional Services) grade which is a one-rank grade), one incremental jump should each be granted upon completion of five and eight years of in-rank service and passing the necessary qualifying examination.

19. Unlike the other general disciplined services, there is no distinct 'R&F' grade in the GFS. Below the directorate, it has four grades, namely the Air Crewman Officer grade, the Aircraft Engineer grade, the Aircraft Technician grade, and the Pilot grade. The SCDS recommends that –

- (a) in view of the increase in scope and complexity of responsibilities over the years, the maximum points of the pay scales of the basic ranks¹⁹ of these grades should each be increased by one pay point, and the minimum and maximum point of the pay scales of the promotional ranks of these grades should be increased by one pay point;
- (b) to address the retention problem and recognise the additional and increased skill level, Air Crewman Officer III should be awarded an incremental jump upon passing the qualifying examination at

18 Including those serving in the corresponding 'R&F/JPO' grades (i.e. the 'JPO' grade for Inspector of Police and the Fireman 'R&F' grade for Station Officer) before the implementation of the new rank structures.

19 Cadet Pilot is a training rank and SCDS recommends no change to its pay scale. For the purpose of this GSR, Pilot II is considered as the basic rank of the Pilot grade.

each of Levels 1, 2 and 4²⁰; and

- (c) to motivate staff to enhance their skills and in recognition of the higher responsibilities discharged, Pilot II should be awarded two incremental jumps upon obtaining dual licences for both helicopter and fixed-wing aircraft, and two incremental jumps upon obtaining an Instrument Rating and becoming qualified to operate as Captain in coastal and day offshore search and rescue, both subject to performing Pilot I flying duties frequently.

20. Unlike other disciplined services, the two grades in the ICAC (namely Commission Against Corruption Officer (CACO) and Commission Against Corruption Investigator (CACI)) are not distinctly structured into 'R&F' and 'officer' grades. Having regard to the developments in the operating environment of anti-corruption work, increase in scope and complexity of responsibilities, retention and other relevant considerations, the SCDS recommends that –

- (a) the maximum point of the pay scales of the CACI (Attendant Stream), the Commission Against Corruption Controller (CACC) and the CACO(Lower) ranks should be increased by one pay point, the maximum point of the pay scales of the CACI (Main Stream) and the Assistant CACO ranks should be increased by two pay points, the minimum and maximum points of the pay scales of the CACO (Middle), CACO(Upper), Senior CACO, Senior CACC and Chief CACC ranks should each be increased by one pay point;
- (b) one incremental jump should be awarded upon the commencement of the second agreement for officers of the CACI(Main Stream), Assistant CACO and CACO(Lower) ranks, subject to not exceeding the maximum pay point of the respective pay scales; and
- (c) the maximum point of the pay scale of the CACO(Lower) rank (which is under the 'through scale arrangement') should be capped at one pay point below the pay scale of the CACO(Middle) rank, such that only officers who have passed the qualifying examination and fulfilled the requisite in-rank service requirement can advance to the pay scale of the CACO(Middle) rank. This arrangement should only apply to future recruits and

20 There are five levels of examination for Air Crewman Officer III. Currently, two incremental jumps are awarded to those passing the Level 3 examination, and another two incremental jumps for those passing the Level 5 examination. The three additional incremental jumps recommended by the SCDS would give rise to a total of seven incremental jumps.

the entitlement of serving officers²¹ should be grandfathered. (This recommendation is similar to that for the Inspector of Police and Station Officer (of FSD) ranks which are also under the 'through scale arrangement', ref. paragraph 18(b) above.)

21. For the directorates ranks of all the seven disciplined services (below the Head level), the SCDS makes the same recommendation as that made by the Directorate Committee for the civilian directorate (ref. paragraph 8 above), namely one increment should be added to the top of the existing pay scale of each rank of the disciplined services directorate, and all increments should be standardised at biennial interval of satisfactory in-rank service. This would preserve the existing pay relativities between the disciplined services directorate and the civilian directorate at all levels.

(3) Job-Related Allowances²²

22. The SCDS recommends that –

- (a) the nomenclature of the Detective Allowance should be changed;
- (b) the rates of the Diving Allowance should be enhanced²³;
- (c) a new JRA²⁴ should be introduced for disciplined services staff up to the rank of Chief Inspector of Police or equivalent for performing undercover duties for a period of not less than 30 days;
- (d) the rate of the Detective Allowance should be adjusted annually (instead of biennially);
- (e) the granting of the Special Allowance for Paramedic Ambulance Supervisors should be continued, pending further review on an appropriate continuous professional development framework with

21 Including those serving in the ACACO rank and the CACI grade before the implementation of the new rank structure.

22 JRAs are additional payments to compensate staff for aspects of work which are not normally expected of a particular grade or rank and which have not been taken into account in the determination of the pay scales of the relevant grade and rank. The last comprehensive review of various JRAs payable to disciplined services staff was completed by the Administration in October 2007 after lengthy consultation with the departmental management and staff, and the recommendations were supported by the SCDS and have been implemented.

23 Level 1 of the Diving Allowance should be increased from 5% to 6% of GDS(R)1 (i.e. from \$674 to \$809); and Level 2 from 10% to 15% of GDS(R)1 (i.e. from \$1,348 to \$2,022).

24 The new JRA should be set at 18% of PPS1 (i.e. \$2,824).

a robust accreditation system and having regard to the interface of various providers of pre-hospital care and other paramedic services;

- (f) a two-tier allowance should be introduced for the Fireman grade, and FSD management should work out the details with the Administration and the staff concerned; and
- (g) the Administration should expedite a review of the Remote Stations Allowance and the associated Additional Allowance payable to the disciplined services personnel of CSD and the Police, and the Special Allowance for Overnight On-call payable to the former.

(4) Conditioned Hours of Work

23. It is a long-standing principle that the entire time of public officers is at the disposal of the Government and this principle is reflected in the relevant Civil Service Regulations and the terms of appointment. Conditioned hours are defined as hours of duty which salary is calculated to cover and the hours which must be worked before overtime is counted for. Conditioned hours may be expressed as gross (i.e. including meal breaks) or net (i.e. excluding meal breaks). The existing conditioned hours of work of the disciplined services staff are set out at Annex A.

24. The SCDS notes that the conditioned hours for the disciplined services are governed by their operational needs and determined in relation to the total responsibilities of each service, its complement and the actual manpower situation at any time. Hence the conditioned hours for each service vary to suit service needs and any proposed reduction in conditioned hours should be examined on its own merit, having regard to compliance with the three pre-requisites, namely cost neutrality, manpower neutrality, and maintaining the same level of service to the public²⁵. Against these considerations, it recommends reduction of the conditioned hours of work for C&ED from 51 to 48 per week, subject to compliance with the three pre-requisites. It encourages FSD management to explore the feasibility of reducing the conditioned hours of work for staff working in the Fire Stream under the same three pre-requisites, using an incremental and pilot scheme approach as necessary and appropriate.

(5) Creation of New Grade/Rank

25. Having regard to the changing demands of anti-corruption work by ICAC, the SCDS supports in principle the creation of a Chief Commission

25 Over the years, the SCDS has supported reduction of conditioned hours of work of the Police subject to compliance with the three pre-requisites.

Against Corruption Officer rank (equivalent to D1 level) for the CACO grade; and a new Forensic Accountant (FA) grade with three ranks (namely Chief FA, Senior FA and FA with pay scales set on par with D1 of the Directorate Pay Scale, senior professional and professional ranks respectively).

(6) Medical and Dental Benefits

26. The SCDS recommends against the extension of civil service medical and dental benefits to agreement officers on retirement from the ICAC, as civil servants on agreement terms (and those recruited on permanent terms from June 2000 onwards) are not eligible for medical and dental benefits after retirement. It also recommends that the Administration should consider enhancing the medical services for officers injured on duty and introducing practicable measures in the interim.

(II) Views of Departmental Management and the Staff Sides

27. Extensive consultations were held from December 2008 to February 2009 with the Disciplined Services Consultative Council staff side (DSCCSS), the representatives of the Government Disciplined Services General Union (GDSGU), and the Police Force Council staff side (PFCSS). In view of their diverse views, further consultations were held in May to June 2009 with the major constituent associations of the DSCCSS and GDSGU in CSD, C&ED, FSD, GFS and ImmD, and the PFCSS. A full set of the submissions received from individual staff bodies is at Annex B. Some important issues raised are set out in the ensuing paragraphs.

(1) The General Disciplined Services

28. The DSCCSS and the GDSGU, which represent the five general disciplined services, has made a joint submission on issues common to these services. Their most important requests are implementation of the SCDS' recommendations with retrospective effect from 1 April 2009 and the existing pay relativities between the general disciplined services and the Police should not be made worse off. They also seek the following major improvements to the recommendations of the SCDS –

- (a) the pay and grade structure should be standardised across the disciplined services;
- (b) the 'through scale arrangement' should be extended to the 'officer' grades in CSD, C&ED, FSD (Ambulance Officer), GFS and ImmD; and
- (c) the conditioned hours of work for the five general disciplined services should be reduced and standardised to a level on par with that of western countries and additional financial and manpower resources should be provided.

29. Department-specific or grade-specific demands are raised in the submissions of individual staff associations in the five general disciplined services, and the salient ones include –

- (a) CSD: the recommendations on Remote Stations Allowance, the associated Additional Allowance, and Special Allowance for Overnight On-call should be implemented without any deferral;
- (b) C&ED: the recommended incremental jump for Customs Officer on completion of five years of in-rank service after passing the promotion qualifying examination should be implemented forthwith;
- (c) FSD: the existing ‘through scale arrangement’ should be maintained for the Station Officer rank. The Paramedic Allowance should continue to be granted and should not be repealed without a more satisfactory form and level of compensation. An incremental jump or allowance should be provided to qualified Ambulancemen performing paramedic duties similar to those undertaken by ambulance supervisors;
- (d) GFS: the pay scales of all the GFS grades should be improved. In particular, the entry pay of the Air Crewman Officer III rank should be raised to the same level as that of the Ambulance Officer rank; and
- (e) ImmD: the pay scale of the three ranks of the Immigration Assistant grade should be lifted and set on par with the pay scale of its counterpart ‘R&F’ grades in the general disciplined services, and the minimum point of the pay scale of the basic rank of the Immigration Officer grade should be lifted and set on par with its comparable ranks in the other ‘officer’ grades of the general disciplined services.

30. The departmental management of the five general disciplined services are generally supportive of the above requests from their departmental staff associations.

(2) The Police

31. The PFCSS is disappointed with, but does not seek to reject, the SCDS Report. It contends that the recommendations of this long overdue review fall far short of Police personnel’s expectations; fail to give due regard to the increased responsibilities and complexities of Police jobs; fail to provide recognition, career progression and sufficient value for Police personnel; and fail to address the low morale problem. It takes issue with the SCDS for following the established civil service pay policy of providing

remuneration that is sufficient to recruit, retain and motivate staff of suitable calibre to join the Police, rather than those of the 'best' calibre. It raises concern over the diminishing pay lead of the 'JPO' ranks over the Clerical Officer ranks. It demands that any improvements beyond the SCDS' recommendations should only be applicable to Police personnel, on the grounds of the uniqueness of the Police and, in particular, its role as 'agency of the first and last resort'. It seeks the following major improvements to the recommendations of the SCDS –

For the 'JPO' grade

- (a) the maximum point of the pay scale of the Police Constable rank should be increased by two pay points and the proposed four LSIs for this rank should be granted at 4-yearly intervals on completion of 12, 16, 20 and 24 years of satisfactory in-rank service²⁶;
- (b) the maximum point of the pay scale of the Sergeant rank should be increased by four pay points;
- (c) the minimum and maximum points of the pay scale of the Station Sergeant rank should be increased by four and three pay points respectively;
- (d) Police Constables passing the Sergeant promotion qualifying examination with credit/greater credit should advance immediately to the recommended pay point for the post-12th year LSI, and should be designated as Senior Police Constable²⁷;
- (e) the first few pay points on the Police Pay Scale (PPS) (namely 1, 1a and 2) should be removed as they are no longer in use, and point 3 and subsequent points on the PPS should be re-numbered as pay point 1 and so on. The implication of this proposal is that the rates of a number of job-related allowances, which are set at a prescribed % of point 1 on the PPS, would be increased as the dollar value of the new point 1 would exceed that of the current point 1;

For the 'officer' grade

- (f) the pay scale of all the ranks of the 'officer' grade (i.e. from Inspector of Police to Senior Superintendent of Police) should be

26 At present, LSIs are awarded on completion of 18 years and 25 years of service with satisfactory performance.

27 Senior Police Constable is a designation, not a rank.

at least one pay point higher than the pay scale of comparable ranks of the general disciplined services;

- (g) the maximum point of the pay scale of the Senior Inspector of Police rank under the modified 'through scale arrangement' should be increased by two pay points;

For the 'directorate' ranks below Commissioner of Police

- (h) the pay lead of Chief Superintendent of Police over its civilian counterparts at D1 rank should be increased from the present 3% to 5%, there should be a pay lead of 3% for Assistant and Senior Assistant Commissioners of Police over their civilian counterparts at D2 and D3 ranks, and the intervals for increments should be set at completion of either 1-3-5 years or 2-3-4 years of in-rank service or on an annual basis with the value of each increment reduced proportionally;

Implementation

- (i) the recommendations in the SCDS' Report relating to the Police and the improvements sought above should be implemented with retrospective effect from the date of submission of the Report to the Administration (i.e. 27 November 2008); and
- (j) the PPS should be re-designed so that the value of each pay point of the non-directorate Police personnel (i.e. from Police Constable to Senior Superintendent of Police) is standardised at 4%. (At present, the value of these pay points varies from 2.5% to 5.5%.)

32. The Police management generally supports the demands of the PFCSS.

(3) ICAC

33. The staff seek more incremental jumps and introduction of LSIs (in line with those recommended for the 'JPO/R&F' grades in paragraph 17(b) above). They, supported by management, also reiterate their request for the extension of medical and dental benefits to agreement officers after retirement from the ICAC.

(III) Decision

(1) Overall

34. The CE-in-Council has decided that all the recommendations in the SCDS' *Report on the Grade Structure Review of the Disciplined Services*,

should be accepted, subject the refinements described in paragraphs 40, 41 and 42 below, having regard to the following major considerations –

- (a) the justifications of the recommendations, including whether they are conducive to the stability and effective operation of the disciplined services; and the credibility of the SCDS which is an independent advisory body set up by the Administration in 1989;
- (b) the views and sentiments of departmental management and the staff sides and the impact on staff morale of the disciplined services;
- (c) the read-across implications within the disciplined services and for the civilian civil service, and the likely impact on the image and credibility of the Administration, the disciplined services and the civil service as a whole;
- (d) the financial implications for the Government; and
- (e) the views of the community.

35. Some of the more important recommendations are highlighted in the following paragraphs.

(2) Pay Relativities and Parity

36. The SCDS advises that the prevailing pay relativities among the disciplined services should only be changed when supported by strong justifications (ref. paragraph 16(b) above). It notes that the present relativities reflect the outcomes of detailed deliberations of previous reviews (notably the 1988 comprehensive review by the Rennie Committee and the issue-specific reviews by the SCDS in the 1990s). We agree to and accept its advice.

37. The SCDS recommends against extension of the ‘through scale arrangement’ (first introduced in 1971) to other ‘officer’ grades (ref. paragraph 16(e) above). We agree with the SCDS that as a matter of principle, the roles and responsibilities of each rank should be clearly defined and the remuneration of each rank should be commensurate with its level of responsibilities, posts under each rank should be established on functional justifications, and promotion from one rank to another should be founded on merit and functional needs.

(3) Frequency of Review

38. The SCDS recommends that GSRs for the disciplined services should be conducted on a regular basis, say around every six years or so (ref. paragraph 16(i) above), as it is concerned about the 20 years’ gap since the

last comprehensive review. We understand that it may be influenced by the 6-yearly interval for the conduct of the Pay Level Survey (PLS) for the non-directorate civilian civil service grades.

39. We consider there is a fundamental difference between the PLS and the GSR. The former is a benchmark exercise, conducted to ascertain whether the salaries paid by the Government to civil servants in the non-directorate civilian grades (for which there are comparators in the private sector) are broadly comparable to their counterparts in the private sector. The six-yearly interval is endorsed by the CE-in-Council in April 2007, having regard to the need to ensure that civil service pay would not be significantly out of step with market pay, and to time and resource considerations. The findings of the PLS are applied in accordance with the established framework to the pay scales of the civilian civil service grades, and to the disciplined services pay scales by internal relativities with the former. GSR, on the other hand, is conducted to ascertain whether there have been any significant changes in the work and responsibilities of the disciplined services personnel, such that there may be a need to revise the structure and/or pay scales of the various concerned grades.

40. While noting the sentiments underlying the SCDS' recommendation on the frequency of future reviews, the CE-in-Council has decided that, for greater flexibility, GSRs or comprehensive reviews of the structure, pay and conditions of service of the seven disciplined services should be conducted as and when necessary in view of significant changes in the job nature, responsibilities, proven recruitment and retention problems, etc. of the disciplined services. The CE-in-Council has further decided that the Administration, or individual concerned departmental management, or the staff side of each disciplined services may request the conduct of a GSR with justifications; and the request should be put to the SCDS for advice and then submitted to the CE-in-Council for decision.

(4) Salary and Increment

41. The CE-in-Council has decided that the maximum pay of the first promotional ranks of the 'JPO/R&F' grades (i.e. Sergeant in the Police and its comparable ranks²⁸ in the relevant disciplined services) should be increased by two pay points (instead of the one recommended by the SCDS in paragraph 17(a)(ii) above). This is because with the four LSIs recommended by the SCDS for the basic ranks of the 'JPO/R&F' grades (ref. paragraph 17(b) above), the pay gap with the next promotional rank would narrow rather significantly, viz. from 17.6% to 10.6% between the pay of a Police Constable awarded all four LSIs and the maximum pay of his Sergeant

28 They are the Senior Fireman, Senior Ambulanceman, Senior Customs Officer and Senior Immigration Assistant ranks.

supervisor. Similar problem would arise in the 'R&F' grades of the general disciplined services (with the pay gap narrowed from 21.6% to 14.8%). This would not only cause morale problem for serving Sergeants and their comparators, but may also become a disincentive for staff in the lower ranks to seek promotion. This concern is shared by the SCDS which, after submission of its Report, has asked the Administration to explore ways to address the problem. The refinement would bring about a 14% pay lead of the Sergeant rank over the Police Constable rank, and an 18% pay lead of the Sergeant-comparable ranks over their respective lower ranks in the general disciplined services.

(5) Job-Related Allowances

42. The CE-in-Council has decided that the SCDS' recommendations on JRA should be accepted, except the one on changing the nomenclature of the Detective Allowance (ref. paragraph 22(a) above). Following consultation with the concerned management and staff sides, the CE-in-Council has decided that it should remain unchanged and the SCDS has no objection. With regard to the proposed two-tier allowance for the Fireman grade (ref. paragraph 22(f) above) and the existing Remote Stations Allowance, the associated Additional Allowance and the Special Allowance for Overnight On-call (ref. paragraph 22(g) above), we have, in consultation with the relevant departmental management, formulated/revised the implementation framework as set out in Annex C.

(6) Conditioned Hours of Work

43. There are no standard conditioned hours of work across the civil service. Any direct comparison is not appropriate, as it is necessary to take into account the operational nature of different grades, including the intensity of efforts during the conditioned hours of work. Provided that the three pre-requisites of cost neutrality, manpower neutrality and maintaining the same level of service to the public could be achieved, we accept a reduction of the conditioned hours for C&ED from 51 hours to 48 hours per week, as proposed by the SCDS (ref. paragraph 24 above).

(7) Medical and Dental Services

44. We agree with the SCDS' recommendation (ref. paragraph 26 above) that civil service medical and dental benefits should not be extended to agreement officers on retirement from the ICAC. As an interim relief measure, we plan to allow reimbursement of private medical expenses incurred by civil servants (in disciplined and civilian grades) injured on duty (IOD) or occupational disease (OD) cases, subject to the daily maximum

limits stipulated under the Employees' Compensation Ordinance²⁹. This provision will be in addition to civil servants' existing entitlement to free medical treatment and services by the Hospital Authority (HA) and the Department of Health in IOD/OD cases. In parallel, we will continue to explore with the HA on enhancing its medical services to civil servants in IOD/OD cases. As and when such enhancement measures are put in place, we will cease implementation of the interim relief measure.

(C) Issues Common to the Directorate and the Disciplined Services GSR

(I) Date of Implementation

45. In the past, the Directorate Committee's recommendations were mostly implemented with retrospective effect (including back-dating to the date of submission of the relevant reports or to the month immediately following, or to the beginning of a calendar or financial year). Its last report was submitted in June 1989 and the recommendations therein were implemented with effect from 1 October 1989 (to align with the implementation date of the recommendations of a pay-related report by another independent advisory body, *viz.* the Standing Commission on Civil Service Salaries and Conditions of Service³⁰, (hereafter referred to as the "Standing Commission").

46. The SCDS defers to the Administration to work out the date of implementation of its recommendations. Past practices are varied. For example, most of the 1988 Rennie Committee's pay-related recommendations were back-dated to 1 April 1988³¹ (when the Committee was appointed), the recommendations in its first review (which was conducted to look into the issues arising from the 1988 review) were either back-dated to 1 April 1988 or 1 February 1989, and its recommendations in the two 'JPO' grade-specific reviews in 1992 and 1998 were implemented from a forward date (i.e. after decision by the CE-in-Council and/or approval of the Finance Committee of the Legislative Council).

29 The daily maximum medical expenses payable by an employer to an employee, as prescribed under the Employees' Compensation Ordinance (Cap. 282), is \$200 for in-patient or out-patient treatment per day, or \$280 for both in-patient and out-patient treatments on the same day.

30 The Standing Commission was established in 1979. Its present terms of reference are to advise and make recommendations to the Chief Executive on the principles and practices governing pay, conditions of service and salary structure of the non-directorate civil service, other than judicial officers and disciplined services staff.

31 The exception was changes to the allowances for the disciplined services, which were implemented with effect from 1 February 1989, after they were endorsed by the Finance Committee of Legislative Council.

47. Having regard to the aspirations of the affected civil servants on the one hand, and the state of the local economy and the wider community interests including fiscal prudence on the other, the CE-in-Council has decided that the salary and increment-related recommendations in the two GSR Reports (including refinements) should be implemented with retrospective effect from 1 April 2009.

48. The CE-in-Council has also decided that the SCDS' recommendations on JRA and on the restructuring of the 'through scale arrangement' for the Inspector/Senior Inspector of Police, Station Officer/Senior Station Officer and Commission Against Corruption Officer(Middle/Lower) ranks should take effect from the first day of the month immediately following approval by the relevant authority. The CE-in-Council has further decided that the recommendations on conditioned hours of work for C&ED personnel and creation of new grade/rank for ICAC should be implemented when the necessary administrative arrangements are put in place.

(II) Conversion Arrangement

49. The CE-in-Council has decided that the conversion arrangements set out in Annex D should be adopted for implementing the salary and increment recommendations in the two GSR Reports (including refinements) for serving staff in the affected ranks. These arrangements are in line with the established practices.

(III) Special Arrangement for Pensionable Retirees

50. The CE-in-Council has decided that a special arrangement should be put in place for the purpose of calculating the pension benefits for those pensionable directorate and disciplined services civil servants who retired/resigned on grounds other than disciplinary reasons or who passed away with death gratuity with their last day of service (pre-retirement leave included) falling between 27 November 2008 and 31 March 2009, or who were injured/died on duty with additional/dependant pension entitlements during the aforesaid period of time, on the grounds that they have a reasonable expectation that their salaries would be adjusted upon release of the two GSR Reports. The special arrangement would involve the granting, on their last day of service, of a one-day special allowance to their salaries of a value equivalent to the difference between what they would have received (in terms of salaries) had the salary and increment recommendations in the two GSR Reports (including refinements) had taken effect on that day and what they actually received (in terms of salaries) on the same day. The proposed special allowance would enable them to receive higher pension benefits.

(IV) Approval of Finance Committee of Legislative Council

51. We will seek the necessary approval of the Establishment Subcommittee and FC of LegCo in the coming weeks.

CONSULTATION

52. We have consulted the relevant stakeholders including the management and the staff sides on the findings and recommendations of the two GSR Reports. We have also consulted the LegCo Panel on Public Service (PS Panel) on the two GSR Reports (and a third one on specific non-directorate civilian grades) on three occasions (namely, 15 December 2008, 19 January 2009 and 7 July 2009).

IMPLICATIONS OF THE DECISION

53. The implementation of the recommendations of the two GSR Reports (as well as the refinements) is in conformity with the Basic Law including the provisions concerning human rights. They have no sustainability implications.

54. The financial implications of the proposals (excluding the special arrangement for retirees and the creation of posts in the proposed new grade/rank for the ICAC) in the form of additional payroll cost to the civil service per year would be around \$807 million³², made up of around \$22 million for the civilian directorate, and around \$785 million for the disciplined services staff. Out of the \$785 million, the additional cost for implementing the proposed refinement to the maximum pay point of the first promotional ranks of the “JPO/R&F” grades (two pay points instead of the one recommended by SCDS) is about \$50 million.

55. On the special arrangement for calculating the pension benefits of those affected civil servants, the additional cost for granting the one-day special allowance should be negligible. The amount of additional commuted lump-sum, which is one-off in nature, is estimated to be around \$40 million.

56. As regards the subvented sector, there is currently no central policy requiring all subvented organisations to link the salary structures of their staff to civil service pay scales. Except in the context of the annual civil

³² Excluding increase in pension payments for civil servants in the concerned grades and ranks retiring on or after 1 April 2009 and allowance-related expenditure (other than the two-tier allowance for FSD staff). In addition, it has not included the additional cost of about \$20 million per year for the interim measure of allowing reimbursement of private medical expenses incurred by civil servants (in both disciplined and civilian grades) in IOD/OD cases.

service pay adjustment exercise where adjustment would be made to subventions which include annual civil service pay adjustment as a price adjustment factor, other pay-related exercises would not necessitate a general adjustment in Government's funding for the subvented sector. Such ad hoc pay-related exercises would have an impact on funding for individual subvented organisations only in exceptional cases (notably teaching staff in the aided school sector) where there is a specific government policy requiring the staff concerned to be remunerated on the relevant civil service pay scales, and where the Government has agreed to fund such remunerations. Since the current exercise does not affect the teaching grades, the impact (if any) on the subvented sector should be minimal.

PUBLICITY

57. We will inform the Directorate Committee, the SCDS, the PS Panel of LegCo, the civil service heads of bureaux and departments, the staff sides of the four central consultative councils, the four major service-wide staff unions, and concerned civil servants of the decision. A press release will be issued and a spokesman will be available to answer media enquiries.

SUBJECT OFFICER

58. Enquiries on this brief should be addressed to Mr. Chris Sun, Principal Assistant Secretary for the Civil Service (Tel. 2810 3112).

Civil Service Bureau
20 October 2009

**Existing Conditioned Hours of Work of
Disciplined Services Staff**

The existing conditioned hours of work of the disciplined services staff have evolved over time, having regard to their operational requirements. The following table sets out the present position –

Department	Conditioned hours of disciplined services staff
CSD	49 hours gross
C&ED	51 hours gross
FSD	54 hours gross for Fireman/Station Officer grades (Fire Stream); 48 hours gross for Fireman/Station Officer grades (Control Stream); 48 hours gross for Ambulanceman grade; and 44 hours gross for Ambulance Officer grade.
GFS	44 hours gross
ICAC	44 hours gross
ImmD	44 hours gross
Police	48 hours gross

Grade Structure Review Report on the Disciplined Services
紀律部隊職系架構檢討報告書

Submissions received during the consultation period
諮詢期內收到的意見書

(Part of the submissions are in Chinese only; part of them are in English only)
部分意見書只備中文；部分則只備英文

A. Service-wide 跨部門

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
A-01-S	Disciplined Services Consultative Council (Staff Side) and Government Disciplined Services General Union 紀律部隊評議會職方及政府紀律部隊人員總工會	9.1.2009
A-02-S	Hong Kong Chinese Civil Servants' Association 香港政府華員會	14.1.2009
A-03-S	Disciplined Services Consultative Council (Staff Side) and Government Disciplined Services General Union 紀律部隊評議會職方及政府紀律部隊人員總工會	23.2.2009

B. Correctional Services Department 懲教署

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
B-01-S	Correctional Service Officers' Association 懲教事務職員協會	26.2.2009
B-02-S	Hong Kong Chinese Civil Servants' Association Technical Instructor Branch 香港政府華員會工藝導師分會	27.2.2009

C. Customs and Excise Department **海關**

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
C-01-S	H.K. Customs Officers Union 香港海關關員工會	2.2.2009
C-02-S	Association of Customs & Excise Service Officers 香港海關官員協會	6.2.2009

D. Fire Services Department **消防處**

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
D-01-S	H.K. Fire Services Department Ambulancemen's Union 香港消防處救護員會	15.1.2009
D-02-S	Hong Kong Fire Services Control Staff's Union 香港消防控制組職員會	26.2.2009
D-03-S	Hong Kong Fire Services Officers Association 香港消防主任協會	26.2.2009
D-04-S	Hong Kong Fire Services Department Staffs General Association 香港消防處職工總會	27.2.2009

E. Government Flying Service **政府飛行服務隊**

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
E-01-S	Government Flying Service Aircrewman Officers Association 政府飛行服務隊空勤主任協會	20.2.2009

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
E-02-S	Government Flying Service Pilots Union 政府飛行服務隊機師工會	22.2.2009
E-03-S	Government Flying Service Aircraft Technicians Union 政府飛行服務隊飛機技術員工會	24.2.2009
E-04-S	Government Flying Service Aircraft Engineers Association 政府飛行服務隊飛機工程師會	26.2.2009

F. Hong Kong Police Force 香港警務處

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
F-01-S	Police Force Council Staff Side 警察評議會職方協會	12.12.2008
F-02-S	Police Force Council Staff Side 警察評議會職方協會	23.1.2009
F-03-S	Police Force Council Staff Side 警察評議會職方協會	25.2.2009

G. Immigration Department 入境事務處

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
G-01-S	Immigration Service Officers Association, Hong Kong Immigration Assistants Union, Hong Kong Immigration Department Staff Association, Hong Kong Immigration Department Rank and File General Union 入境事務主任協會、香港入境事務助理員工會、香港入境事務人員協會、香港入境處員佐級總會	8.1.2009

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
G-02-S	Immigration Service Officers Association, Hong Kong Immigration Assistants Union, Hong Kong Immigration Department Staff Association, Hong Kong Immigration Department Rank and File General Union 入境事務主任協會、香港入境事務助理員工會、香港入境事務人員協會、香港入境處員佐級總會	17.2.2009

H. Independent Commission Against Corruption 廉政公署

<u>Serial Number</u> <u>編號</u>	<u>Author</u> 提出者	<u>Date</u> 日期
H-01-S	ICAC Departmental Grades Staff Committee 廉政公署部門職系委員會	2.2009

香港中環雪廠街 11 號
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公務員事務局局長
俞宗怡女士, GBS, JP

俞局長：

紀律部隊職系架構檢討報告書

有關紀律部隊職系架構的檢討，只在二十年前發生過，紀律部隊同事們對今次檢討存有合理的關注和期望。在職系架構檢討進行期間，我們紀律部隊評議會(職方)和政府紀律部隊人員總工會(以下簡稱兩會)曾多次以書面形式及於會面中向紀律人員薪俸及服務條件常務委員會(以下簡稱紀常會)表達我們的建議和訴求，並提供充分的理據，但結果卻是紀常會聽而不聞，視而不見，漠視我們的建議。我們兩會曾向紀常會及行政長官提供合共 5 份建議書，現一併附上給俞局長參考。(附件一)

就二零零八年十一月二十七日紀常會向行政長官所呈交有關紀律部隊的職系架構檢討報告書(以下簡稱報告書)，行政長官已責承公務員事務局詳細研究其中內容，和諮詢所有相關人士。我們兩會在深入研究報告書內容，對紀常會沒有正確處理我們兩會的訴求表示遺憾及失望，和對紀常會把職系架構檢討簡單和錯誤地視作一次薪酬檢討的處理方法表示憤慨。

紀常會在回應我們兩會的訴求時，只是簡單地以歷史遺留下來的問題不作處理或以財政困難不能處理推搪責任。在職能上，紀常會並沒有認真地檢視每個紀律部隊的職系架構，我們所感受到和知道的只是紀常會以最簡單而粗疏的檢討方法一刀切地在各紀律部隊同事的頂薪點上加一點，當中完全沒有嚴肅地審視我們紀律部隊自 1988 年凌衛理報告書發表後，過去二十年在工作性質上的巨大改變。

為了清楚顯示及表達我們紀律部隊同事的訴求和決心，我們曾於 2008 年 8 月在我們 5 支紀律部隊部門內進行簽名運動，最終收集到 11,373 個簽名支持。

對職系架構檢討的訴求

我們必須重申以下三點：

1. 各紀律部隊在維護香港繁榮穩定和保障市民性命財產的角色都是無分輕重的。就以過去的世貿會議和今次在香港舉行的奧運及殘奧馬術比賽為例，保安工作都是由各支紀律部隊分別承擔，各自擔負起其中不可或缺的工作，各有職能和獨特性，唯一的共同性就是我們都是紀律部隊。所以我們強烈要求警隊、廉政公署、入境處、海關、懲教署、飛行服務隊及消防處，所有紀律部隊的職系及職級必須被公平對待。就此，我們要求必須糾正過往的錯誤並拿出勇氣去改正歷史遺留下來不公平的現象。在公平競爭及挽留人材的大原則下，紀常會必須將所有紀律部隊的薪級劃一，當中必須將入職及頂薪點完全劃一。可惜的是報告書公佈後，紀律部隊間的差距仍然存在，而差距並進一步擴大。
2. 在入境處、海關、懲教署、飛行服務隊及消防處救護主任職系全面實施直通職級。直通職級已在警隊、廉署及消防處消防主任職系行之有效，是一個深受員工認同的制度，有效地穩定及激勵員工士氣，透過機制，部隊更可以妥善處理接任問題，百利而無一害。紀常會必須正視歷史現實，將有關制度確立，並於入境處、海關、懲教署、飛行服務隊及消防處救護主任全面實施。我們兩會不同意紀常會更改現有實施於消防主任職級的直通職級安排。報告書建議通過資歷檢定考試優化有關的安排，並解釋這方法更能任人唯才和充分反映職能上的分工。列陳的論點實在是自相矛盾，而且紀常會也沒有交代為何這優化後的直通職級安排不能伸延至入境處、海關、懲教署、飛行服務隊及消防處救護主任職系推行。若將優化後的直通職級安排伸延至入境處、海關、懲教署、飛行服務隊及消防處救護主任職系推行，始能大大提升主任級士氣。
3. 所有紀律部隊工時應該下調，和歐美地區看齊，這將有助提升所有紀律部隊服務水平及員工士氣。我們並不認同報告書中所提到必須符合三項先決條件即不需額外

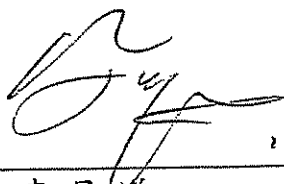
財政資源，不涉及額外人手及維持為市民提供的服務水平，才獲得批準的安排。

職系架構檢討建議的實施

我們留意到俞局長因應環球金融危機對香港經濟可能帶來的衝擊，向行政會議提出“暫緩執行”任何牽涉額外財政開支的建議，直至香港的經濟回復平穩發展。我們在對此建議理解的同時，必須重申同事對紀常會的建議存有合情合理及合法的期望。因此任何同事都不應因轉制而蒙受損失，故此俞局長應為職系架構檢討報告書訂立生效日期，我們建議可參考每年薪酬趨勢調查生效日期而訂為 2009 年 4 月 1 日，並應具有追溯效力。

總結

就公務員事務局將進行全面的諮詢和提交建議給行政長官，我們兩會期望俞局長能撥亂反正，認真而公正地正視我們兩會以上的三個訴求，對於一些不清楚的解釋和理據，俞局長更應向紀常會要求澄清。



袁晃謙

紀律部隊評議會(職方)主席



林國豪

政府紀律部隊人員總工會主席

副本送：紀律人員薪俸及服務條件常務委員會主席
立法會公務員及資助機構員工事務委員會主席
保安局局長
入境事務處處長
海關關長
消防處處長
懲教署署長
政府飛行服務隊總監

二零零九年一月九日

紀律部隊評議會(職方)
Disciplined Services Consultative Council
(Staff Side)

Our Ref: SS/DSCC/S-2
Your Ref:

Room 139
Central Government Offices
East Wing
Lower Albert Road
Hong Kong
Tel. No. 2810 2703
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香港金鐘道 89 號
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紀律人員薪酬及服務條件常務委員會主席
范鴻齡議員, SBS, JP

范主席：

紀律部隊職系架構檢討
紀律部隊評議會(職方)意見書

前言

自 2001 年起，政府在與職方商討有關薪酬的工作會議上，認為紀律部隊的薪酬水平，可以簡單地用文職職系的薪酬水平，透過內部對比的方法釐訂。而在相關的公務員薪酬調整機制諮詢小組會議中，紀評(職方)由始至終都反對政府以這種內部對比的方法，釐定紀律部隊的薪酬，並強烈要求政府需要為紀律部隊職系展開獨立的薪酬檢討。我們很高興得悉政府在 2007 年 10 月 31 日邀請紀常會對 7 支紀律部隊進行職系架構檢討。

我們得知紀常會屬下的 3 個工作小組將負責不同部隊的檢討，而紀評(職方)所代表的 5 支紀律部隊，即懲教署、香港海關、消防處、政府飛行服務隊及入境事務處將由黃美春女士領導的工作小組負責。職方普遍歡迎紀常會進行是次檢討，我們深信紀常會及其工作小組的獨立性，將令今次檢討更具公信力及認受性。

政府飛行服務隊機師工會
Government Flying Service
Pilots' Union

政府飛行服務隊空勤人員協會
Government Flying Service
Aircrews Officers Association

政府飛行服務隊飛機工程師協會
Government Flying Service
Aircraft Engineers Association

政府飛行服務隊飛機技術員工會
Government Flying Service
Aircraft Technicians Union

懲教署職員協會 (前職系)
Correctional Services
Officers' Association
(Senior Section)

懲教署新進職員協會 (前職系)
Correctional Services
Officers' Association
(Junior Section)

香港海關包稅協會
Association of Customs &
Excise Service Officers

香港海關職員工會
Hong Kong Customs
Officers Union

香港消防處消防員協會
Hong Kong Fire Services
Central Staff's Union

香港消防處消防員協會
Hong Kong Fire
Services Department
Ambulancemen's Union

香港消防處消防員協會
Hong Kong Fire Services
Department Ambulance
Officers Association

香港消防處消防員協會
Hong Kong Fire Services
Officers Association

香港入境事務處員工協會
Hong Kong Immigration
Staff General Association

香港入境事務處助理員工會
Hong Kong Immigration
Assistants Union

入境事務處職員協會
Immigration Service
Officers Association

紀評(職方)立場

紀評(職方)是政府的中央諮詢組織，成員包括上文所述的 5 大紀律部隊及其合共 15 個獲承認的成員工會/協會。有關的職系架構檢討範圍是全面性及大規模地進行，檢討結果將會對紀評(職方)所包括的 5 大紀律部隊職系和職級具深遠和巨大的影響，因此紀評(職方)的 15 個成員工會/協會經商議後，就有關檢討有以下七個立場：

- (i) 我們將盡全力維護各紀律部隊職系和職級同事現有的權益；
- (ii) 我們將爭取紀常會、政府及市民大眾對各紀律部隊在穩定社會所作的貢獻，並在檢討中獲得更高的評價及肯定；
- (iii) 所有紀律部隊包括警隊及廉政公署的職系及職級必須被公平對待，並以劃一的原則、考慮要素和方法作出公平的檢視；
- (iv) 在公平競爭及挽留人材的大原則下，我們期望紀常會考慮將所有紀律部隊的薪級劃一；
- (v) 與歐美先進國家和附近地區相比，現有紀律部隊的整體工作時間實屬偏高。在不定時及長時間工作下，沉重的工作壓力和缺乏適當休息，容易令紀律部隊同事患上職業病，例如：關節勞損、腸胃病、精神緊張、精神病及癌症。在此，我們期望紀常會在是次檢討中，考慮將所有紀律部隊工作時間下調，和歐美地區看齊，這將有助提升所有紀律部隊服務水平及員工士氣；
- (vi) 紀評(職方)將繼續以理性務實的方式表達意見，積極配合紀常會進行相關的檢討工作，保持良好的溝通。如有需要，紀評(職方)將會約見紀常會交換意見；
- (vii) 行政長官會同行政會議已決定每六年為文職職系進行薪酬水平調查，若政府仍以內部對比的方法應用有關的薪酬水平結果於紀律部隊身上，相關而持續的獨立職系架構檢討仍需於文職職系薪酬水平調查後繼續為紀律部隊職系展開。

專責工作事務委員會

紀評(職方)已成立一個 10 人專責工作事務委員會跟進檢討工作，委員會名單如下：-

入境事務處：	倪錫水先生(召集人)、吳廷喜先生
懲教署：	陳彼得先生(召集人)、何沛霖先生
香港海關：	關良華先生、梁永賢先生
消防處：	袁晃謙先生、林偉洪先生
政府飛行服務隊：	羅耀華先生、蘇秋明先生

由於各職系工會/協會代表着不同職系和職級的同事，在檢討過程中，各會難免會有不同意見及表述，但相信透過專責工作事務委員會，我們將會團結一致，以求同存異、實事求是的原則，做好這一次職系架構檢討的工作。

諮詢

為了做好這次職系架構檢討，紀評(職方)將透過專責小組與政府管方及紀常會保持良好溝通及交換意見。在 2008 年 1 月底前，紀評(職方)將向各工會/協會及其所屬會員進行廣泛諮詢並收集意見。如有需要，將不遲於 2 月底向紀常會提交最新補充的書面意見及資料。

紀律部隊評議會(職方)主席陳彼得



副本送：

- 公務員事務局局長
- 保安局局長
- 廉政專員
- 警務處處長
- 入境事務處處長
- 消防處處長
- 懲教署署長
- 海關關長
- 政府飛行服務隊總監
- 政府紀律部隊人員總工會
- 警察評議會

二〇〇七年十二月三十一日

香港金鐘道 89 號
力寶中心第 2 座 7 樓 701 室
紀律人員薪俸及服務條件常務委員會主席
范鴻齡議員, SBS, JP

范主席：

紀律部隊職系架構檢討 兩會立場書

自 2002 年起，我們不斷向政府爭取為紀律部隊的獨立及專業性進行獨立的職系架構檢討。最終，政府在完成文職職系同事與私人機構之間的薪酬水平調查後，在 2007 年 10 月 31 日邀請紀律人員薪俸及服務條件常務委員會(紀常會)對 7 支紀律部隊進行職系架構檢討。有關檢討亦已進入總結及起草初步報告階段，藉此我們紀律部隊評議會(職方)及政府紀律部隊人員總工會就紀律部隊職系架構檢討向閣下宣告我們以下兩個至為重要的立場：

i. 各紀律部隊在維護香港繁榮穩定和保障市民性命財產的角色都是無分輕重的。就以過去的世貿會議和今次在香港舉行的奧運及殘奧馬術比賽為例，保安工作都是由各支紀律部隊分別承擔，各自擔負起其中不可或缺的工作，各有職能和獨特性，唯一的共同性就是我們都是紀律部隊。所以我們強烈要求警隊、廉政公署、入境處、海關、懲教署、飛行服務隊及消防處，所有紀律部隊的職系及職級必須被公平對待。在檢討結束後，所有紀律部隊的職系與文職職系的差異應清楚釐定；及

ii. 79 年的《簡悅強報告書》開始分化各紀律部隊薪酬待遇，88 年的《凌衛理報告書》進一步將各紀律部隊的薪酬待遇差異擴大，再而於 97 年部份警隊同袍更得到特別額外的薪酬調高。經過多年的蛻變，警隊員佐級的頂薪點已大大超越其他紀律部隊約 \$8000 元，我們實在無法接受這樣不合理的差距。就此，我們要求紀常會必須糾正過往的錯誤並拿出勇氣去改正歷史遺留下來不公平的現象。在公平競爭及挽留人材的大原則下，紀常會必須將所有紀律部隊的薪級劃一，當中必須將入職及頂薪點完全劃一。在檢討結束後，所有紀律部隊在薪級表上不應再存有差距。

2008 & 2009 24/7/08

訴求

二十年不公平的對待，我們入境處、海關、懲教署、飛行服務隊及消防處，5支紀律部隊同事已積壓了極大的不滿，憤憤不平的情緒已如箭在弦，在此我們提出以下三個合情合理的訴求：

- i. 在入境處、海關、懲教署、飛行服務隊及消防處救護主任職系全面實施直通職級；
- ii. 劃一警隊、廉政公署、入境處、海關、懲教署、飛行服務隊及消防處職系入職及頂薪點；及
- iii. 所有紀律部隊工時下調。

諮詢及透明度

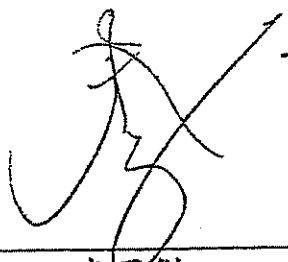
在過去不同場合的會面中，各紀律部門工會代表及同事均感到紀常會已有固定及前設的立場，對於職方所提出的訴求完全漠視，更沒有勇氣去正視及改正對我們不公平的現象。所謂諮詢及聽取職方意見只是表面及虛浮的，紀常會根本沒有誠意去聽取我們呼喚的聲音和沒有真心去察看我們尊嚴上的傷痕。

對於檢討方法，紀常會並沒有清楚向職方解釋，諮詢過程亦缺乏透明度，只是不斷作出否定而卻沒有提供充份的理據。

行動

紀律部隊評議會(職方)及政府紀律部隊人員總工會對紀常會處理職系架構檢討的手法失望。在往後的爭取裡，我們紀律部隊工會及所有同事仍會以「科學論證，務實理性」的態度去爭取及表達意見。紀律部隊評議會(職方)及政府紀律部隊人員總工會現正進行簽名運動，並將所有收集到的聲明書交予紀常會顯示我們的團結和決心。不過，若紀常會仍然裝作聽不到我們紀律部隊同事的聲音和看不見我們的苦況，我們將以激烈的行動進行抗爭。

請紀常會公正的主席及各位委員接納我們以上合情合理的立場和訴求，還我們一個公道！謝謝大家！



李君傑

紀律部隊評議會(職方)主席



林國豪

政府紀律部隊人員總工會主席

副本分送：公務員事務局局長
保安局局長
海關關長
消防處處長
懲教署署長
入境事務處處長
政府飛行服務隊總監

二〇〇八年七月二十四日

香港金鐘道 89 號
力寶中心第 2 座 7 樓 701 室
紀律人員薪俸及服務條件常務委員會主席
范鴻齡議員, SBS, JP

范主席：

紀律部隊職系架構檢討

紀律部隊評議會(職方)及紀律部隊人員總工會感謝紀律人員薪俸及服務條件常務委員會於 9 月 13 日撥冗討論紀律部隊職系架構檢討的最新進展。

我們重申，在 7 月 24 日給 貴委員會信上的兩個立場(所有紀律部隊必須被公平對待及薪級必須劃一)和三個訴求(所有紀律部隊全面實施直通職級，劃一入職和頂薪點，及工時下調)沒有動搖(見附件一)。這些訴求並已獲超過一萬一千名紀律部隊人員的簽名支持(見附件二)。我們希望 貴委員會能慎重考慮。

我們亦重申以下數點：

1. 直通職級已在警隊、廉署及消防處消防主任職系行之有效，是一個深受員工認同的制度，有效地穩定及激勵員工士氣，透過機制，部隊更可以妥善處理接任問題，百利而無一害。紀常會必須正視歷史現實，將有關制度確立，並於入境處、海關、懲教署、飛行服務隊及消防處救護主任職系全面實施。任何對有關制度不必要的改變將引起部隊激烈的抗爭及不滿，因此我們再次要求 貴委員會在所有紀律部隊全面實施直通職級制度；
2. 在會上，我們提出關於直通職級的新建議：在入境處、海關、懲教署、飛行服務隊及消防處救護主任職系任職滿 5 年並通過考試及格的同事，他們的薪金並不是自動跳升至高級主任薪級表，而是按照主任職級的薪級表按年遞增，最終可達致高級主任職級的頂薪點。范主席在會上應允將這個新建議記錄在職系架構檢討報告中，並會考慮有關建議。我們希望 貴委員會能盡快以書面方式通知我們是否接納這項建議，讓我們向所有同事匯報；

3. 為反映紀律部隊工作的繁重、獨特性及對香港的繁榮安定所作出的貢獻，我們建議立即提高所有現職部隊同事的薪金水平 5 個百分點；
4. 主任級職系的同事，應該與員佐級職系同事一樣享有長期服務增薪點：在工作滿 18 年、25 年及 18 與 25 年之間獲得一個增薪點；及
5. 敦請 貴委員會小心處理現有 7 支紀律部隊的起薪點及頂薪點的劃一性；不要擴大相互間薪酬待遇的差距，最終應朝向完全劃一的公平原則。

我們希望 貴委員會能接納我們以上合情合理的訴求。



李君傑

紀律部隊評議會(職方)主席

林國豪

政府紀律部隊人員總工會主席

副本送： 公務員事務局局長
保安局局長
海關關長
消防處處長
懲教署署長
入境事務處處長
政府飛行服務隊總監

二〇〇八年九月二十三日

香港金鐘道 89 號

力寶中心第 2 座 7 樓 701 室

紀律人員薪俸及服務條件常務委員會主席

范鴻齡議員, SBS, JP

范主席：

紀律部隊職系架構檢討

兩會已收到貴會 10 月 2 日的來函，我們有以下的回應：

適用於所有人員

1. 要求上調薪酬 5%，以反映紀律部隊的獨特性和專業性及文職化後所吸納的大量工作
2. 要求調整及統一所有部隊的工時，與國際標準接軌

適用於主任級人員

1. 堅持所有部隊的「主任及督察」職系採用直通職級安排
2. 要求所有部隊的「主任及督察」職級人員一律增加 2 個增薪點
3. 反對降低消防隊長的薪酬及改變現行的晉升制度

適用於員佐級人員

1. 要求所有部隊的員佐級人員一律增加 4 個增薪點
2. 要求在所有部隊的總隊目/總關員/總助理員的頂薪點上再增加 1 個增薪點
3. 建議重整員佐級人員薪酬表(基本職級：8 點；高級隊目/高級關員/高級助理員：6 點；總隊目/總關員/總助理員 4 點)

兩會要求貴會澄清「正考慮收緊現行的直通職級安排，配合「量才為用」的原則。……經修訂後的直通職級安排，將不會推廣至其他部門。」的含意，並從速安排會面及作出書面回應。



李君傑

紀律部隊評議會(職方)主席

林國豪

政府紀律部隊人員總工會主席

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懲教署署長
入境事務處處長
政府飛行服務隊總監

二〇〇八年十月十日

建議員佐級人員薪酬表

現時紀律部隊員佐級人員薪酬表

DPS(R)		
32	34045	0.03
31	33050	0.03
30	32085	0.03
29	31150	0.03
28	30245	0.03
27	29365	0.03
26	28525	0.03
25	27665	0.03
24	26870	0.03
23	26185	0.03
22	25460	0.03
21	24760	0.03
20	24105	0.03
19	23465	0.03
18	22815	0.03
17	22150	0.03
16	21540	0.03
15	20940	0.03
14	20340	0.03
13	19745	0.03
12	19150	0.03
11	18565	0.03
10	17980	0.03
9	17415	0.03
8	16830	0.04
7	16250	0.03
6	15750	0.04
5	15100	0.03
4	14685	0.03
3	14275	0.03
2	13860	0.03
1	13480	

建議員佐級人員薪酬表

4 Points		
Rev19	34045	0.03
Rev18	33045	0.035
Rev17	31925	0.035
Rev16	30850	0.04
Rev15	29660	0.04
Rev14	28520	0.04
Rev13	27420	0.04
Rev12	26370	0.04
Rev11	25355	0.043
Rev10	24310	0.045
Rev9	23260	0.05
Rev8	22155	0.056
Rev7	20980	0.056
Rev6	19870	0.056
Rev5	18810	0.056
Rev4	17820	0.056
Rev3	16870	0.056
Rev2	15980	0.058
Rev1	15100	

總薪級表

MPS	
27	34895
26	33330
25	31835
24	30445
23	29075
22	27765
21	26510
20	25250
19	24050
18	22910
17	21830
16	20780
15	19790
14	18840
13	17935
12	16910
11	15920
10	14990

香港
香港禮賓府
行政長官辦公室轉交
中華人民共和國
香港特別行政區行政長官
曾蔭權先生

曾先生：

紀律部隊職系架構檢討

我們是紀律部隊評議會(職方)及政府紀律部隊人員總工會(下稱「兩會」)。兩會分別代表海關、消防處、懲教署、入境事務處及政府飛行服務隊內約二萬四千多的紀律部隊同事。

就紀律人員薪俸及服務條件常務委員會(下稱「紀常會」)進行有關紀律部隊職系架構的檢討，「兩會」曾多次以書面形式及於會面中向「紀常會」表達我們積歷了二十年的訴求，並提供充分的理據，但結果卻是「紀常會」聽而不聞，視而不見，漠視我們的建議。

歸納過去與紀常會的會面：兩會發現紀常會在整個職系架構檢討存在三個嚴重錯誤：

1. 紀常會對要負責處理的問題不去正視及處理，只是簡單地以歷史遺留下來的問題不作處理，或以財政困難不能處理推搪責任。對於不同紀律部隊現時的職系架構出現結構性分歧現象如「直通職級安排」，紀常會對海關、入境、消防處救護主任職系、懲教和飛行服務隊的同事們多次強調是「歷史遺留下來的問題」而不作處理；然而對消防主任職系的同事卻表示「不合時宜的架構」應予以調整，前言不對後語，態度飄忽，立場矛盾。另外紀常會對於「衡工量值」的最基礎原則——「工作時數」，竟拒絕正視問題所在，只推卸於各紀律部隊首長自行處理，實有推搪失責之嫌；
2. 在過去，紀常會在安排與各紀律部隊的管方和職方會晤時，均以「非正式會議」(Informal Meeting)型式進行，因此所有會議皆未發放正式的議事紀錄，有關會面諮詢實有欠誠意及安排失妥；和

3. 紀常會的職能不單是認真地檢視紀律部隊每個職系和職級的薪酬制度，並且需檢視每個紀律部隊的職系架構，但我們所感受到和知道的只是紀常會以最簡單而粗疏的檢討方法和所謂紀律部隊間的「內部對比」關係，一刀切地在各紀律部隊同事的頂薪點上加一點，當中完全沒有嚴肅地審視我們紀律部隊自 1988 年凌衛理報告後，過去二十年在工作性質上的巨大改變。

紀常會在檢討過程中漠視職方的意見和感受，實在令我們十分失望和憤怒。為了清楚顯示及表達我們紀律部隊同事的訴求和決心，兩會已於 7 至 8 月期間在我們 5 支紀律部隊部門內進行簽名運動，最終共收集到 11,373 個簽名，隨函附上各部門簽名分佈表給閣下參考。

紀律部隊和特區政府經過過去數年建立的互信實在是得來不易的成果，為了避免產生不必要的矛盾和令問題繼續惡化，兩會懇求閣下能協助處理有關檢討。進行一次相隔二十年的紀律部隊全面檢討，所需時間實不應只是短短數個月，我們同意可將檢討時間延長。因應范鴻齡先生暫停紀常會主席職務而由張震遠先生代任主席，這正好是一個契機，紀常會可重新認真地聽取我們簡單而合理的訴求。我們願意和紀常會重新對話，及最終達成管、職及市民皆認可接受的三贏檢討報告。



袁晃謙

紀律部隊評議會(職方)主席



林國豪

政府紀律部隊人員總工會主席

副本分送：紀律人員薪俸及服務條件常務委員會主席
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入境事務處處長
政府飛行服務隊總監

二〇〇八年十一月十日

紀律部隊職系架構檢討一覽明書

收回日期	消防處	懲教署	香港海關	入境事務處	政府飛行服務隊
30.06.08	2	0	0	64	0
02.07.08	40	0	0	42	0
03.07.08	50	24	0	37	0
04.07.08	170	83	0	8	54
05.07.08	41	2	0	98	0
06.07.08	0	0	0	81	0
07.07.08	21	14	0	359	0
08.07.08	133	7	0	107	20
09.07.08	102	10	0	82	0
10.07.08	187	47	0	233	0
11.07.08	274	137	9	137	1
12.07.08	216	0	31	25	0
13.07.08	132	0	0	36	0
14.07.08	148	88	35	217	14
15.07.08	3	626	363	127	0
16.07.08	171	799	13	135	0
17.07.08	78	783	645	405	0
18.07.08	541	909	123	213	0
19.07.08	33	0	0	101	0
20.07.08	150	0	57	99	17
21.07.08	91	43	0	110	25
22.07.08	51	0	3	0	0
23.07.08	62	0	0	0	0
24.07.08	24	20	0	45	0
26.07.08	0	0	0	15	0
29.07.08	44	0	0	7	0
30.07.08	0	0	0	2	0
01.08.08	0	181	0	0	0
11.08.08	0	0	565	0	0
13.08.08	0	0	75	0	0

實際部門總人數：	9,202	6,509	5,470	6,398	212
實際部門總人數(軍裝)：	8,622	5,863	4,463	4,953	148
簽名者總人數：	2,764	3,773	1,920	2,785	131
簽名者總人數(軍裝)：	32.1	64.4	43.0	58.2	88.5

累計簽名者總人數： 11,373



香港政府華員會

HONG KONG CHINESE CIVIL SERVANTS' ASSOCIATION

中國香港九龍京士柏衛理道 8 號 8 Wylie Road, King's Park, Kowloon, Hong Kong, China

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華員會對職系架構檢討報告的意見

3 個公務員薪俸及服務條件諮詢委員會 2008 年為首長級、紀律部隊及 2 個文職職系進行的職系架構檢討，相隔 19 年後重做，一定程度上填補了公務員薪酬調整機制的空白。

職系架構檢討並不全面和公正

然而，這一次檢討，非首長級文職職系雖然有多達 40% 的職系，與首長級及紀律部隊一樣，未能在 2006 年的薪酬水平調查中與私營機構職位作比較，公務員薪酬原則中重要的內部薪酬對比關係未能全面、公正地應用在所有薪級表。除 2 個職系外，非首長級文職職系幾全部被拒諸門外！籍口是須有“嚴重招聘和挽留人員困難”，才能納入檢討。但儘管這部份文職職系中有職系同樣有這些困難，有關職系公務員工會有要求，却被拒諸門外(初時應允檢討的會計師職系亦被剔除)。反而納入檢討的 2 個職系中，有相關職系，儘管沒有招聘和挽留人員困難，仍被包括在內。與此同時，紀律部隊職系招聘和挽留人員的情況却是檢討考慮因素之一。實際上，這次檢討的考慮因素，同樣適用於許多非首長級文職職系，例如，這些職系是否特區公務員隊伍中不可或缺的一部份；上一次 1988 年凌衛理檢討及 1989 年檢討後，因應社會、經濟和政治形勢的不斷改變，引致職系工作性質、職務、職責和工作量，以及公眾期望的轉變；事業發展方面的情况；員工管理等因素。但文職職系幾全部被排斥在檢討之外！可以說，界定準則毫不一致。再者，今次檢討中應用的某些釐定薪酬的做法，也未能一視同仁地應用於非首長級文職人員職系。

因而，與上一次 1989 年進行的全面檢討比較，2008 年的公務員職系架構檢討談不上全面和公正！儘管程度上比預期有所緩和，檢討的結果仍不合理地擴大了公務員首長級、紀律部隊及非首長級文職薪級表之間的差距，製造了公務員隊伍內部的分化。

對這 3 份報告書，本會認為，有 5 個方面問題值得大家去反思。

公務員薪酬不應貼近私營機構的問題

首長級職系架構檢討報告書表示“因為在私營機構，這些級別(首長級第 5 點及以上)人員的薪酬變動較大，深受經濟情況影響，且在很大程度上視乎個人工作表現和公司業績。我們(首常會)同意這些級別的公務員的薪金不能夠貼近部份私營機構的高級行政人員。”

其實，不單是首長級，因性質上的根本差異，整個公務員隊伍薪酬均不應貼近私營機構。為應對當前經濟海嘯帶來的衝擊，不少私營機構急劇轉變了它們的薪酬政策和做法。如果說公務員的薪酬要貼近私營機構的話，那麼，要如何貼近才夠呢？是否要跟隨私營機構“坐過山車”，隨時變動呢？事實上，私人機構也有維持相對穩定的需要，否則人事上出現急劇變動，亦非機構之福。

故此，一向以來公務員的薪酬制度與私營機構比較都以“大致相若”，而非貼近，為原則，即與私營機構保持一定可接受的距離，以維持一定的穩定，並可作出適當的改變以回應私營市場的變化。

近 16 萬公務員隊伍是政府政策的執行者，工作與民生息息相關，與市民是“唇齒相依”，也是“唇齒相亡”的關係，因而維持公務員隊伍的穩定等於維持社會的穩定，不容忽視。

15%差距與可加可減機制的問題

首長級職系架構檢討報告亦提及：“就薪金調整而言，顧問指出，私營機構通常認為在出現超過 15%(較高級職系則以更大差距作考慮)的差異時，便值得關注或須採取行動。鑑於私營機構高級行政人員的薪酬水平變化較大，我們(首常會)認為 15%差距作為採取行動的基準實屬合理。”

上述首常會及顧問的見解，與本會在 2007 年初討論如何應用薪酬水平調查結果時，曾向當局提出的建議不謀而合。

鑑於 2006 年薪酬水平調查的方法存在先天缺憾，未能充分顧及公私營機構的差異，又未能充分反映公務員職位的價值，根據本會過去 34 年參與公務員薪酬調整的經驗，又參考學者的意見，再考慮到香港近年政、經情況的急劇變化，考慮到機制須兼顧維持公務員隊伍穩定的重要性，本會曾在 2007 年強烈建議：應以公務員與私營機構薪酬水平正負 15%的差距作為調整的準則。

遺憾的是，當局缺乏長遠目光，未能洞察全球經濟及本港政經情況可能出現的急劇變化，忽略公務員穩定的重要性，急於落實 2006 年薪酬水平調查結果，便倉卒把可加可減機制訂於正負僅 5%這一般統計學上也存在的差異上。事實證明，假如這個正負 5%同樣地應用於今次首長級職系架構檢討上，則首長級第 1 至第 4 點便要大幅上調，而首長級第 5 點及以上則增幅更巨。市民恐更嘩然！反之，若大幅下調、減薪，則公務員士氣將受極大的衝擊。2002 年立法減薪的嚴重爭議恐難避免！

鑑此，本會促請當局重新審視公務員薪酬調整可加可減機制，改變去年初作出的決定，改為根據首常會報告的建議，以正負 15%的差距作為採取行動的基準。

公務員內部薪酬對比關係問題

一向以來，公務員的薪酬架構均按一定的原則、模式來釐定及調整。如無外間私營機構職位比較，則通過內部薪酬對比關係來訂定彼此之間適當的位置。首長級、非首長級、文職及紀律人員相互及各自內部之間均依靠這個內部對比關係，保持彼此之間的平衡。

若忽視這個需要，每一局部的舉措都有可能牽一髮動全身，令公務員不同職系、不同級別的內部對比發生改變，而使公務員的薪酬架構及行之有效的基本原則受到破壞。例如，可能出現上級的薪酬比下屬低；同一職系的新入職者與入職多年同事的薪金差距很小；首長級與非首長級、文職與紀律部隊之間的差距越趨擴大；高低薪之間薪酬差距越趨懸殊，等等。這些“畸形”現象在過去都曾在公務員隊伍及社會引起不少爭議，令到公務員隊伍的士氣、穩定受損。

由於幾乎全部非首長級文職職系架構未予同時檢討，儘管今次的檢討結果並無大幅度調升某些職系的薪酬，程度上比預期有所緩和，但因增加或新設增薪點、跳薪點，首長級與非首長級、文職與紀律部隊之間的差距將無可避免地進一步擴大。更由於日後，公務員入職薪酬及薪酬水平調查檢討將會定期進行(下次將分別於 2009 年、2012 年進行)，而首長級、紀律人員的職系薪酬架構檢討亦將定期舉行，如此，首長級與非首長級、文職與紀律部隊的內部對比差距恐將每隔一段時間擴大一次！其所帶來的影響及其製造的公務員隊伍內部的分化問題，恐亦不容忽視。

進行職系架構檢討厚此薄彼的問題

非首長級文職職系雖然有多達 40%的職系，與首長級及紀律部隊一樣，未能在 2006 年的薪酬水平調查中與私營機構職位作比較，但當局在今次的檢討採取了厚此薄彼的做法，拒絕聽取本會的意見，堅持限制非首長級文職職系必須有嚴重招聘困難才准予檢討，因此，除 2 個職系外，非首長級文職公務員幾全部被拒諸門外。

事實上，自 1989 年全面進行職系檢討後，大部份非首長級文職職系在職務範圍、責任要求、入職學歷及公眾期望等方面都有如首長級及紀律部隊般，同樣有了很大變化；再者，在上述 40%的非首長級文職職系當中，部份亦有招聘困難。

此外，在今次的檢討中，應用於服務表現良好的紀律人員的某些做法，例如發放長期服務增薪點(Long Service Increments)、額外跳薪點(Incremental Jump)、直通薪級(Through Scale)等，均未能一視同仁地應用於非首長級文職人員。再者，許諾為首長級、紀律部隊定期舉行的職系架構檢討的建議，亦未見不分彼此地應用到文職人員。

當局如此做法實難服眾，其分化公務員隊伍的客觀效果不容忽視！

暫緩落實報告書建議的問題

在金融海嘯的衝擊、香港步入衰退、預料財赤嚴重，以及 2009 年情況難以估計下，公務員須與民共渡時艱，當局暫緩落實 3 份報告書的建議可說合情合理，無可厚非。然而，何時才是公務員與社會大眾均視為合適的時間，亦須在適當時候及早商定。

但某些特殊情況似也不必一刀切。例如原為 1988 年凌衛理檢討的一項建議，即紀常會共贊成給予關員和消防隊目(控制)招聘職級內年資達 5 年並已通過升級檢定考試的人員設立的一個跳薪點，因有別於職系架構檢討報告書內其他的建議，當局可酌情考慮提早落實。

總結：宜以更長遠眼光反思機制

當局心目中現行的公務員薪酬調整機制涉及幾個主要部份：每年的薪酬趨勢調查、每 6 年一次的薪酬水平調查、每 3 年一次的入職薪酬檢討、定期舉行的職系架構檢討(惟非首長級文職人員未包括在內)，以及待定的可加可減機制。每一部份都相互影響，牽一髮而動全身。不恰當的局部變動，貌似相關，實質分割的檢討，均會令公務員薪酬架構制度失衡，影響公務員隊伍的士氣及穩定。當局宜避免予人頭痛醫頭、腳痛醫腳，缺乏前瞻性、全局觀念之感。

本會認為特區政府當局、各公務員團體以及立法會議員、社會各界，宜從公務員隊伍的穩定、香港社會的穩定及政府有效施政的整體、長遠利益的重要性，再作通盤考慮。以長遠目光去反思並制定一個真正更完備的公務員薪酬調整機制，以謀取得真正較長治久安的願景。

2009 年 1 月 14 日

香港中環雪廠街 11 號
中區政府合署(西座)10 字樓
公務員事務局局長
俞宗怡女士, GBS, JP

俞局長：

紀律部隊職系架構檢討報告書

繼我們紀律部隊評議會(職方)和政府紀律部隊人員總工會(以下簡稱「兩會」)於 2009 年 1 月 8 日與 俞局長進行會議並於 1 月 9 日向 局長提交書面意見；「兩會」並於 1 月 19 日出席立法會「公務員及資助機構員工事務委員會」會議，表達對紀律人員薪俸及服務條件常務委員會(紀常會)所撰寫「職系架構檢討報告」的意見；最近「兩會」亦於 2 月 17 日接受紀常會張震遠主席邀請，其間「兩會」及所屬的屬會向紀常會再次表達對報告書的意見。

對職系架構檢討的訴求

我們「兩會」必須重申以下三點訴求，有關理據在過去的信函已有論述，在此不贅：

1. 所有紀律部隊包括警隊、廉政公署、入境處、海關、懲教署、飛行服務隊及消防處內的職系及職級必須被公平對待，薪級和薪酬必須劃一；
2. 在入境處、海關、懲教署、飛行服務隊及消防處救護主任職系全面實施直通職級；和
3. 所有紀律部隊包括警隊、廉政公署、入境處、海關、懲教署、飛行服務隊及消防處工時必須下調並劃一。

在 2009 年 1 月 19 日立法會「公務員及資助機構員工事務委員會」會議上，大多數出席的議員均理解我們「兩會」對檢討結果的失望、不滿和憤怒，並表示支持「兩會」以上三個合情合理的訴求，並建議政府把各紀律部隊的工時和薪酬劃一，以免分化。

職系架構檢討建議的實施

俞局長因應環球金融危機對香港經濟可能帶來的衝擊，向行政會議提出“暫緩執行”任何牽涉額外財政開支的建議，直至香港的經濟回復平穩發展。我們「兩會」在對此建議理解的同時，必須重申同事對紀常會的建議存有合法的期望，並希望政府於適當時間和「兩會」商討落實職系架構檢討報告書所提出上調各個職級頂薪點的建議，因為有關安排對於有效提升和穩定紀律部隊同事士氣起着重要的影響。

故此 俞局長應為職系架構檢討報告書的實施訂立生效日期，「兩會」建議可參考每年薪酬趨勢調查生效日期而訂為 2009 年 4 月 1 日，並應具有追溯效力。

我們「兩會」同時認同報告書內建議政府為紀律部隊定期進行職系架構檢討，我們「兩會」建議適當時間應為六年進行一次。

總結

過去紀常會在回應「兩會」的訴求時，只是簡單地以歷史遺留下來的問題不作處理或以財政困難不能處理推搪責任。這些答覆並沒有具體地提供不接納我們訴求的原因和不可行的理據。這種不科學的解釋希望 俞局長引以為鑑。

總括而言，在報告書公布後，我們「兩會」及所屬的屬會仍然維持一貫的「科學論證，務實理性」的態度來表達我們對是次檢討的失望和不滿。我們理解到 俞局長在 2 月底將完成對檢討報告書的諮詢，並將於年中總結諮詢結果，並提交政

府立場和建議給行政長官會同行政會議成員考慮。過去的二十年期間，紀律部隊於各自獨特的工作崗位上，均以積極和勇於承擔的態度因應社會、經濟和政治轉變及公眾期望等，在工作性質、內容、工作量、責任承擔上努力作出重大改變以回應和達到各方面的要求。紀律部隊的工作對於促進香港經濟繁榮和維持社會穩定，成績是有目共睹，並深受社會各界和市民大眾肯定和高度讚揚。自 俞局長上任為公務員事務局局長後，深受公務員和紀律部隊同事信任、尊重和愛戴，兩會期盼 俞局長能認真、審慎和客觀地作出判斷和建議，維持我們紀律部隊的尊嚴和公平。



袁晃謙

紀律部隊評議會(職方)主席



林國豪

政府紀律部隊人員總工會主席

副本送： 立法會公務員及資助機構員工事務委員會主席
紀律人員薪俸及服務條件常務委員會主席
保安局局長
入境事務處處長
海關關長
消防處處長
懲教署署長
政府飛行服務隊總監

二〇〇九年二月二十三日



Correctional Services Officers' Association 懲教事務職員協會

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尊敬的俞局長：

紀律部隊職系架構檢討報告書的意見

一直以來，本會對是次紀律人員薪俸及服務條件常務委員會(「紀常會」)對紀律部隊職系架構的檢討，充滿期望。意願經過檢討，懲教工作的獨特性可以得到彰顯，懲教人員的貢獻和辛勞，可以獲得確認，亦期望可以解決過去 20 年來懲教人員在薪酬、服務條件及工作時數上受到不公平對待的情況可以得到改善。可是，「紀常會」卻沒有對我們所提出的訴求深入研究，亦未有提出任何策略性的建議去解決和落實我們面對的困難和合理的訴求。報告書的立論和檢討結果令我們甚為失望。

本會現重申我們懲教人員的訴求及對是次報告書的檢討結果意見如下：

訴求

	<u>訴求</u>	<u>意見和理據</u>
1.	<u>調高薪酬水平</u> 本會要求懲教人員的薪酬水平按現時的水平上調百分之五，以反映懲教工作的獨特性、嚴肅性和專業性	懲教服務是一門專業的工作，監管在囚人士，協助罪犯改過更生。懲教人員的工作與其他紀律部隊的工作明顯不同，有極大的分別。絕大部分的懲教人員，當更上班時不只是作預防性工作，不單是調查事宜，也不是在候命出勤執行任務，乃是於工作時間內全經面對著在囚人士，負責保安監管、督導紀律、生活照料、輔導更新的工作，在執勤時間長、人員缺乏和工作量多的情況下，懲教人員於工作時間內所面對的困難和壓力可想而知，不言而喻。此外，懲教人員工作的懲教院所，近一半都是座落於離島，縱然是不是

		<p>是離島，大都是在偏遠的郊區，例如大欖涌、小欖等，懲教人員上下班往返需時，來回時間需要3至4小時。</p> <p>過去20年來，懲教人員卻受到不公平的對待。我們的工作艱辛、厭惡性和壓力大，直接執法工作時間卻較大部分其他紀律部隊長。莫說不能享有五天工作的安排，大部份懲教人員須輪班工作，星期六、日及公眾假期亦須當值工作，人員的工作時數多亦沒有固定假期。懲教人員當夜更工作的頻密程度比其他紀律部隊還要高，是以懲教人員個人每天可用性的時間不多，與家人及朋友相聚的時間亦少，家庭及社交生活大受影響，亦難配合時間於工餘期間進修增值。</p> <p>事實上，懲教人員的工作，羈押及更生並重，當中亦有工種與香港警察隊的部分工作類同，例如法院看管犯人、收押犯人、應變部隊、主理通訊、調查及駕駛等等，然而大家的薪酬待遇卻不同。</p> <p>在香港特別行政區眾多紀律部隊中，整體懲教人員的工作環境是最不理想的。此等特別因素，卻未能在薪酬和服務條件上得到補償。</p>
2.	<p><u>削減工時</u></p> <p>本會要求給予公平合理、與時並進及國際標準接軌的工作時數，將懲教人員每周的基本工時減少。</p>	<p><u>公平及合情合理</u></p> <p>每天工作長，會令人勞累，影響健康。懲教工作是艱辛的工作，不僅是執法和紀律的壓力，卻是人與人長時間接觸、照料、教導、看管、督責、甚或對抗的處境。懲教人員須不定時工作，假日亦須當值、用膳時間不定、長時間站立工作，這些因素都對身體造成嚴重的影響，在職業安全 and 健康的大前題下，理應工作時間較短為佳，然而，相比現時政府的文職人員每周44小時的工作時數，懲教人員的工時卻多出約百分之十。懲教人員每天要面對艱苦的工作，而工作時數卻較相對工作時間較固定、危險性較少的文職工作人員為多，並不合理。</p> <p><u>與時並進</u></p> <p>懲教工作，包括羈押與更生服務，工作有意義，然而羈押工作基本上是艱辛及沉悶的事務，懲教人員工作時絕大部份時間身處在禁</p>

		<p>開的地方執行任務、面對犯人，壓力不言而喻。歐、美、亞洲眾多國家，以至鄰近的澳門及我們的祖國的懲教人員每周的基本工時由 36 小時至 42 小時不等，相比香港的懲教人員，我們每周的基本工時確實長了。本會要求關顧懲教人員的身心健康，削減本署人員的每周的基本工時至每周 40 小時。</p>
3.	<p>懲教主任直通薪級</p> <p>本會要求獲公平對待，將現於警隊、消防處及廉政公署主任級實施的直通薪級制於本署實施，即本署的懲教主任與高級懲教主任轉為直通薪級，將主任級第一個晉升職級轉為總懲教主任。</p>	<p>我們要求得到公平的對待。現時本署的懲教主任薪級點是主任人員薪級表第 3 至 20 點，但消防處及廉政公署主任人員(與及警隊督察)的頂薪點是薪級表的第 25，兩者每月差距是 8 千多元。一名懲教主任的待遇與消防處及廉政公署主任人員的差距，若在 40 歲到達頂薪點，連同退休薪俸超過 2 百萬元。假若懲教主任與消防處及廉政公署主任人員都同時獲得晉升，懲教主任只升到 21 至 25 點，但消防處及廉政公署主任人員都由 26 至 31 薪點；則待遇連同退休薪俸與消防處及廉政公署主任人員的差距將更大。</p> <p>事實上，20 年前<u>凌衡理報告</u>確認本署的高級懲教主任薪級點較消防處及廉政公署主任人員的頂薪點高 2 點，但政府一直漠視。</p> <p>因薪酬及服務條件不理想而令懲教人員不斷的流失，累積“經驗年資”失去，無論對部門的運作，或是人員的管理，都是沒有益處的，更會有礙懲教事務的發展。因此，本會認為應將懲教主任與高級懲教主任轉為直通薪級，將主任級第一個晉升職級轉為總懲教主任。</p>
4.	<p>精簡架構</p> <p>本會要求精簡職系架構以利人員的管理。</p>	<p>本會認為精簡架構對人員的管理和晉升均為有利。因此，本會認為應保持懲教人員員佐級現有的兩級制。而主任級則應將懲教主任與高級懲教主任轉為直通薪級，將主任級第一個晉升職級轉為總懲教主任。</p> <p>我們亦提議簡化懲教事務監督職系，將懲教事務監督及懲教事務高級監督兩個職級合併，取消懲教事務高級監督一級，監督若晉升一級是懲教事務總監督。這樣，將由懲教主任晉升至署長之間的職級縮減至六個，讓部門在部署各職級接任安排時有更大的彈</p>

		性，挑選最適合的人選作領導。
5.	<p><u>重新釐定一般紀律人員薪級表（員佐級）</u></p> <p>本會要求重新釐定員佐級人員的薪級表，調整增薪點的增薪額，將由起薪點至頂薪點的年期縮短，以反映紀律人員的工作價值。</p>	<p>懲教工作是艱辛的工作，不僅是執法和紀律的壓力，卻是人與人長時間接觸、照料、教導、看管、督責、甚或對抗的處境。每天工作長，會令人勞累，影響健康。懲教人員亦須輪值工作，假日亦須當值、用膳時間不定、長時間站立工作。然而，懲教署員佐級人員的每年增薪點，只是薪酬的3%，以二級懲教助理中間薪點(15,750 元)為例；每年只增薪500 元(3%)，比一名政府助理文員薪級點(15,785 元)增加 975 元(5.8%)還少。</p> <p>懲教人員每天要面對艱苦的工作，工作時數較相對工作時間較固定、危險性較少的文職工作人員為多；但每年增薪金額卻比文職人員還少，殊不合理。</p>

對報告書檢討結果的意見

	事項	意見和要求
1.	報告書建議的實施	<p>(1) 本會認為報告書建議的實施應於報告書發表時即時執行，為方便安排，建議應於2008年12月1日起行開始生效，各項調整，應追溯至上述日期。</p> <p>(2) 本會認為二十年來才難以得到的檢討，雖然有很多不足的地方，但又未至乏善可陳的地步，報告書中有關的建議，在某程度上亦可以協助提升和穩定我們人員的士氣，故應盡快執行。</p> <p>(3) 縱或由於種種原因要暫緩執行，本會認為只應暫緩執行“調高起薪點及頂薪點”的建議，並且也必須釐定應何時執行的準則及於日後執行時追溯至原先的生效日期。</p>
2.	調高起薪點及頂薪點	<p>(1) 本會認為報告書建議以畫一相同的安排調高各部隊各職級的起薪點及頂薪點的方式未能反映懲教人員個別職級的重要性和獨特性。</p> <p>(2) 由於懲教工作需要，而本署高級懲教主任職級又是一個晉升職級而非直通職級，故昔日“凌衛理報告書”給予高級懲教主任</p>

		<p>較其他部隊的相約職級高兩個薪級點，而是次報告書否決我們懲教主任直通高級懲教主任的訴求，卻不考慮特別因素增加高級懲教主任的頂薪點，我們甚是失望。</p> <p>(3) 本會認為在執行調高起薪點的建議時，全部有關人員的薪級點應即時按建議上調一點(懲教主任的起薪點並沒有建議上調)；</p> <p>(4) 而在執行調高頂薪點的建議時，若人員已是達頂薪點者，有關人員的薪級應即時上調至建議的最高點。一級懲教助理若已到達頂薪點，應即按建議上調兩點。</p>
3.	長期服務增薪點	<p>(1) 本會歡迎是次報告書增加二級懲教助理“長期服務增薪點”的建議，這可以提升及保持有關人員在其現處職級工作的士氣。</p> <p>(2) 本會認為落實執行新的“長期服務增薪點”，要有追溯安排，以有關人員在該職級的年資計算，若已達或已超越新建議的年資，應即時由報告書生效日期起給予新增的長期服務增薪點，按年期給予一至四點。</p>
4.	跳薪點	<p>(1) 本會對報告書否決我們懲教主任直通高級懲教主任的訴求，深感失望。</p> <p>(2) 本會無奈地接受報告書增加懲教主任及工業主任職級兩個跳薪點，以作沒有直通職級的補償。</p> <p>(3) 本會認為落實執行“跳薪點”，要有追溯安排，以有關人員在該職級的年資計算，若已達或已超越年資，應即時由報告書生效日期起給予跳薪點，按年期給予一至二點。</p>
5.	規定工作時數	<p>(1) 本會對「紀常會」沒有積極處理懲教人員及其他紀律部隊人員要求減少每周工作時數的訴求感到失望。</p> <p>(2) 對「紀常會」預先設下三個先決條件去處理一個不合時宜、不利健康的較長工作時數的問題，本會認為根本就是不講情理的處理手法：沒有同理心，沒有關懷，對我們不公平，本會同人甚是悲憤。</p>

		<p>(3) 我們覺得「紀常會」，根本沒有詳細去了解我們懲教人員所面對的工作艱辛和工時長的存在問題，縱或已是理解，亦沒有嘗試制定策略去為我們解決此事情。</p> <p>(4) 本會要求政府積極研究方法，制定策略，使懲教人員每周規定的工作時數可以減少。</p>
6.	工作相關津貼	<p>(1) 在檢討開始進行時，本會得悉是次檢討並不包括相關津貼，因此，本會並未向「紀常會」提出懲教人員有關津貼的訴求。可是，「紀常會」卻對香港警察隊及香港消防處人員的相關津貼作出研究並作出建議，此舉對懲教人員實為不公平。事實上，本署有部分工種應得到一些相關津貼以彰顯及補償懲教人員執行該工作的獨特性和厭惡性。</p> <p>(2) 附合資格的本署人員，可申領“駐守偏遠地區津貼及相關額外津貼”。在本次職系架構檢討開始前，公務員事務局已對上述特別津貼進行檢討，重新釐定合資格人士及調整津貼機制和津貼額。但由於「紀常會」在是次檢討報告書中曾簡要提及是項津貼，以至是項津貼原先的檢討結果不能落實推行，對有關的懲教人員甚不公平。本會認為，既有的及非經是次「紀常會」檢討的相關津貼應獨立處理，要盡快落實結果，更不應納入可能的“暫緩執行”範圍內。</p>
7.	定期進行職系架構檢討	<p>(1) 本會歡迎及認同「紀常會」提出政府定期為紀律部隊進行職系架構檢討的建議。</p> <p>(2) 本會認同每六年進行檢討一次的安排是適當的。</p> <p>(3) 然而，本會發覺現時有關懲教人員的薪酬、福利及相關津貼仍存在很多需要跟進的地方，因此，政府應繼續跟進處理我們已提出合理的訴求，達至解決，而不要將有關的訴求留待下次六年後的檢討才處理。</p>

總結

懲教人員一直以來均默默地忠心的工作，為香港社會的穩定作出貢獻。經歷多年來不公平的對待，我們不能再沉默不語。本會要求政府關顧懲教人員的辛勞和需要，還我們一個公道，答應我們的訴求，就懲教人員的薪酬、服務條件工作時數給予公平和合理的調整，俾能確認懲教工作的獨特性及懲教人員的貢獻和辛勞，提昇懲教人員的工作士氣。

本會對是次報告書並未有正視落實懲教人員的訴求，深感失望。現藉此潦潦絮語，申述我們的論點，我們期望政府對懲教人員合理合情有關改善待遇及服務條件的呼求的回應，尤其是減少每周規定工作時數的訴求的處理，不是止於是次概括性的檢討，而是落實與職方延續商討，達至解決。我們更期望政府擬定長遠策略、制定時間表，按部就班，認真及公平地解決我們面對的困難和問題。肅此奉達。

祝願身體健康，工作愉快！

懲教事務職員協會

(陳彼得 代行)

二零零九年二月二十六日

副本送：立法會公務員及資助機構員工事務委員會主席
紀律人員薪俸及服務條件常務委員會主席
保安局局長
懲教署署長



Hong Kong Chinese Civil Servants' Association

香港政府華員會

8 WYLIE ROAD, KING'S PARK, KOWLOON, HONG KONG

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致公務員事務局局長：

您好！就紀律部隊職系架構檢討報告書公開發表後，懲教署工業及職業訓練組工藝導師對報書內容一致認為 貴會在界定此職系時，並沒有列出其應有之權責及福利，難道此職系祇是提供職業訓練，控制工業生產，其他事情就不必兼顧嗎？

在一九九一年凌衛理報告書中，將工藝導師職系由文職職系轉為紀律部隊職系，按一般紀律人員(主任級)支薪。凌衛理報告書認定此職系為實際之職系，落實工藝導師之權責及福利。工藝導師轉為紀律部隊後，由每週工作四十四小時，增至每週工作四十九小時，與其他紀律部隊相同。換言之，我們的工作不單只是控制工業生產、提供職業訓練和在囚人士的更生工作，亦需要與其他紀律部隊負上相同的職能及責任。

當懲教院所發生事故，工藝導師必須執行上級指派的任務，如控制騷亂、搜尋逃犯、支援防暴隊伍、站崗等。在颱風或黑雨期間，亦須留守機構內，聽候上級指示。

工藝導師每天都執行紀律工作，與所有懲教署軍裝職員無異。不單如此，我們的工作更包括看管大型工場、在囚人士的更生工作、職業安全、機器維修及保養、促進工業生產等，我們亦需要提供在職訓練給與工藝教導員及懲教助理，以提昇他們的工作技巧與管理能力。

在過去二十年，工藝導師職系之同事，在社會不斷進步及懲教署不斷改革及更新下，默默耕耘。為配合部門的更生工作的大方向，工藝導師需不斷提昇個人之工作能力、技術及科技知識之外，更必須以身作則地站在前線，成為更生人仕的典範，以配合部門不斷變化而又前進的更生大氣候。

在未來日子，懲教主任(工業)將續漸減少，工藝導師之責任及工作就越加繁重。工藝導師職系為單一職系，並沒有高級工藝導師職系的設立。在過去十八年，縱使有合資格之工藝導師投考懲教主任(工業)，均不被採納。故此建議，工作記錄良好之工藝導師，增設兩個增薪點。工作表現良好的工藝導師，從入職點起工作滿五年有一增薪點；另工作表現良好的工藝導師，從入職點起工作滿十年有一增薪點。亦即一名工藝導師從入職點起工作滿十年，同時都有良好工作表現記錄者共有兩個增薪點。此舉無疑是維持員工士氣和激勵員工的最佳建議。盼 貴會能接納懲教署工業及職業訓練組工藝導師的提呈。祝

會務日隆

伍可樂 主席

香港政府華員會工藝導師分會

敬上

27-2-2009

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Date.

香港特別行政區
公務員事務局局長
俞宗怡太平紳士台鑒

本會就特區政府發表對本港紀律部隊進行職系架構檢討報告書後，綜合本會及會員的意見後我們所看到的，祇有失望、憤怒和悲哀。

為何失望？在經歷二十多載的盼望，滿以為繼凌衛理報告書後，隨着時代巨輪的推進，社會環境變遷，經濟的轉型，工種的轉變，對公務員的道德和誠信的崇高要求條件下，作出適當的評價和肯定。無奈我們所看到的報告書內容，空洞散亂，敷衍湊雜，與當初的檢討理念，背道而馳，大有：【雷聲大，雨點小】的感覺！

為何憤怒？宏觀在整份報告書內對香港海關的檢討，在工種，工時，工作危險性，和執行法例之量，被評為與香港警察最為接近，如這是正面的評價，為何我們爭取拉近與警隊的薪酬，卻成泡影！反之在其不負責任，敷衍了事的一刀切建議，薪酬越拉越遠，一名警員的頂薪點竟然接近一名已晉升為高級關員的頂薪點，一名警長的頂薪點竟然接近一名已晉升為總關員的頂薪點，道理何在？

為何悲哀？特區政府動用龐大的人力物力，進行是次的紀律部隊職系架構檢討，奈何在用人不當，上瞞下欺，力有不逮，敷衍了事的委員會發表報告書後，引起各紀律部隊的強烈不滿和反感，與特區政府當初的意向事與願違，特區政府內有此些高職要員，教我們如何不悲哀！

我們並非貪得無厭，我們並非無理強求，祇是據理力爭，討回公道，我們爭取的是：



Date.

- (一) 強烈要求取消最低入職學歷由中五畢業會考三科合格轉為中五畢業會考五科合格，這樣便會扼殺一些有志向，有才能的人才加入海關工作。另一原因是不要因一個考試未能達標，而損失一班有為的人才加入。
- (二) 強烈要求立即實行每週工時為四十八小時，這是報告書內清楚合理地認同，因此，不應與暫緩執行掛鉤。現時海關是 7 支紀律部隊返工最長的一個紀律部隊，每周返工 51 小時，理應由報告書一出即日，馬上執行海關每周工時為 48 小時。因為，我們所有的同事佔大部份都是在偏遠地方工作，不像消防處，警務處，懲教署等，在隔離左右有宿舍，我們大部份的同事每天都要花上最少 2 個小時的上下班，即每周多返 12 小時，亦即是每周實返 63 小時。而海關亦不同有一些紀律部隊在上班期間可以有睡覺時間。因此，本會極力要求公務員事務局，馬上給海關部隊每周工作 48 小時，以解海關人員長期的怨氣。
- (三) 強烈要求立即實行在關員級同事考取升級試後跳升一個增薪點，與其它紀律部隊看齊，亦不應與暫緩執行掛鉤。因為，此一個增薪點是 20 年前凌衛理報告書定下來的，而今次紀律部隊職系架構檢討報告書內亦認為可給與海關人員有此增薪點。如考獲升級試，為甚麼不即時頒令？即時執行？亦要暫緩執行，我會感覺完全沒有理據。
- (四) 強烈要求根據報告書內容，對海關執行工作為最接近警隊之準則，重新釐訂海關人員之薪酬，反對一刀切的建議。我們亦知道海關人員不能與其它紀律部隊互相比較，但實際上，我們有一些工種完全是與警隊的工作範疇全完一樣，有些崗位更加是同一個工作地點，同一個辦工室，執行同樣的法例。但為甚麼大家的人工有這麼大的偏差？一個總關員與一名警署警長的人工約有 \$8,000 元的差距，請問公務員事務局理據何在？是不是特區政府只擁護一個警隊，而其它紀律部隊可以不理。再者，



Date.

若情況繼續下去，我們的人工再加下去，偏差則越大，之後，無人再投考其它 6 支紀律部隊，所有人都投考警隊，而特區政府是不是希望能見這一天的出現？相反，這個現象是不正常的，希望公務員事務局要正視這個問題。

- (五) 強烈支持海關督察級爭取直通職系之建議，與其它部隊看齊。
- (六) 本會支持追溯期為二〇〇九年四月一日，以便特區政府在新的財政年度有所預算及準備。
- (七) 本會亦支持每六年作一次檢討，隨著社會環境轉變及經濟因素，這為必要及合理性的。
- (八) 強烈要求重新制訂卧底津貼，使非長期擔任卧底任務工作的員工也有所得益。因為，正所謂一日做卧底，終身受怕，一生都在恐懼的世界上生存。給他們津貼是理所當然的，而並不是要一個人終身做卧底或長期做卧底才可得到這個津貼。

局長，相對工時、工種和工作量比較，我們已在不經意淪為最廉價的紀律部隊，而 20 年前的凌衛理報告書出後，海關是最高人工的一支紀律部隊，是不是 20 年後，海關此支紀律部隊已經在特區政府的眼中，成為一支可有可無的紀律部隊？

祝身體健康，生活愉快



香港海關關員工會全體執行委員會 拜上
二零零九年二月二日

副本送： 香港海關關長
紀律人員薪俸及服務條件常務委員會主席

香港海關官員協會
Association of Customs & Excise Service Officers

G.P.O. Box 8785, Hong Kong.

公務員事務局

公務員事務局局長

俞宗怡女士

經 海關關長袁銘輝先生

俞局長

回應《紀律部隊職系架構檢討報告書》

感謝局長為我們提供一個表達意見的平台。就《報告書》的內容，《香港海關官員協會》希望提出下列意見，以供閣下參考：-

(一)工時

《協會》歡迎《報告書》內有關下調海關部隊工時的建議。由於實施有關措施並不涉額外資源(包括人手)及影響服務質素，我們要求有關當局盡速確認並即時實施有關工時下調的措施。中期而言，《協會》建議政府盡快參照《聯合國勞工組織》的準則，制定一套適用於各紀律部隊的「標準工時」，以理順各部隊之關係及減低各部隊同袍的勞損¹。

¹ 《報告書》的建議是每週工時 48 小時。警隊早於 2001 年已全面實施每週工時為 48 小時。消防處更早於上世紀 90 年代將每週工時從 60 減為 54。《聯合國勞工組織》的建議是每週工時 44 小時。

(二) 追溯期

《協會》要求政府盡快落實報告書有關薪酬調整的建議。如因應社會經濟氣候而須暫緩實施，亦應制定追溯期及特別措施以照顧行將退休人員的利益。

(三) 薪酬/事業前途及權責/工作量之關係

《報告書》不尊重歷史與事實

- 首先，《凌衛理報告書》指出「在很多方面，海關人員的職責，法律權力，工作條件等大致可與警務人員相比」。此論點今天仍是正確及具說服力的。可惜，在現實中，彼此督察級人員的薪酬、事業前途及晉升機會卻異常懸殊。（前「紀常會」主席范鴻齡先生亦認同此觀點）
- 其次，《凌衛理報告書》亦指出「海關高級督察與警隊總督察的工作性質及職責儘管不盡相同，但在很多方面可相比較」。此論點今天也是正確及具說服力的。可是，在現實中，海關高級督察的重要性從未實質上反映出來。（前「紀常會」主席范鴻齡先生亦認同此觀點）

- 最後，《1988 凌衛理報告書》更指出「如職位的職責相似，或須有相似能力和訓練才能擁有執行職務所需的技能，則有關人員的薪酬不應相差太遠」。此論點今天仍是極具參考價值和指導性的。現實中，關警兩者在刑事司法系統上各施其職，但待遇卻異常懸殊。海關部隊內的所有職級皆受到不同程度的輕侮。

《報告書》無視部隊的「失衡」架構對督察級人員的壓力

- 過去二十年，部隊的發展模式是「上下齊寬；中層獨窄」（見附件 1）。在人手編制沒有合理和適當調整下，海關督察級人員卻要肩負起整個部隊的全部案件處理工作及絕大部份的指揮、行動、行政、聯絡及支援工作（見附件 2）。加之以「責任下放，權力集中」的管理模式，一眾同袍「心力交瘁，身心俱疲」實不在話下。

（四）「員工友善措施」乏善可陳

我們對於消防及警隊分別有接近百份百及近半同袍以每週五天工作模式上班感到欣慰²。但對於部隊人員只有 15% 的同袍以每週五天工作模式上班，《協會》確實無言以對。³

² 見《紀律部隊職系架構檢討報告書》74，91 頁

³ 海關督察級人員以每週五天工作模式上班更低於 10%

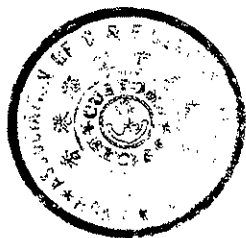
(五) 檢討

《協會》建議有關當局應對《報告書》的內容再作檢視和整理。中長期而言，有關檢討可以每六年進行一次。其檢討方向則應朝着「相同工種，相同待遇；相似工種，相似待遇」之方向發展。

結語

最後，本會再次強調及重申，我們要求的是合理的服務條件和有尊嚴的工作。海關部隊現在的成就是建築在「竭澤而漁」的工作模式上，我們恐怕此模式未能支持部隊的「可持續及均衡發展」。作為一個負責任及具使命感的工會組織，《協會》將會繼續透過不同途徑以不卑不亢的態度提出意見。

新春伊始，我們祝願局長身體健康，工作愉快。



(李君傑)

香港海關官員協會(主席)

2009年2月6日

(附件 1)

編制發展 (1990-2008)

職級	1990 年編制員額	2008 年編制員額	變化
總監督	0	2	---
高級監督	10	17	+70%
監督	20	32	+60%
助理監督	46	72	+56%
高級督察	213	300	+41%
督察	306	419	+37%
總關員	172	309	+80%
高級關員	591	988	+67%
關員	1544	2391	+55%
總編制員額	2902	4530	56%

(附件 2)

過去 20 年工作質量及責任承擔的變化

- ◆ 處理案件的數量幾何級數上升
- ◆ 處理的案件日趨嚴重及複雜
- ◆ 執行法例的數量大升，由 30 條增至現在的 53 條
- ◆ 指揮及參與的跨部門聯合行動大幅上升
- ◆ 指揮及參與的跨境行動大幅上升
- ◆ 吸納大量檢控前期工作
- ◆ 吸納部份警隊及入境處工作
- ◆ 提供大量支援工作(例如：資訊科技、電腦法証、庫務會計、建築及維修、培訓、職業健康安全、公關及教育等)
- ◆ 為重大社會事件(例如：世貿會議)提供及時、迅速及全方位的支援



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公務員事務局

局長 俞宗怡 女士, GBS, JP

俞局長:

香港消防處救護員會仍代表現職 95%以上救護員之工會組織。

2008 年 11 月紀常會發表「紀律部隊職系架構檢討報告」，就建議書內容對消防處救護職系之檢討建議，經本會詳細研究後，就以下各點表達強烈不滿：

1)假諮詢

紀常會在進行諮詢前，承諾一定會接見有關團體代表，有充份諮詢時間，反觀救護員會一個代表現職 95%以上救護員的組織，在提交本會建議後(資料)，多次約見紀常會均遭拒絕(文件)，只在一次與消防處五個職工會聯合會會面才正式見面，但會面只有一個小時。平均每個職工會只有十二分鐘發言和回應，這就是紀常會所謂諮詢。

2)選擇性會面

在諮詢過程中，紀常會多次拒絕本會獨立約見之要求(資料文件一)，但卻多次回應消防處管方之約見，亦曾獨立與其他職系代表會面，請紀常會解釋？

3)偏聽

在諮詢過程中，本會未能獲得消防處管方對救護職系的最終立場及建議書，而紀常會只單向式多次與消防處管方會面聽取意見，而紀常會則多次拒絕本會會面要求(資料文件一)，試問紀常會如何能對雙方的意見進行公平對比，現屆紀常會之偏聽更做成對救護職系嚴重的不公。其實在 1988 年紀常會亦曾對救護職系的「輔助醫療」進行過檢討，當屆紀常會在諮詢過程中無論對政府、消防處及工會代表等都公平地進行全面的獨立諮詢，現屆紀常會完全罔顧在處理紀律部隊的問題時，應根據一貫原則即以公開、公平及公正的態度去處理。



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4)預設立場

紀常會前主席范鴻齡在多次與集團工會代表會面時，強調現屆紀常會將不會處理歷史遺留的問題，亦不會觸動現有紀律部隊之內部對比關係，此點在今次報告書中有關「對比關係及相互比較」第1.18(c)段內指「雖然我們認為不宜訂明各職系之間的薪酬對比關係，但我們在檢討過程中清楚看到，現時各紀律部隊之間的對比關係是經多年深入探討後確立的，能保持各方面的適當平衡，並且一直為有關人員所尊重，所以除非有充分理據支持，否則不應更改。」所以現屆紀常會根本不是做「職系架構檢討」的工作，亦完全漠視過去20年在凌衛理報告書後，救護職系已有翻天覆地之變化。

5)黑箱作業

根據公務員事務局發出之框架(KEY POINT)指出(資料文件二)，由「紀常會自行制定一套原則，考慮要素和方法，而相關的小組委員會則會具體應用於其轄下的職系級」，其實現屆紀常會與凌衛理報告所採用之原則包括6項工作因素和11項特殊因素基本一致，同時凌衛理報告書與現屆紀常會之工作職能均無異議，但在凌衛理報告書內無論贊成或反對都有詳細解釋、立論和提供參考資料等。

反觀現屆紀常會在這份檢討報書內最常見之字眼是只反對、不認同、不同意、包括等等，完全沒有詳細解釋及立論。

6)迴避公開重要資料

凌衛理報告書很清楚將一些重要之影響因素詳細列明及解釋，因為這些資料不單只是作參考，其實對評估和服務影響，甚至日後之職系發展都起著指標性作用，如在凌衛理報告書附件2.2有關救護組的工作量和人手抽選的統計數字(圖1)。

明顯現屆紀常只輕觸此問題，同時在公佈有關數據時更將工作量和各人工作量的變動%完全剔除，更不提供改善建議和影響結果。本會在救護員會意見書內已清楚表列有關過去20年在工作量與個人工作量之變化和影響(圖2)紀常為何不公開此等重要數據，要迴避什麼？



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(圖1)凌衛理報告書附件2.2段

職員人數	1979		1987		工作量的變動 %	每人工作量的變動%
	842 人		1814 人			
	工作量一項數	每人的工作量	工作量一項數	每人的工作量		
1)救護車服務召喚	199,152	237	333,405	184	67	-22
2)接受服務的病人數目	264,614	314	510,048	281	93	-11

註：救護隊人員數目的增幅，與救護車數目的增幅配合；救護車數目增加是為縮短到達召現場的時間。

(圖2)救護員會意見書

工作量 - 實際出動次數 工作量 - 召喚宗數

年份	1987		2007		工作 人數 的變 動%	工作量的 變動%	每人工 作量的 變動%
職員人數	1814 人		2226 人				
	工作量一 項數	每人的 工作量	工作量一 項數	每人的 工作量			
救護車服 務召喚	333,405 宗	184	734,124 宗 (備註)	330	+22.6%	+120.2%	+79.4%

備註：包括救護車+救護電單車+快速應變急救車共 667,505 宗和候命 66619 宗

工作人數增幅(+22.6%)與工作量的升幅(+120.2%)已完全失衡嚴重影響服務質素和效率。每人的工作量大幅提升(+79.4%)除影響服務質素外，在缺乏合理用膳及休息時間下，救護人員佔消防處行動組人員因工受傷比率約 80%。



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7) 蒙混過關

今次紀常會之職責是對紀律部隊自凌衛理報告書後進行全面的薪酬和職系架構檢討並作出評分，以制定各紀律部隊的新薪酬及在有需要情況下設立新薪級，明顯紀常會想以劃一增薪去蒙混過關就此解決問題。

過去多份有關紀律部隊薪酬檢討報告書，包括簡悅強及凌衛理報告書，對各紀律部隊都有獨立之分析及意見，雖然有所爭議，但正如凌衛理報告書指出「我們明白這項安排不會為受影響人士歡迎，但這項建議是依據事實而作出，而我們認為事實上確有此需要。」除非現屆紀常會認為所有紀律部隊在過去20年內對薪酬和職級之影響因素6項和11項特殊因素基本一致，而評分是全體1分或100分，所以才劃一增薪。

8) 講一套 做一套

紀常會在諮詢會面過程中，對曾經討論過或表達過之意見完全沒有作出記錄，但「講一套」雖無記錄，但事不離實。紀常會前主席范鴻齡在與紀律部隊集團工會會面時，曾向所有紀律部隊職方代表面前公開表示，「在員佐級職系內只有消防處救護員可符合脫離現有紀律部隊薪酬對比基制，只要能取消定期考核制度，將可成立一新職級和新薪酬。」但在今次職系架構檢討報告書內則「做一套」，對本會之合理要求(重訂職級)只是以不認同、反對等字眼去迴避，完全不作任何合理解釋和立論。

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香港消防處救護員會

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9)指鹿為馬

在今次檢討中，紀常會其中一項主要職責是關注員工士氣，同時紀常會在報告書 1.22 段有關人力資源管理中指出「從以往的檢討可見，我們不能單靠採取適當的薪酬政策來維持公務員隊伍的效率和優良表現，其他人力資源管理措施也非常重要。這些措施包括嘉許員工、提供足夠人力資源、維持良好的員工關係、健全的工作表現管理制度、循序漸進和有系統的員工培訓、合理的事業發展，以及有效的管理制度和程序。」

但在紀常會職系架構檢討報告書內對救護員士氣嚴重低落問題，只簡單概括為資源問題，是否增加資源就可解決一切問題，更漠視救護員職系在過去數拾年為維護救護職系之合理權益及對消防處之無理政策，曾作出多次大規模抗爭行動。

為反映過去 20 年救護工作性質，已由急救工作轉變為急救醫療工作(輔助醫療)，所以本會建議把「救護職系」改稱為「急救醫療職系」，就算這合情合理又無觸動任何薪酬和職級之要求，紀常會只簡單用五個字「我們不贊成」便拒絕，請問紀常會如何去處理和維持救護職系員工之士氣。

就對紀常會職系架構檢討報告書內容之不滿，本會只作部份陳述，本會強烈要求 俞局長儘快接見本會代表，進一步了解本會之不滿，本會代表隨時樂意與局長會面及詳細解釋救護職系在過去 20 年之變化，以便局長作最後決定前能全面掌握救護職系之真實資料，以便向特首及行政會議推薦。同時本會一併呈上救護員會紀律部隊職系架構檢討意見書供參考。

敬候賜覆



香港消防處救護員會

理事會 謹啟

二零零九年十月十五日

Received on 19 Jan 09

第十八章：結語

過去二十年救護服務在質素、水平及人員之責任承擔上有翻天覆地之變化，而在服務需求上亦因應社會之進步及發展下有大幅度增長。

香港救護服務之專業質素已達至國際水平，與歐美先進國家地區相比不遑多讓，但在整體發展（人員薪酬，人力資源、效率、專業提升、制度（獨立）及持續發展等）問題上，未能跟上國際步伐，在思維上只單從資源角度上作考慮重點，往往忽略社會之發展需要及香港的獨特性，更缺乏長遠發展計劃。

雖然紀常會今次檢討重點是紀律部隊職系架構及紀律部隊薪酬，但本會仍希望紀常會能考慮本會所有提議，並在日後作出全面／個別之檢討。

本會經詳細考慮各方面因素及參考資料，方編定此意見書。我們隨時樂意和貴委員會會面，把我們的意見和建議詳細解釋。希望考慮接納，敬候賜覆。

此致

紀律人員薪俸及服務條件常務委員會
主席范鴻齡先生

香港消防處救護員會



主席：屈奇安

二零零八年三月廿五日

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紀律人員薪俸及服務條件常務委員會
主席范鴻齡先生

范主席:

本會為香港消防處救護員會，就紀律部隊職系架構檢討一事，由本會撰寫意見報告書已完成，及在3月底送往貴會作參考之用。

本會深明范主席及其小組成員，均是公私務繁忙及日理萬機之要員，現希望貴會能在百忙中抽空與本會代表會面，得以親自解說有關報告書之建議及要點。

不情之請，祈為接納。

如蒙俯允，請致電: 2381 0844 與本會聯絡及安排。

香港消防處救護員會



秘書



謹啟

盧立業

二〇〇八年五月十九日

Grade Structure Review for the Disciplined Services
(紀律部隊職系架構檢討) :

(資料文件二)

Key Points (重點)

(I) Coverage (範圍)

- A single review covering every disciplined service, i.e. the Police, Immigration, Fire Services, Correctional Services, Customs & Excise, Government Flying Services and the ICAC (單一檢討涵蓋警隊、入境、消防、懲教、海關、政府飛行服務和廉政公署).
- Cover all disciplined services grades and ranks (涵蓋所有紀律職系和職級).

(II) Issues to be reviewed (檢討工作重點)

- Focus primarily on pay (以薪酬為主) (other than the pay for the head of each disciplined service 紀律部隊首長薪酬除外).
- Where appropriate, examine the appropriateness of grade and rank structure (如有需要，審視現行的職系、職級結構是否合適).
- And any other issue the Committee considers relevant (任何其他紀委會認為相關的議題).
- Generally, no review of benefits and allowances (一般而言，不會檢討福利和津貼事宜).

(III) Considerations (考慮因素)

- We would suggest to the Disciplined Services Committee to have regard to following considerations (not meant to be comprehensive) when conducting the GSR (我們會建議紀委會根據下列因素(並非全部，紀委會可自行增加考慮因素)進行檢討工作) :
 - (a) The disciplined services are an integral part of the civil service (紀律部隊是公務員體系不可或缺的一部分);
 - (b) Changes since the last major reviews: work nature, job duties, responsibilities & workload, as well as public expectations of the

disciplined services consequential upon the changing social economic and political landscape (自過往主要檢討後的轉變：工作性質，工作內容，須承擔的責任，工作量，以及公眾因應社會、經濟和政治變遷而對紀律部隊產生的期望)；

- (c) Recruitment and retention situation (招聘及挽留人手的情況)；
 - (d) Staff management and morale (人力資源管理及員工士氣)； &
 - (e) Any relevant wider community interest, including financial and economic considerations (公眾利益，包括財政及經濟因素)。
- Up to the Disciplined Services Committee to develop a common set of principles, parameters & methodologies on its own, to be applied by the relevant sub-committees for grades and ranks under their purview (由紀常會自行制定一套原則，考慮要素和方法，而相關的小組委員會則會具體應用於其轄下的職系／級)。

(IV) Communication (溝通)

- Up to the disciplined Services Committee and its Sub-committees to decide how to consult the staff sides. We would bring to the Committee's attention the staff sides wish for regular opportunities to exchange views with the Committee/sub-committees and to be kept informed on a regular basis of the progress of work. (紀常會及其小組委員會會自行決定如何諮詢職方。我們會向紀常會反映，職方希望與紀常會保持良好溝通，並且定期交換意見)。

(V) Timing (時間表)

- Issue invitation to Disciplined Services Committee in late October/November this year (今年十月底或十一月向紀常會發出邀請)。
- Expect the the Committee to submit its report to the Administration around September/October next year (預計紀常會在明年9月／10月向行政當局呈交報告)。

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Hong Kong Fire Services Control Staff's Union

Kowloon Central Post Office
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公務員事務局局長
俞宗怡女士, GBS, JP

俞局長：

紀律部隊職系架構檢討報告書

本會就紀律部隊薪俸及服務條件常務委員會(紀常會)在 2008 年 11 月 28 日發出的紀律部隊職系架構檢討報告書表示失望及遺憾，現附上一份本會對該報告結果意見書。

此致



香港消防控制組職員會

主席 李仲榮

二零零九年二月廿六日



紀律部隊職系架構檢討報告書

就二零零八年十一月二十八日紀律部隊薪俸及服務條件常務委員會(下稱紀常會)向行政長官呈交的紀律部隊職系架構檢討報告書，除部份內容本會表示認同外，對紀常會沒有回應本會的訴求表示失望及遺憾。

本會對今次職系架構檢討報告書有以下意見：

1. 增加人手

1.1 控制中心

消防處調派及通訊組職務主要分為三部份：控制中心、流動指揮車及機場搶救指揮室。其中控制中心人員佔整體職系一半，二十年來，控制中心的人手並沒有增加，但人口增長、消防及救護服務召喚次數的倍增、投訴及查詢、增值服務、市民對服務的要求、調派的複雜性和消防局救護站都相應增加；同時，市民對危險意識亦比以前相應提高，每當有火警或突發事故發生，市民會同一時間致電求助，在電光火石間，即使有先進電腦協助，亦需要用人手接收來電，提供協助及安慰求助者，務求可以給市民提供最佳的消防處服務，但控制中心的人手編制比二十年前並沒有改變，雖然第三代電腦調派系統投入服務後可減輕小部份的工作量，例如電腦廣播訊息等，但仍未能切合現今的需要。

消防處是一個與時間競賽的部門，不論行動組的消防和救護同事或是控制中心的同事，時刻都要爭分奪秒，滅火救人，作為最前線接觸市民的控制中心，更是與行動組唇齒相依，互相配合，所以我們在建議書上要求增加新界區一倍人手(即八個工作台)，以應付目前的需要。

1.2 機場消防搶救指揮室

機場消防搶救指揮室之重要性，等同機場控制中心，但人手的編制只有四名消防隊目(控制)分別駐守大局和分局指揮室，並沒有督導級人員駐守，當遇有空難事故發生，只能由年資最長的消防隊目(控制)擔任指揮，但環顧控制中心及流動指揮車，都是由隊長，總隊目甚至由助理消防區長主管的。所以我們要求在機場消防搶救指揮室增設一名隊長級和一名總隊目級職位。

報告書內沒有回應我們在機場消防搶救指揮室增設一名隊長級和一名總隊目級的訴求，但報告書內第 6.36 段 表示「派駐機場消防隊的消防總隊目須接受訓練，掌握與機場和飛機有關的特別技能和知識。」顯示機場消防搶救指揮室有消防總隊目的需要，並需接受訓練以掌握與機場和飛機有關的特別技能和知識，但報告書並未對此作出建議。

2. 加設晉升職級

2.1 高級消防隊長(控制)晉升為助理消防區長(控制)

調派及通訊組自一九九零年第二代調派系統啓用後，助理消防區長(調派及通訊)一職是由高級消防隊長(控制)長期署任的。由於當時調派及通訊組的編制，高級消防隊長(控制)是沒有晉升機制的，所以縱使助理消防區長(調派及通訊)是調派及通訊組的實缺職位，都是由較資深的高級消防隊長(控制)長期署任至退休直至二零零五年。本會認為這機制一直行之有效，亦証實高級消防隊長(控制)勝任助理消防區長(調派及通訊)的能力，並強烈要求盡快將助理消防區長(控制)一職由高級消防隊長(控制)晉升。

3. 統計數據

由於對上一次檢討是 1988 年凌衛理報告書，今次的檢討理應承接上一次報告書，而統計數據亦應以 1988 年與今年作比較，例如在報告書 6.14 段表 6.3，只顯示消防處各職級近五年的流失情況，本會認為未能反影調派及通訊組的真正流失情況，與本會建議書所述的平均流失率 42%相差近十倍。

4. 對檢討報告的期望

本會期望今次是對紀律部隊人員二十年來的公平檢討，不是為加薪而做的報告，亦希望紀常會針對調派及通訊組的嚴重流失情況作出正面及公平的建議。

此致



香港消防控制組職員會

主席 李仲榮

二零零九年一月三十一日

香港消防主任協會
香港九龍尖沙咀郵局
郵箱 91199 號



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本會檔號： OUR REF. (86) in HKFSOA/08-10

來函檔號： YOUR REF.

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公務員事務局
俞宗怡局長, GBS, JP

俞局長：

就紀律部隊職系架構檢討報告書發表意見

香港消防主任協會(下稱本會)經收集會員意見及仔細研究紀律部隊職系架構檢討報告書建議後，現謹向閣下發表以下意見：

- (1) 閣下在紀律人員薪俸及服務條件常務委員會(下稱紀常會)於2008年11月27日向行政長官提交紀律部隊職系架構檢討報告書後，即日向外宣布暫緩執行報告中，任何涉及額外財務開支的建議，本會對此極表失望。上一次檢討已是20年前，若新檢討又暫緩執行，等待了新檢討多年的紀律部隊人員，尤其是即將退休的人員而言，實在是極不公平。因此，本會要求特區政府接納報告書的建議後，盡快就檢討報告書(除修訂直通薪級外)訂立生效日期，並應具追溯力。

報告書第 6.3(a)段

- (2) 從二零零四年開始，消防行動總區已執行大量防火工作。定期檢查樓宇內的消防設施和裝備只是其中一項防火工作。希望貴委員會能作出修訂。

報告書第 6.15 段

- (3) 根據部門聘任指南(Guide to Appointment)第十四表有關消防隊長(行動)的內部委任規定，消防處設有機制，讓在職員佐級人員通過內部聘任，轉任主任級職系的基本職級。由於在職員佐級人員已包括消防隊目／消防總隊目、救護隊目／救護總隊目及消防總隊目(控制)職級人員，上述職級的人員應改為在職員佐級人員。

報告書第 6.22 及 6.37 段

- (4) 紀常會以任人唯才的原則，建議重整消防組和調派及通訊組的消防隊長及高級消防隊長直通職級的薪級，使消防隊長的頂薪點低於高級消防隊長職級的薪級。本會強烈反對紀常會在沒有充分理據的情形下，建議把消防隊長一直以來獲得的頂薪點由第 25 點下調至第 20 點，嚴重貶低消防隊長職級。本會認為，提高高級消防隊長薪級表才是解決歷史遺留下來的問題。
- (5) 本會必須強調，消防隊長職級本身在消防處的職系架構上是一個常設的職級，其頂薪點一直是 25 點。在一九七九年的香港公務員薪俸及服務條件常務委員會(常委會)第二號報告書《簡悅強報告書》檢討中，當時的常委會已深知及確認消防人員在從事滅火及救援工作時所遇到的危險，以及必須具備強健的體格，方能獲得招募入伍。因此，報告書的其中一項建議是在消防隊長的薪級表增設高級消防隊長薪級，以及當局應訂定若干條件，使消防隊長能夠晉升(advancement)為高級消防隊長。然而，消防隊長和高級消防隊長職級結合成合併編制，彼此的權責和職能相同；兩者的頂薪點也一樣，但未取得升級所需資格的消防隊長只可按年獲取增薪點直至頂薪點〔一般紀律人員(主任級)薪級第 25 點〕，但沒有升級機會。取得升級所需資格的消防隊長倘若有至少五年服務年資，便可升級(advancement)為高級消防隊長，他們即時獲取增薪點〔最低由一般紀律人員(主任級)薪級第 21 點，並按年獲取增薪點直至頂薪點第 25 點〕，並且有資格晉升至助理消防區長或更高職級，這樣安排的目的是吸引消防隊長盡快考取晉升所需資格。
- (6) 紀常會以任人唯才的原則，把目前消防隊長和高級消防隊長職級的合併編制無形中已瓦解，分成為兩個獨立職級。若紀常會的建議落實，以下管理和人力資源調配的問題會隨之而產生：

- 行動職務方面

- ◆ 隨着薪級下調，消防隊長的職責必須作出相應調整。
- ◆ 消防隊長和高級消防隊長的行動指揮架構和兩者的行動職責也必須重新界定。
- ◆ 若兩者的職責改變，消防車主管的日常調配肯定會受到嚴重影響。

- 管理方面

- ◆ 隨着合併編制的瓦解，兩者的分工會對兩個職級的整體運作和效率引起巨大和深遠的不利影響。
- ◆ 若現時支取頂薪點第 25 點的消防隊長與新入職的消防隊長的職級標誌沒有分別，但兩者的職責有差別，在管理方面會造成混亂。

- 士氣方面

- ◆ 若消防隊長的職責不變，同工而不同酬的惡果會嚴重打擊士氣；
- ◆ 消防行動工作十分倚賴屬員的經驗，把消防隊長一直以來獲得的頂薪點由第 25 點削減至第 20 點，貶低消防隊長職級，嚴重打擊未能考獲升級資格但具備豐富經驗的消防隊長的士氣。

- (7) 紀常會在處理其他四個紀律部隊及救護主任職系的「直通職級」問題上，沒有提出充分理據，隨便改變消防處現行的合併編制制度，試圖輕率解決歷史遺留下來的問題。本會強烈要求，閣下切勿接受有關削減消防隊長職級頂薪點的建議，而紀常會在檢討報告書第 6.22 段應清楚表明，目前消防隊長和高級消防隊長職級的合併編制維持不變，並且不會受到高級消防隊長職級空缺的多寡影響，即與報告書第 8.37 段關於香港警務處督察級人員所述相若。

報告書第 6.25 段

- (8) 資深消防隊長級人員大多只能留在主任職系的基本職級，與上述資深員佐級人員的情況相似。本會建議應為消防隊長級人員引入長期服務增薪點。

報告書 6.45 段

- (9) 有關規定工作時數方面，紀常會誤以為消防組的消防隊長／區長職系也採用相同的輪班制度。事實上，在行動總區，高級消防隊長／消防隊長職級須 24 小時值勤，48 小時休班，而消防區長級或以上的人員須連續當值，沒有休班。除每年例假或預先安排的短假外，高級消防區長和消防區長職級的人員在無法預計的情況下須隨時奉召前往區內火警及災難現場指揮救火及拯救工作，以致影響個人和家庭生活、社交活動以及個人進修。本會建議管方應引入新輪班制度，改善目前不人道的當值制度。


報告書第 6.46 段

- (10) 紀常會在職系架構檢討報告書內，建議消防處在減少消防職系人員的工作時數時，必須符合三項先決條件：不需額外財政資源、不涉及額外人手及維持為市民提供的服務水平。上述三項先決條件既不可行，又苛刻而強人所難，本會實在難以接受。
- (11) 本會代表曾於本年一月十九日出席立法會轄下公務員及資助機構員工事務委員會的會議。在會議上，閣下表示，紀常會所提出的三項先決條件，並不代表政府或公務員事務局立場。這就是說，政府並不反對增加資源，以解決工作時間過長的問題。事實上，解決問題的根本方法，是增添人手。本會強烈要求，處方向特區政府全力爭取額外資源，以落實減少消防職系人員的規定工作時數。
- (12) 本會強調，過去數年實施公務員零增長、資源增值計劃及效能節約計劃等措施，消防處人力資源已非常緊絀，本會相信處方不可能在消防職系裡找到過剩人手。由於消防處沒有訓練替補人員的編制，一些經常出現的情況，如病假、每年體能測驗、覆修課程訓練及其他非經常性的訓練等等，都會直接影響當值人手。現時，由於各種原因，很多消防車輛及滅火輪的實際當值人手往往已減至處方所提議的人手編制或更低的水平。假如實施新建議，消防行動組會極可能沒有足夠人手當值，部分消防車輛甚至會沒有人手當值，消防處的服務水平肯定會受到影響。此外，受影響的行動總區各職級人員，將會承受極嚴峻的壓力和考驗。因此，本會認為，在人力資源已非常緊絀的情況下，削減消防車輛及滅火輪人手以取得所需資源的建議，只是飲鴆止渴，並未能真正解決問題。因此，本會不支持此項建議。

其他

- (13) 本會對檢討報告書的建議未能回應員方的各項訴求，表示失望和遺憾。例如，本會曾要求增設訓練的替補人員，並加入在消防行動總區的部屬人員(包括消防隊長和高級消防隊長)的編制內，以改善人手緊絀的情況。長期以來，消防隊長在職訓練都較缺乏，主因是行動組的消防主任級人員離開工作崗位參與訓練，會直接或間接影響消防行動總區的值班人手。

香港消防主任協會主席

(劉漢華 )

副本送： 消防處處長
紀律部隊評議會(職方)主席
政府紀律部隊人員總工會主席

二零零九年二月二十六日



香港消防處職工總會

HONG KONG FIRE SERVICES DEPARTMENT STAFFS GENERAL ASSOCIATION

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公務員事務局局長 俞宗怡, GBS, JP

紀律部隊職系架構檢討報告書

俞局長：

有關紀律部隊職系架構的檢討，只在 1988 年的凌衛理報告書做過，這二十年的改變對紀律部隊是很重要，因此紀律部隊的同事對今次紀律人員薪俸及服務條件常務委員會（以下簡稱紀常會）的檢討工作存有合理的關注和期望，本會亦曾多次以書面及會議向紀常會表達本會的建議和訴求，並提供充份的理據。但最後報告書內容，本會感到紀常會聽而不聞，視而不見，漠視本會的建議。本會曾向紀常會合共三份建議書，現一併附上給俞局長參考。（附件）

就二零零八年十一月二十七日紀常會向行政長官所呈交有關紀律部隊的職系架構檢討報告書（以下簡稱報告書）。行政長官已責成公務員事務局詳細研究報告書內容和諮詢所有相關人士，向政府遞交可行性建議。本會深入研究報告書內容，對紀常會沒有正確處理本會的訴求表示遺憾及失望，和對紀常會把職系架構檢討簡單和錯誤地視作一次薪酬檢討的處理方法表示憤慨和不滿。

紀常會在回應本會的訴求時，只是簡單地以歷史遺留下來的問題不作處理或以財政困難不能處理推搪責任。在職能上，紀常會並沒有認真地檢視每個紀律部隊的職系架構，本會感覺到紀常會只以最簡單而粗糙的檢討方法，一刀切地在各紀律部隊同事的頂薪點上加一點，當中並沒有嚴肅地審視消防處自 1988 年凌衛理報告書發表後，過去二十年在消防工作性質上的巨大改變。

本會重申以下的訴求：

縮減每週工作時數

與其他紀律部隊或救護職系、控制組職系相比，消防職系人員的每週工作 54 小時是最長，相差多達 10 小時，這是不能否定的事實，本會經歷 20 多年都未能爭取至較合理工作時數。當然本會理解，這是一個長遠的目標，但本會仍會據理力爭，爭取至與其他紀律部隊每週的工作時數看齊。本會理解逐步縮減工時是必然的步驟，因此接受循序漸進式進行。然而紀常會在報告書內亦同意，消防職系縮減工時，但建議必須符合三項先決條件：不需額外財政資源、不涉及額外人手及維持為市民提供的服務水平(簡稱三不政策)。上述三項先決條件本會認為既不可行亦不設實際、又苛刻、簡直是強人所難。

本會強調消防處過去數年在公務員實施零增長資源增值計劃、效能節約計劃及文職化計劃等措施，部門人力資源已非常緊絀，本會相信處方不可能在消防職系裡找尋剩餘人手。由於消防處沒有訓練後補人員的編制，一些經常出現的情況，例如病假，每年的體能測驗、訓練課程、覆修課程等等。都會直接影響當值人手，現時基於各種不同原因，大部份消防車輛及滅火輪的實際當值人手已減至處方所提議的人手編制最低水平，假如實施縮減每週工時的建議，而不適當增加人手，消防行動組極可能沒有足夠人手當值，部份消防車甚至沒有人手當值，消防處的服務水平肯定受到影響，因此消防人員將會承受極嚴峻的壓力和考驗。

本會在報告書發表後多次與消防處管方商討在三不政策下縮減消防工時的可行性方案，管職雙方都認為實在難以接受，因為以現時編制的人手，而縮減工時實在很困難做到不影響服務水平。因此本會強烈要求政府如有誠意地縮減消防每週工作時數，應投放適當資源，否則最終是會影響服務水平、涉及市民的安危。

工作相關津貼：

消防工作的艱辛和危險，相信任何人士都不會否定，紀常會亦有所認同，但卻未有勇敢的面對，沒有在薪酬中反映(警隊卻可以)。因此紀常會只在報告書內建議增加消防職系內兩個技能津貼，可惜這個建議並未能解決本會的訴求，沒有在薪酬中反映，亦即並未認同消防的危險。

本會認為這是不負責任的建議，因為 Level 1 及 Level 2 技能的界定較困難！而且部門人手緊絀，安排課程困難，再加上因地域環境限制部份 Level 2 的課程不能全方位教授、或全面普及授課，容易做成分配不均，相信這亦非紀常會的原意。而且津貼的發放，在公務員事務條件是既定規範，並非所有消防職系的同事都能夠獲得。部門如何作出妥善安排，調派消防職系的同事擔任非行動組工作？而且分級別更容易產生職系的內部矛盾做成分化。消防技能日新月異種類繁多，訓練需時，較難完善分配，因此支取津貼的爭論便會相繼而至。故此本會認為消防的技能應在薪酬內如實反映，毋需額外以津貼形式發放。

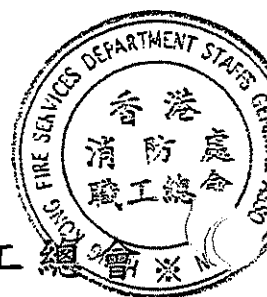
職位的忽略：

紀常會報告書對於員佐級人員的增加頂薪建議本是想照顧各職系，可惜對隊目級職級(尤其消防)則較為忽略，在同職系(控制組)中略有注視，但只基於該組人員的流失率特別嚴重，而作出服務滿5年及8年(頂薪)的增薪建議，但對於其他部門由基層晉升的同事則沒有兼顧，實為不公。由基層晉升是需服務政府多年，亦是部門的中流砥柱，他們盡忠職守，安於本份服務市民，只是限於年齡，職位空缺等問題晉升較遲，卻不及剛入職者(控制組)的照顧有加。實為對盡心盡力，效力政府紀律部隊同事的悲歌，對他們的不公，本會建議應如(控制組)般第4年增設新點以茲鼓勵。

暫緩執行的建議：

無可否認這是可以令政府舒緩政治壓力的建議，但非長久計劃，本會理解在這次全球金融海嘯、經濟不穩定的時間，暫緩執行某些建議是無可厚非。但有其利亦有其弊。最主要是何時才是較佳恢復執行時間？金融海嘯何謂過去？經濟復甦又如何釐訂？亦會引起管職双方的爭論。另暫緩執行期間快將退休的屬員更覺人心惶惶，日子的制定令他們差之毫釐謬之千里，影響長遠，定會引起不必要的紛爭。所以本會建議俞局長在建議暫緩執行時應同時制定執行的方法及時間表並訂定追溯期，以舒解同事的疑困。

另一刀切的涉及政府額外投放資源都會同樣暫緩執行，本會不認同，因部份紀常會的建議只涉及小量金額，例如：海關的縮減工時，其他部門的增加津貼額，例如：懲教處的徧遠津貼、不同部門的潛水津貼、臥底津貼等。政府所投放的資源不多，但都要同樣暫緩執行，這又是否對他們不公平呢？所以本會認為部份紀常會建議是可以即時執行者，便應即時實施，以示政府對有效政策推行的決心。



香港消防處職工總會

主席袁晃謙



啟

2009年2月27日

副本呈交香港消防處



香港消防處職工總會

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紀律部隊薪酬及服務條件常務委員會主席

范鴻齡先生議員, SBS, JP

香港消防處職工總會對 紀律部隊職系架構檢討建議書

范主席

自一九八八年政府對紀律部隊發表凌衛理報告書後，事隔已經歷近 20 年，社會的發展及民眾對公營服務的價值取向及要求已與 20 年前有相當大的轉變，香港消防處（以下稱部門）的職責及質量均隨著香港的發展，而前線消防員佐級人員的工作有增無減。

香港消防處職工總會（以下稱本會）籍著此次職系架構檢討向委員會提交本會會員的意見，反映現時各員工在消防局的工作於這 20 年的轉變，從而要求作出改善及提升職級。

內容大綱：

1. 職能的增加
2. 危險程度的增加
3. 工作量的增加
4. 精神壓力的增加
5. 頂替隊長職位
6. 紀律部隊的專業認受性是直接對薪酬的反映(尊嚴與士氣的損害)
7. 其他

總結（職工總會建議摘要）：

- 1 增設高級總隊目
- 2 增加總隊目編制
- 3 首先到達現場車輛應增設隊目級人員
- 4 隊目級人員主管車輛
- 5 實職起薪點提高
- 6 取消交替車更
- 7 增加長年資增薪點
- 8 額外增薪點
- 9 增加替補編制人員

1. 職能的增加

1.1 先遣急救服務：

「先遣急救員計劃」於2003年開始實施，要求前線消防人員兼任先遣急救員。先遣急救員是指接受過「救護學進階課程」的消防員，當控制中心收到心跳驟停、氣道受阻、呼吸停頓，嚴重出血，不醒人事及其他令生命受威脅情況下的緊急召喚，他們必需要隨消防車出勤，執行從前不用出勤的急救工作。設立先遣急救員的目的，是因為消防車較救護車更快抵達現場，先遣急救員可以在救護員到達前，首先替傷病者進行初步急救，增加傷病者的生存機會。2007年中，所推行的「先遣急救員計劃」以擴展至全港79間分局。先遣服務日漸繁重，2007年度達40,000宗，而且大有按年上升的趨勢。

1.2 專業攀山拯救

部門從2000年引入攀山拯救工具及開設課程，才使消防人員在攀山拯救行動中較20年前更為專業，以前源用一條73米救生繩用人力的方法，去拯救被困者。現今部門的攀山救援行動中能在懸崖峭壁，山洪爆發，空中拯救等的事務大派用場。本處亦採用GPS衛星定位儀，更能迅速尋找行山迷途人士和配合飛行服務隊的支援，能使被困人士得到更快速的救援。

1.3 城市高空拯救：

因應香港為國際都會，高空建築及架空遊覽工具日多。例如：海洋公園吊車、360 觀光纜車及其他機動遊戲。所以消防員在這方面便要學習更專業的凌空拯救訓練，以便一旦發生意外時可以及時應用。

1.4 深海潛水拯救：

消防處潛水組 (Diving Unit) 成立於一九九二年，以取代舊有的潛水隊 (Diving Team)，所有潛水組人員均是以兼任形式擔任，在 90 年代初逐步接手英國皇家海軍部隊之海上拯救及深潛工作，在近十年更有參與中國海域之拯救行動（在香港亦是唯一一支能做防污染工作之潛水拯救隊）。

1.5 昂船洲加壓室醫療處理：

在 1994 年消防人員接手英國皇家海軍加壓室工作，操作加壓室及進入倉內照料傷病者。主要治療潛水減壓病，更為癌症病人進行高壓氧治療及氣體中毒需要治療的市民等等……。

1.6 拯救談判：

社會繁榮，生活壓力大，市民情緒病日增，尋求自殺個案日增，消防處行動組人員需第一時間到場面對情緒有問題的病人，談判技巧是不能缺少，而消防處人員亦需學習談判技巧。以便能夠即時冷卻自殺傾向。

1.7 反恐、核生化事故拯救：

因應香港為國際都會，很多國際會議都在香港舉辦，國際恐怖份子亦可能利用核生化武器襲港，消防處行動組人員要面對核生化處理及應付事件發生的演習。

1.8 消防犬隻領帶及照顧：

為對火警起因調查，部門引入對易燃氣體臭覺敏銳狗隻在火場應用，消防處人員負責訓練及照顧。

1.9 特別救援隊：

為了應付香港近年建設多項大型基建而可能發生的災難性及嚴重的事故，部門於 2000 年成立了一支特別救援隊，他們需受特別的訓練，以處理有別於普通的意外事件，如：地震、水災、山泥傾瀉或隧道事故及火警等。此外，如境外地區發生災難性事件，特區政府和部門在可行的情況下，均能派出特別救援隊前往協助。

1.10 工程部軍裝人員：

- a) 由於新型消防車輛及設備的不斷改良和增加，現職工程部軍裝人員亦要不斷提升個人維修技術及接受培訓從而增加工程部軍裝人員的工作壓力。
- b) 工程部更推行 ISO14001 及五常法使工作量大增。
- c) 隨著文職化及外判制度的產生，工程部軍裝人員更要額外監控文職人員或外判工作製成品的質素，使本來緊絀的人手更現短缺。

2 危險程度的增加

從傷亡數字可見消防工作乃最高危的行業，跟據勞工處工業傷亡報告消防工作是最高傷亡率的行業。

2.1 「碧士圖」抗火外衣及抗火褲

我們很高興救火保護衣物從 10 多年前的工字衣(太空膠褸)提升至英國製造的碧士圖(Bristol)抗火外衣及抗火褲，可抵禦攝氏 800 度高溫，為各國消防隊伍的頂級裝備，從而令消防處人員能夠深入火源核心，拯救被困人士及撲滅火警，屬員必需於所有樓宇火警以及在可能會發生火災或爆炸的事故現場穿著。

碧士圖令前綫的滅火人員在災場從險境（生存率很低環境 80 C°左右）作包圍撲救，變成深入至絕境（絕無可能生存環境 300C°以上）的火源核心以人身作插入式撲救；但若有事故脫險的機會亦相對減低。

2.2 大亞灣核幅射洩漏應變計劃：

位於大亞灣的廣東核電站及嶺澳核電站距離香港市區約 50 公里。廣東核電站及嶺澳核電站分別於一九九四年二月及二零零二年五月開始商業運作。故此香港特區政府已製定一套全面的「大亞灣應變計劃」，一旦核電站發生意外導致輻射外泄，部門自會按照「大亞灣應變計劃」，第一時間執行具體的任務，消防人員亦會首當其衝進行全無先例的救援行動。

2.3 深層隧道拯救：

渠務署的“策略性污水排放計劃”建造 23.6 公里長的隧道，以便將九龍各處及香港島東北部地區的污水輸送至昂船洲作污水處理。這些隧道的鑽挖直徑由 2.6 米至 4.3 米不等，位於地面之下 76 至 150 米，因而增加消防人員地底拯救的危險及減壓訓練。現時本港載客運輸以集體運輸為主，而這類系統都是深入地底運作，所以無論興建期間或營運中。如有任何事故所需的救援都是對消防人員做成很大的困難。

2.4 高度傳染致命病毒患者拯救：

非典型肺炎(SARS)與禽流感的致命病毒爆發危機提升，致使先遣急救員及消防人員的前線拯救危險程度大大增加，因消防人員尚未接受有關專業訓練。

2.5 垃圾堆填區大幅增加：

垃圾堆填區土層下聚集很多容易爆炸的易燃沼氣，燃燒時也會產生土地下墜，使撲救人員墜入火坑內，極為危險。

2.6 危險貨品增加：

物流業繁忙使危險貨品由400多種增加至2000多種相對消防人員面對的危險大大程度增加。

3 工作量的增加

3.1 車更人手縮減：

部門因應政府的資源增值，於2002年後不僅壓縮部門人手增長，反而刪減部份人手至出現交替車更（即一名人員當兩種車更的不合理安排）；如該人員應召出動後，他的第二車更是否形同虛設（例如泵車與輕型泵車、泡車……）。

3.2 人力資源增值政策：

消防局撤銷助理文書主任職位，所有文書工作轉駕於軍裝人員負責，增加消防人員不必要的壓力。

3.3 機場的變化：

由於香港經濟發展迅速，香港國際機場從啟德搬往赤鱗角後，在十年間，機場不斷擴展，由以往的九級機場，於06年8月提升為十級機場。

香港機場消防隊，為了配合十級機場的要求，部門不斷更新機場消防車輛，例如：刺針式無積升降台車和快速截擊車，以及最近新購的重型泡車，都是取代舊有的車輛，以提高裝備性能和增加滅火劑容量。

香港國際機場現時有兩條跑道，比啟德時多一條跑道，而機位在這十年間不斷擴展，貨運停機坪由以往的十三個機位增加至現在三十四個，客機位亦增加了十六個，現在商務機位正在擴建中，可見航班班次頻密。這反映香港經濟繁榮，機場消防隊亦不容怠慢，加強操練模擬飛機事故、火警和工具使用，快艇拯救，地方巡視等工作。

3.4 兼顧防火、社區關係工作：

隨著社會對消防安全的要求提高，對各類樓宇、牌照處的巡查工作及防火演習、講座的次數及範圍亦不斷增加。負責執行的法例增加，過往由兩個防火總區負責的工作，已轉交行動總區人員負責：

- 親手送達未能派遞的《消防安全指示》、《改善消防安全指示》、《消除火警危險通知書》及《警告信》等等。
- 檢查消防裝置及設備證書的巡查工作。
- 防火宣傳、社區講座、消防安全大使訓練。
- 就臨時公眾娛樂場所牌照的申請，驗證消防規定。
- 危險品倉續牌的巡查工作。

4. 精神壓力的增加

4.1 部門於消防車輛內加裝黑盒記錄儀：

部門在第三代調派系統於消防車輛上加裝黑盒記錄儀，以紀錄行車微細事項，令各同事產生不安的感覺。

4.2 部門向市民的服務承諾：

部門隨時準備為香港市民服務，並且承諾快捷、有效地執行上述使命。部門已訂定以下目標在 6 分鐘內抵達樓宇密集地區處理火警召喚，並在 9 至 23 分鐘內抵達樓宇分散及偏遠地區處理同類召喚。

4.3 議員及市民對公職人員的負面態度：

這 20 年政治氣候的變化，議員及市民對公職人員的要求有增無減，經常需要花費大量時間、精神來處理眾多無理的投訴，令紀律部隊人員透不過氣。

4.4 傳媒對公職人員的負面報導：

消防工作透明度高，經常都會成為傳媒的採訪目標，無形的壓力相對增加。

5. 頂替隊長職位

5.1 泵車主管長期需總隊目當值：

部門經常性調派總隊目當值泵車主管，令員佐級人手不足更為嚴峻。

6. 紀律部隊專業認受的薪酬反映（尊嚴與士氣的受損）

消防員的薪級為一般紀律人員（員佐級）薪級表第 3 - 4 點（月薪 13,555 - 13,945 元）至第 13 點（月薪 18,755 元）。由入職至頂薪需 11 點；

助理小販管理主任【入職條件：等同消防員最低入職第 3 點要求】薪級為總薪級表第 8 點（月薪 13,280 元）至總薪級表第 14 點（月薪 18,840 元），由入職至頂薪只需 7 點；

郵務員【入職條件：等同消防員入職點第 4 點要求】薪級為總薪級表第 4 點（月薪 10,300 元）至第 17 點（月薪 21,830 元）由入職至頂薪需 14 點；

從以上反映出在這麼多年來，消防人員的頂薪點是不合理地偏低的。

7. 其他

7.1 每週工時 54 小時為各紀律部隊及公務員中最長，因此若以時薪計算相信會是最平宜最超值的公務員，何來按工計薪酬、同工同酬？

7.2 消防人員需負責及參與局內管理工作，要求不斷地提高，如推行五常法管理。

7.3 行動組人員需負責火警起因調查工作。

7.4 消防車輛、工具及裝備不斷精進、更新，消防人員亦不斷學習及訓練使用新車輛、工具及裝備。

7.5 因應社會變化，消防人員要不斷學習來應付工作上需求，因而各種必須課程相繼提供，但人手比例還沿用幾拾年來的 3.59 計算，令屬員積存假期大增，卻又因人手短缺，很多時候要用車更人手減少來應付，這樣使消防人員在處理工作時，更加增添壓力及危險。

7.6 有調查研究指通宵工作可增加患癌症的風險。我們消防員的工種正是必須通宵工作！！

世界衛生組織轄下的癌症研究小組，最近發表的研究，指通宵工作人士患癌的風險較其他人為高，計劃把通宵工作列為「致癌物質」，與肌肉增強劑、紫外線輻射及柴油廢氣等已知的致癌物質一樣。研究指，通宵工作影響正常的生理節奏，工作時需要著燈，這些人造光線會影響人體分泌抑壓腫瘤荷爾蒙「褪黑素」，導致女性有較高機會患乳癌，男性就可能患上前列腺癌。正常作息被打亂，人體無法完全適應，亦會令免疫系統受損。一般來說，消防員壽命是較其它工種人士短命。

7.7 入職要求：20 年前入職消防員的入職學歷只要求小學六年級程度，但現今卻增至要達到中學會考 3 科合格，其中包括中文及英文科，體能要求亦是各紀律部隊最高。

總結（職工總會建議摘要）：

因消防處人員的工作是進入危險地域，所以消防處人員所作出的決定及工作表現或會造成生死攸關的差別，這些都是其他紀律部隊無法相比的。

在今次的職系架構檢討中職方的要求：

1. 增設高級總隊目（暫訂名稱）

職責：於隊長與總隊目中間，協助隊長處理局內訓練、負責分區訓練、消防訓練學校的助理教官、防火巡查、宣傳教育、火警現場分派工作、統領總隊目級及以下的當值安排、提供特別救援隊(SRS)現場指揮救援、協助經驗不足的見習隊長工作，需要時可主管泵車。新增職位應以新增人手計算，不應以現時的總隊目數目中分化出來。

2. 增加總隊目編制：

自 1996 年嘉利大廈火災之後，胡國興大法官裁定現場液壓升降台（HP）的主管需有總隊目協助，以分擔現場指揮工作，可惜部門當時只實施至第二階段便停止執行，做成名存實亡，以至現時的液壓升降台（HP）第二主管根本不存在總隊目，部門理應繼續落實該建議，因總隊目經驗豐富（比高級隊長更豐富）。可分擔現場主管工作，而該主管首先要瞭解現場四周環境，作出風險評估，該總隊目則可以立即進入火場範圍，作出火勢評估，向現場主管作出適當的建議。所以我們強烈要求，紀常會理應重視法庭的建議。

3. 首先到達車輛增設隊目級人員：

現時部門於第一組車輛的隊目分配完全不合比例（錯配），因每當分批小組工作時，每 2 人一小隊，（部門強調的小隊工

作，尤其進入火場更必須嚴格執行)。以現時的車更人手編制是無法安排，每小隊中未必有一名隊目級人員負擔指揮工作，但又可能會有。因此相對沒有隊目的小隊便不公平，亦未能合法、合理地執行指定工作，而導致發生不必要的危機。

4. 其它車輛的主管理應由隊目級人員負責：

現時部門部份車輛的主管可隨意任何屬員(員佐級人員)負責。例如：喉車、泡車、輕型泵車、燈車等等。只由一名隊員主管，甚至較該車司機年資更淺，後果是在指揮工作時容易產生矛盾。由隊目級或以上屬員負責便會有更清晰分工，可以管理、保養及教導使用該車輛的工具。相信其他部門都會以有階級的屬員擔任該車輛主管的工作，唯獨是消防處卻用隊員擔任。

5. 增加實職薪級點：

綜觀消防工作的艱辛危險及工時最長(每周 54 小時，一般公務員及其他紀律部隊只是 48 或更少)，卻未能在薪酬方面得到合理的回報，實令消防屬員感到無奈，如以時薪計算更不及文職人員，因此我們要求提升我們的起薪點與頂薪點及，當屬員被委派參與行動工作時(出班)，理應較在訓練學校時獲得較高薪酬，才能夠正確反映工作與薪酬的合理回報，本會建議合格出班後應增至紀律部隊薪級點的第七點，以更快到達隊員級的頂薪點，增加士氣。

6. 取消交替車更的安排：

政府自 2003 年推行資源增值，各部門盡量削減開支後，部門將部份消防車輛以交替車更來取代正常車更，經多年試行，本會發覺這是不合情理的安排，試問該車更需應召後，餘下車輛便無人當值，這輛消防車便形同虛設，所以紀常會必須正視有關安排。

7. 增加長年資增薪點：

現時根據公務員事務規例，隊員年資超過 18 年(未有升級)，便額外獲得一增薪點，若 25 年尚未能升級，再獲多一增薪點，本會建議餘下的 30 年及 33 年尚未能升級者應繼續獲得二個增薪點，以示鼓勵這類人士的服務精神。因此引申至隊目及總隊目，及將來的高級總隊目，以鼓勵士氣。

8. 額外增薪點：

消防技能日趨專業化，對理論性及實習性都相應要求提高，晉升卻因職級的安排而困難，政府應獎勵考獲升級試而未能晉升的屬員(現時是獲得一個額外增薪點)，本會建議應增到三個增薪點，這樣只是類似隊長級考獲基準試便可晉升高級隊長，而獲得多個增薪點，員佐級人員同樣道理亦可獲得三個增薪點。

9. 增加消防編制人員：

本會理解是次的職系架構檢討不會包括人手編制，但是本會覺得紀常會理應明瞭現時消防處人手編制嚴重不足。根本上不能達到正常車更編制，每日都有車更人數不足的情況出現，部門及屬員都習以為常，相反正確車更人數才是奇怪，最主要的原因是自 2002 年後的資源增值，不祇壓縮部門增長人手，反而刪減部份人手及文職化，甚至出現交替車更，即一名人員當兩種車更的不合理安排，試問該員應召出動後他的第二車更是否形同虛設(例如泵車與輕型泵車、泡車……)。

課程增加：例如先遣訓練、攀山拯救、拯溺訓練、潛水訓練、駕駛訓練等等而令致人手短缺，無可否認消防處近幾年不斷開設各類課程，令消防人員資歷、技術、知識、新科技等不

斷提升。是部門的正確政策，深受屬員的支持，但可惜政府並未能相應提供後備人手，以補充課程人手不足，因此使車更人手更促襟見肘。

另行動組助理區長級 ADO 以下的假期、課程、病假等等都要由員佐級人員承擔假期間的人手短缺問題，原因是該官員缺勤，必需由下級人員署理而上。助理區長，由高級隊長頂上，高級隊長職位由總隊目頂上隊長職位以維持隊長人數，隊目頂上總隊目職位，隊員頂替隊目職位，最後又是車更少一人，這個現象經常發生在行動組身上。

屬員放取累積假期：近幾年將會是消防處退休高峰期，每年都有相當高數目的屬員必需退休(55 歲)，而且是每年增加(相信部門是會有相對等數字)。退休前後所放取積存假期是部門編制人手的嚴重負擔，因退休人員要放假，替補人員又未能即時配合，車更人手又見減少。而自 2000 年後入職的屬員只可積存假期 28 日，因此他們需要放取假期的機會相對便提高，但較前入職者可積存較多日數，往往做成舊人無法放假，新人必需放假的現象。

病假人手的替補：消防工作被世界公認較危險的行業，每年不同原因受傷的同事每有所聞，包括因工、操練、甚至頑疾(未知是否職業病)等，但因未能安排替補人手(根本沒有)，所以車更人數又買少見少。

從以上種種跡象都可見在消防車輛的指定編更人數是形同虛設，無法實施。因為消防人員是負擔拯救市民生命財產的職責，但是在經常性的人手不足下處理事故是極其危險的，尤其最先到達事故現場的工作安排，人手如足夠(合乎車更編制)對抑制蔓延、防止惡化是有非常重要的作用。所以希望紀常會、保安局及政府有關決策局都要關注消防處長期人手短缺的問題及防止這問題繼續惡化！

各紀常會委員，此意見書草議時間緊迫，本會未能及時搜集有關理據及數據，所以本會要求與貴小組委員會會面詳談，及日後附上更詳細的補充資料及解釋，不便之處敬請原諒。

香港消防處職工總會

主席袁晃謙 啟

2008年1月23日

副本送呈香港消防處



香港消防處職工總會

HONG KONG FIRE SERVICES DEPARTMENT STAFFS GENERAL ASSOCIATION

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紀律部隊薪酬及服務條件常務委員會主席

范鴻齡先生議員, SBS, JP

范主席：

非常感謝貴委員會，邀請本會理事向紀常會陳述本會職系架構檢討中有關消防職系的補充意見。

自一九八八年凌衛理報告書發表以後，消防人員一直熱切期望，我們的薪酬能充分反映其工作危險性和多元化服務。可惜二十年來都未有進行消防人員的薪酬檢討。幸好政府於二零零七年委任薪常會為紀律部隊進行職系架構檢討，我們期待已久的渴望又再次亮起一線曙光。

眾所周知，消防工作這行業是極之危險，前線人員無時無刻都面對不同程度危險，受到嚴重創傷甚至死亡的機會極高(注 1)。在過去二十年我們共有八位同事在執行拯救任務時不幸殉職(注 2)。隨著社會需求轉變，物流倉庫甚為普遍，化學及危險物品種類大幅增加，一旦發生火警，嚴重威脅消防人員安全。在二零零三年一宗三級大火中，同事雖然穿著適當保護衣物，仍有三十三人受到不同程度化學灼傷。

雖然兩位消防人員為一小隊在火場執行工作的煙帽隊，除了雙方必須要有工作默契及互相支援外，還要運用個人的判斷力及獨立處理

緊急事故能力，不單負擔拯救市民責任，而且在拍擋發生危險時更須當機立斷，在缺乏即時支援的情況下，須要因應當時實際情況採取果斷行動，避免不必要的意外或將損傷減至最低，一個錯誤的決定可能是將生與死的結果改寫。因此我們認為消防人員是需要在最緊急而危險的情況下，作出個果斷而正確的判決，壓力非常之大。我們消防人員在香港經濟低迷的時候緊守崗位，積極配合部門緊縮開支政策，實行以小營多，與市民渡時艱，更提供多項增值服務，例如先遣急救服務、審核消防裝置維修證明書、巡查醫院、診所、臨時公眾娛樂場所及處理危險牌事宜、訓練及管理消防安全大使，提供防火講座及為居民進行火警演習等。儘管消防人員工作危險性極高、肩負個人責任兼且服務多元化，但遺憾的是我們的時薪竟然是所有紀律部隊之中最低的，甚至比郵務人員或者小販管理主任有所不如(注3)。

我們消防人員並不是貪婪的一群，我們衷心希望紀常會能以公正、公平、不偏不倚及務實的態度為消防這個行業進行認真檢討時，充分考慮上述因素，從新釐定消防人員的合理薪酬，以便吸引有志從事消防工作的人士加入兼且挽留在職的同事。

紀常會各委員，我們衷心希望你們能聽到我們的聲音及認真考慮我們的訴求。

此致

香港消防處職工總會
主席袁晃謙 啟

2008年9月19日

副本送呈香港消防處

注：1)

年 份	2002	2003	2004	2005	2006	2007
受傷人數	147	138	166	122	91	122

2) 近年殉職消防員

10/8/2008：旺角嘉禾大廈五級火警，四十六歲消防隊目蕭永方及二十五歲隊員陳兆龍，因吸入濃煙死亡。

21/5/2007：荃灣德士古道品質工業大廈三級火警，二十七歲消防員黃家熙遇閃燃殉職。

7/7/2004：消防隊目張振威在筲箕灣天悅廣場地庫停車場沙井救人時，不幸受污水毒氣侵害而掉進污水裡遇溺喪生。

28/8/2001：四十九歲休班消防隊目趙順安在西貢大浪西灣為拯救遇溺少年而不幸身亡。

20/11/1996：尖沙咀嘉利大廈五級火警，四十歲高級消防員廖熾鴻，在救火時失足跌下電梯槽死亡。

28/10/1991：荃灣美羅工業大廈三級火警中，三十七歲署理消防隊目張來救火時殉職火場。

23/10/1989：旺角彌敦道新興大廈四級火警，消防隊目陳政瑜為救在火場險些暈倒的同袍蕭永方逃命，自己命喪火海。

3) 警隊及一般紀律部隊薪級表：附表 A

由2008年4月1日

(附表 A)

總薪級表		警務人員		員佐級		一般紀律人員主任	
薪點	薪酬	薪點	薪酬	薪點	薪酬	薪點	薪酬
30	42,175	30	39,070			30	72,135
29	40,290	29	37,265			29	69,540
28	38,470	28	35,495			28	66,985
27	36,740	27	33,720	27	29,365	27	64,585
26	35,095	26	32,255	26	28,525	26	62,225
25	33,520	25	31,285	25	27,665	25	59,885
24	32,055	24	30,370	24	26,870	24	57,770
23	30,615	23	29,460	23	26,185	23	55,675
22	29,235	22	28,785	22	25,460	22	53,645
21	27,910	21	28,065	21	24,760	21	51,850
20	26,585	20	27,330	20	24,105	20	50,170
19	25,320	19	26,555	19	23,465	19	48,320
18	24,120	18	25,895	18	22,815	18	46,585
17	22,985	17	25,170	17	22,150	17	44,665
16	21,880	16	24,475	16	21,540	16	42,750
15	20,835	15	23,805	15	20,940	15	40,810
14	19,835	14	23,125	14	20,340	14	38,895
13	18,885	13	22,470	13	19,745	13	37,030
12	17,805	12	21,835	12	19,150	12	35,165
11	16,760	11	21,305	11	18,565	11	33,455
10	15,785	10	20,590	10	17,980	10	31,845
9	14,890	9	19,975	9	17,415	9	30,280
8	13,985	8	19,360	8	16,830	8	28,705
7	13,120	7	18,805	7	16,250	7	27,155
6	12,310	6	18,230	6	15,750	6	25,620
5	11,580	5	17,695	5	15,100	5	24,050
4	10,845	4	17,180	4	14,685	4	22,690
3	10,190	3	16,655	3	14,275	3	21,620
2	9,565	2	16,160	2	13,860	2	20,540
1	8,985	1	15,690	1	13,480	1	19,665
0	8,455	1a	15,235	1a	13,105	1a	18,820
		警署警長		總隊目			
		警長		隊目			
		警員		隊員			

紀律部隊員佐級初入職人員(每週工時及時薪比較)

部門	每週工時	時薪
消防處消防人員	54小時	61.68元
消防(救護人員)	48小時	69.39元
懲教人員	48小時	69.39元
海關人員	51小時	65.31元
入境處人員	44小時	75.70元
警務人員	48小時	80.96元



香港消防處職工總會

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紀律部隊薪俸及服務條件常務委員會主席

范鴻齡先生議員, SBS, JP

范主席：

本會自 20/9/2008 與紀常會會面後，獲得的訊息：

- 1) 縮減工時須要晚間減少消防車輛及
- 2) 以津貼型式來增加消防員入息。

本會與消防處展開會談相討，研究可行性方案，發現晚間減少消防車輛的提案是非常危險和不可行的，主要在晚間減車是對市民不負責任的行動，承如本會在會議上所言，市民對消防的需求是沒有時間限制的，火警次數只是統計數字遊戲，並不能反映消防的真正工作時間，市民是須要我們消防人員的 24 小時全天候保護，試問怎可以分早晚呢？相信此事如公諸市民，定必引起軒輊風波，更加深對政府的不信任，齊起反對，相信我們消防也不能承擔此風險，而政府亦不應妄下此決議。如以市民生命安全來交換消防人員縮減工時的條件，我們消防人員寧可繼續維持每週 54 小時的工時，請不要把市民的安全保障作為賭注吧！委員會不可能在三不政策下（不增加人手、不增加資源，不影響服務承諾）能夠縮減消防的每週工時至 48 小時（這不是魔術遊戲），所以我們只好退而求其次，希望委員會能夠將消防人員的每週合理工時為 48 小時如實的寫在報告書內（與各個紀律部隊看齊）以便我們消防人員日後毋須再為應否縮減至 48 小時而從頭再作討論，亦應列明未能縮減的原因。

我們消防工作的危險情度，在會議中委員會各委員都認同消防工作是較危險的紀律部隊，只可惜未能在薪酬中獲得合理的回報，我們亦理解於 88 年凌衛理報告書中，紀律部隊的薪酬結構是包括危險成份，但在這 20 年來消防工作的改變，已不可同日而喻，而消防工作的危險性正逐年而不斷增加，無論裝備如何改良及先進，全世界消防工作都會被列為最危險的行業。但又為何委員會早知卻不肯勇敢面對這個全球公認的問題呢？委員會如利用津貼型式來反映消防的艱辛，我們是不會反對的，但作為反映危險則如掩耳盜鈴，未能勇敢面對事實！況且津貼只是一種臨時或附加職務的現金補償，隨時可以檢討或取消，這怎能與危險成份相題並論？根本是兩回事，不應混為一談。委員會理應從新檢討消防薪酬及架構，如實反映在報告書內，相信廣大市民都不會反對委員會這樣如實的報導，又何懼其他公務員的不滿呢？

我們在這裏重申消防人員的時薪是全體紀律部隊中最低的，（委員會可以自行計算）但無論從任何角度計算；在入職學歷、體能需求、工時、危險、工作性則、函蓋責任、市民聲譽等等，都是公務員及紀律部隊之首，雖然我們不會以此而自居，但歷年相繼所獲得聲譽，皆能顯示我們的工作是得到市民的認同及尊敬，只可惜在實則的薪酬回報（時薪計算）卻是未能如實的反映，這又如何能令消防人員信服呢？

其實委員會亦發覺紀律部隊的薪酬是存在疑問的？為何警隊薪酬的差距是這麼不合理，過中歷史原因是否坐大警隊，政府於 1994 年單獨檢討警隊薪酬，其原因是警隊將會接管英軍工作（1997 年政權移交）而當時的結果是容許警隊增加約 2 點的薪酬，但沒有考慮其他紀律部隊，當時已經引起其他紀律部隊的強烈不滿，紛紛要求檢討薪酬，只可惜當局以 97 將近，政府忙於回歸政策而將該次的紀律部隊訴求擱置，而回歸後又有一連串的公務員體制改革及 02 年的沙士事件等等，令一般紀律部隊薪酬檢討的訴求便淡忘下來，今

次悉逢紀律部隊職系架構檢討，紀常會理應要面對現實，處理歷史遺留下來問題，從新正視紀律部隊的不合理問題，不分任何部隊都應獲同等重視，或各部隊衡工量值，合理評估工作表現等才能獲得市民的尊重及讚賞，希望委員會各員能夠勇於面對歷史，修改不公平的問題，撥亂反正。

在此本會從申要求紀常會認真考慮本會的訴求：

- 1) 要求紀常會在職系架構檢討報告書清楚表明消防人員的每週工時為 48 小時是合理的工時。如政府未能實施應說明原因，使我們消防人員明瞭。
- 2) 要求紀常會在職系架構檢討報告書內認同消防工作危險性是不繼增加，應獲合理補償。
- 3) 要求紀常會在職系架構檢討報告書內，如實反映消防人員的時薪是紀律部隊中最低及如何改善這種不合理待遇。

香港消防處職工總會

主席袁晃謙 啟

2008 年 10 月 17 日

政府飛行服務隊空勤主任協會

Government Flying Service Aircrewman Officers Association

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紀律部隊職系架構檢討報告書

就紀律人員薪俸及服務條件常務委員會(以下簡稱"紀常會")在二零零八年十一月發表的紀律部隊職系架構檢討報告書(以下簡稱"報告書")，本會深感遺憾及失望。本會曾向紀常會為職系架構檢討提供的建議書，現附上給俞局長參考。(附件一)

挽留人手與職系對比

在是次職系架構檢討事宜，由二零零七年年底開始，本會已多次向紀常會反映本職系的挽留人手問題。紀常會在報告書內亦提及(第7章，第7.30及7.31段)並認同在挽留三級空勤主任方面遇到頗大困難，並提出解決方法。但本會認為紀常會並沒有徹底了解該問題的主要原因。由一九九三年至二零零七年期間，本部門共招聘了三十七名三級空勤主任，其中二十七名三級空勤主任於首五年服務期間離職，當中有十七人轉職其他紀律部隊主任職級或政府文職部門。因此，本會堅持三級空勤主任高流失率的根源是在於其入職起薪點與其他紀律部隊主任職級出現嚴重偏差而導致。本會相信只有與其他紀律部隊主任職級入職起薪點看齊才是解決高流失率最可行的方法，這方面飛行服務隊的管理層亦有相同建議(第7章，第7.25段)。但是，紀常會在報告書內(第7.28段)，只是將三級空勤主任與見習機師作模糊的廣義對比，就把三級空勤主任的入職薪酬維持在現水平，這是不負責任及不可接受的。

本會認為三級空勤主任與見習機師是兩個不同職系的第一層職級，見習機師主要是一個受訓和見習的職級，而三級空勤主任則是一個執行職務的職級，所需訓練才可執行職務的時間亦大有不同；一般見習機師需要十八個月的訓練才能執行基本任務，而三級空勤主任在接受二至四個月的訓練已能夠執行拯救任務。至於在職系對比方面，一九九一年六月紀常會第一號報告書內提及（第3章，第3.4段），機師職系是以消防處行動組的薪級表作為對比基礎，而將空勤主任的職系薪級與機師職系作為對比基礎。但本會認為，基於訓練，執行職務上的責任，應將空勤主任職系與消防處救護主任職系的薪級作為對比基礎更為適合和合理。

直通職級

有關報告書 建議3.9內提出 “在沒有直通薪級的主任級職系內的第一層職級，加入兩個額外跳薪點，使已通過升級檢定考試的人員在其職級服務滿五年和八年後分別可獲一個跳薪點 ……”。本會認為這建議應包括飛行服務隊的三級空勤主任在內（第3章，第3.38段），原因有二：第一，三級空勤主任是飛行服務隊空勤主任職系內的第一層職級，目前亦沒有直通薪級安排，這正是報告書內 建議3.9所關注的人員；第二，假設三級空勤主任沒有該兩個額外跳薪點，只會令到三級空勤主任與其他紀律部隊主任職級的薪酬待遇相比進一步偏低，而導致挽留人手方面會遇到更大困難。所以，本會認為應該給予三級空勤主任這兩個額外跳薪點。

引用員方建議

在報告書（第7章，第7.29段），紀常會引用員方建議（……該建議是持有高級文憑／副學士學位者，起薪點應為一般紀律人員（主任級）薪級第1a點，而持有學士學位並於綜合招聘考試中取得及格者，起薪點則是一般紀律人員（主任級）薪級第1點……），但是根據本會向紀常會為職系架構檢討提供的建議書與及在紀常會到訪飛行服務隊時本會所作的簡佈內容，本會從沒有提及高級文憑／副學士學位的起薪點；而持有學士學位並於綜合招聘考試中取得及格者，本會建議的起薪點則是一般紀律人員（主任級）薪級第7點。對此誤差，本會已在二零零九年一月二十二日去信紀常

會要求澄清或修改內容，副本已抄送予俞局長，而俞局長亦可參考本會的建議書以作對比（附件一，第3章，第3.1段）。紀常會已在二零零九年二月三日回信答覆證實錯誤引用員方建議，已考慮就該內容作出修改。

總結

政府飛行服務隊在一九九三年成立至今，從未就職系架構上作出全面檢討。對於這次職系架構檢討，本會起初懷着十分積極的態度向紀常委提出建議，認為紀常會定能認真地協助解決目前本職系工作人員所面對的困難，但事與願違；紀常會把這次檢討視作一次性薪酬檢討，只在服務隊各職系員工的頂薪點上作出微調，忽略了服務隊及該職系在這十五年以來在工作性質上的巨大改變，本會認為這是一個粗疏籠統的做法。

就公務員事務局向各紀律部隊對職系架構檢討報告書的內容及建議進行全面的諮詢，本會期望俞局長能認真地正視空勤主任職系目前所面對的問題，並接受本會的建議；給予空勤主任職系一個合理、務實而積極的職系架構檢討。

此致



羅耀華

政府飛行服務隊空勤主任協會主席

二零零九年二月二十日

副本送： 紀律人員薪俸及服務條件常務委員會主席
紀律部隊評議會(職方)
政府飛行服務隊總監

Government Flying Service
Aircrewman Officer Association
Grade Structure Review Proposal

19 January 2008

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Abbreviations

ACCC	Air Command & Control Center
ACE	Aircrewman Examiner
ACMO	Aircrewman Officer
AED	Automated External Defibrillator
AM(Ops)	Assistant Manager (Operations)
AMS	Aerial Monitoring System
Casevac	Casualty Evacuation
COO	Chief Operations Officer
CRE	Common Recruitment Examination
CRM	Crew Resource Management
CTSO	Chief Training & Standards Officer
DLS	Duty Line Supervisor
DM(Ops)	Deputy Manager (Operations)
DOM	Duty Operations Manager
DOO	Duty Operations Officer
EAT	Emergency Aeromedical Technician
EMS	Emergency Medical System
ER	Emergency Respond
FLIR	Forward Looking Infra Red
GFS	Government Flying Service
HH	Helicopter Handling
HHI	Helicopter Handling Instructor
HUET	Helicopter Underwater Escape Training
HUSLE	Helicopter Underslung Load Equipment
NCSC	Non-Civil Servant Contract
NVG	Night Vision Goggles
OPS	Operations
P/OPS	Police Operations
QCI	Qualified Crewman Instructor
R/T	Radiotelephony
SACMO	Senior Aircrewman Officer
SAR	Search & Rescue
SDU	Special Duties Unit (Police)
SEP	Safety Equipment and Procedures
SH	Support Helicopter
SSO	Safety Survival Officer

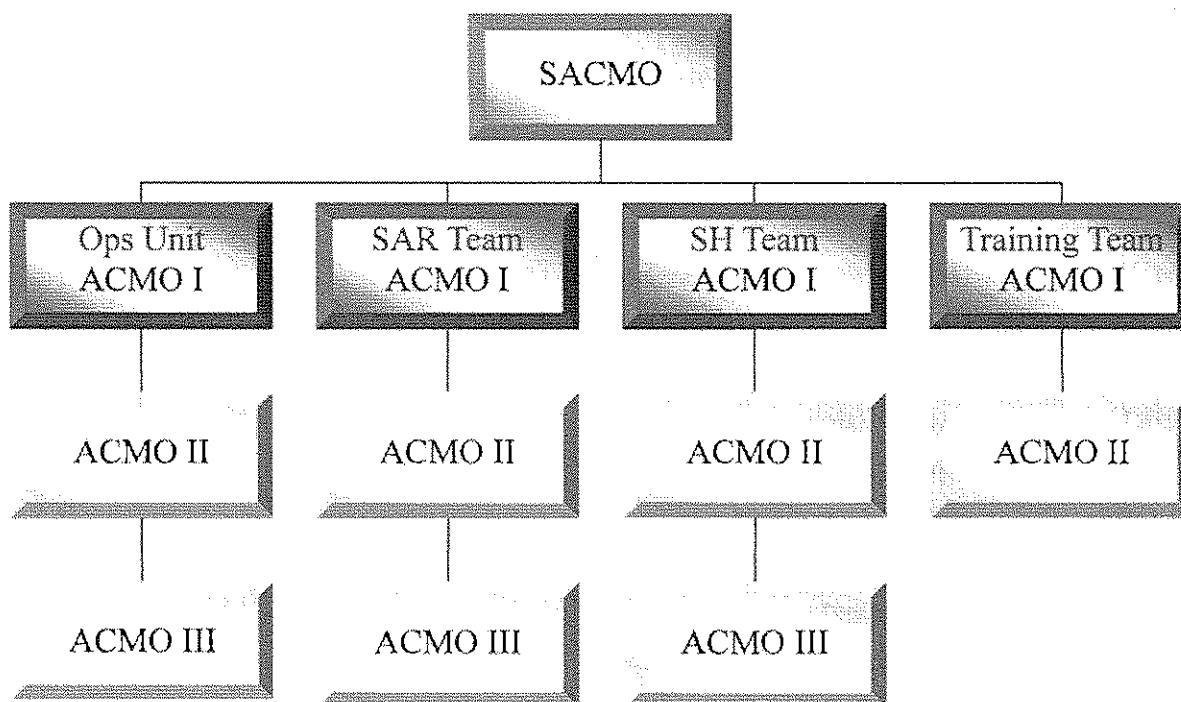
Chapter 1 Introduction

Aircrewman Officer Grade Structure

1.1 There are **Four Ranks** in the ACMO Grade. The Ranks include Senior Aircrewman Officer (SACMO), Aircrewman Officer I (ACMO I), Aircrewman Officer II (ACMO II) and Aircrewman Officer III (ACMO III).

Aircrewman Officer Unit Structure

1.2 At present SACMO is the Head of ACMO Grade and he is the Manager for ACMO Unit. ACMO I, ACMO II and ACMO III are deployed to Operations Section or Training & Standards Section under the command of Chief Operations Officer (COO) and Chief Training and Standards Officer (CTSO), who are Heads of the Sections, for different Posts.



Duties and Responsibilities of ACMO

1.3 GFS has introduced many new services and equipment (**Annex 1**) since 1998 to meet the raising expectations from our customers. Each ACMO is **multi-role** trained to support the role of GFS. The training for flying duties is divided into different levels (**Annex 2**). The principle Duties and Responsibilities include the following:

1.4 Flying Duties and Responsibilities include:

i. **Emergency Aeromedical Technician (EAT)**

This role was introduced to all ACMOs in recent years to enhance the medical service given to the patient or casualty in Casualty Evacuation (Casevac) and Search & Rescue (SAR) missions. This qualification allows ACMOs to use more **advance medical techniques and equipment** to deal with different medical situations. Some responsibilities include the basic vital signs monitoring with the equipment installed on the Emergency Medical System (EMS), providing Electric Shock with Automated External Defibrillator (AED) for a Cardiac Arrested Patient and the inserting of Laryngeal Mask Airway (LMA) for maintaining an open airway of an unconscious casualty.

The way forward for ACMO in this aspect will be “**Paramedics**” Training. In the future, the newly recruited ACMO will have to achieve this qualification and take up this responsibility. Paramedics is a worldwide recognized qualification for rescuers and medical care providers.

ii. **Winchman**

A winchman is trained to **work independently** of the aircraft and other rescue professionals. After being deployed on scene, with EAT knowledge background, a winchman has to **make critical decisions** according to the condition of patient / casualty for “Stay & Play” or “Load and Go” and the appropriate method of lift. If there are other personnel such as Policemen or Firemen, winchman also has to **supervise and give instructions** to those staff to assist his duties throughout the rescue.

iii. **Winch Operator**

This is a **Functional Leader** role during the winching phase of a rescue mission. Before lowering the winchman, the Winch Operator has to work out a rescue **execution plan**. Winch Operator is required to provide **voice marshalling** to the Aircraft Captain so as to maneuver the helicopter towards the target, whilst **controlling the Hoist** to safely **position the Winchman**. During the motion, the Winch Operator has to **monitor the closure of obstructions** and react immediately to any change in situation.

iv. **Aircrewman**

The duties of and Aircrewman include **supervising and ensuring the safety** of passengers in-flight, trooping of other disciplined personnel for **internal security** and **anti-terrorist operations** or fire fighting missions, casevac, aerial surveillance and **tracking of radioactive plume** in Nuclear Powered Vessel and Daya Bay Contingency Plans.

v. **Underslung Load (USL) Operator**

This is a Support Helicopter (SH) role which allows a qualified ACMO to perform **Fire Fighting** with Underslung Fire Bucket, **Emergency Evacuation with Heli-Basket** if a large number of people are trapped in a fire scene, **Oil Pollution Control** with the Vikoma TC3 Helicopter Oil Spill Dispersant Spray System and any other External Load Transportation.

vi. **Forward Looking Infra Red (FLIR) Operator**

The FLIR Operator can use the FLIR System to **locate survivors** during rescue missions or **criminals** and their vehicles or vessels during Law Enforcement Operations.

vii. **Search Radar Operator**

The Search Radar Operator can use the sophisticated Search Radar and FLIR System in Fixed Wing Aircraft to **locate survivors** during rescue mission or **criminals** and their vehicles or vessels during Law Enforcement

Operations.

viii. Qualified Crewman Instructor (QCI)

A QCI is an experienced ACMO and responsible to **conduct** initial and upgrade aircrewman techniques **training** to ACMOs.

ix. Aircrewman Examiner (ACE)

An ACMO is required to undertake a flying test at the end of any initial or upgrade training. Each ACMO is also required to be tested annually in a "Role Check" flight for each type of aircraft they can operate on. The ACE, who is a very experienced ACMO, is responsible to carry out these flying tests to ensure the individual is operating to the required **standard**.

1.5 Non-Flying Duties and Responsibilities include:

i. Manager (Operations) (M(Ops))

This is a post in the Air Command & Control Center (ACCC) for the rank of SACMO. M(Ops) is the head of Operations Unit.

ii. Deputy Manager (Operations) (DM(Ops))

This is a post in the ACCC for the rank of ACMO I.

iii. Assistant Manager (Operations) (AM(Ops))

This is a post in the ACCC for the rank of ACMO II.

iv. Duty Operation Officer (DOO)

This is a post in the ACCC for the rank of ACMO III.

v. Duty Line Supervisor (DLS)

Any experienced ACMO can be nominated by SACMO to act as DLS to **supervise** the manning of ACMO during the shift. The DLS is responsible for the following:

(a) To **review** and co-ordinate the daily flying program for any abnormalities.

(b) To **nominate** the daily standby crew for Emergency Respond (ER) and ensure that the standby aircraft is checked and ready for flight.

(c) To **monitor** the flying program throughout the duty period and ensure that ACMOs are nominated for tasks, training flights or air test that arise at short notice.

(d) To **liaise** closely with the DOO / Ops Officer and other DLS in assembling crews for ER callouts that arise within the DLS duty period.

(e) To check the next day's flying program for abnormalities, ensuring that all preparations have been made and that sufficient crews and aircraft have been detailed to meet the requirement.

(f) To assist the Rostering Officer or his deputy in ensuring that the Duty Roster is kept up to date. Where changes have occurred, the DLS is responsible for ensuring that the aircrew concerned is properly informed of the change in a timely and acceptable manner.

(g) To ensure that the next DLS receives an adequate and up to date brief on the prevailing situation prior to their duty period.

vi. Safety & Survival Officer (SSO)

The SSO is responsible for the following:

(a) Organize and conduct Safety & Survival **training for all aircrew members.**

(b) Conduct relevant equipment evaluation.

vii. Helicopter Handling Instructor (HHI)

The HHI is responsible for the following:

- (a) Provide **training** to other ACMOs or staff from other client departments as per the Helicopter Handling HH Syllabus.
- (b) Conduct relevant equipment evaluation.
- (c) Rigging of any un-cleared loads.

viii. Loader

This is an ACMO who has qualified from the HH course. Loader's duty is to **prepare and inspect** all Helicopter Underslung Load Equipment (HUSLE) for USL Operations. On scene, loader has to **supervise and give instructions** to the staff of other departments for the loading and unloading of goods and equipment according to the Operations Plan.

ix. Role Store Keeper

GFS operates a wide range of SAR, SH, Survival & Medical Equipment for all kinds of missions. The operational equipment is kept in a Role Store Room under the **supervision** of the ACMO unit. ACMOs are assigned according to the responsibilities of their posts to monitor the quality and quantity of stocks under different categories. **Routine Inspection** for operational readiness and **Annual Inspection** according to the Government Store Keeping Procedures are carried by ACMOs.

Training

1.6 Newly recruited ACMO will be at the Rank of ACMO III. Under Government Policy, **ACMO III** will be **under probation**, in contract terms, **for 3 years**. Unlike the other Disciplined Services, where their officers would attend the training course as a large batch in their departmental training school or institute for a fixed period, ACMO III are usually recruited in small numbers. They are provided with an induction program to build up their foundation for future development, before commencing in-flight training. Topics of the induction program include Leadership & Team Building Course, Crew Resource Management (CRM), Flight Radiotelephony (R/T) Operator Training, Medical Course, Safety Equipment & Procedures (SEP) Training and Helicopter Underwater Escape Training (HUET).

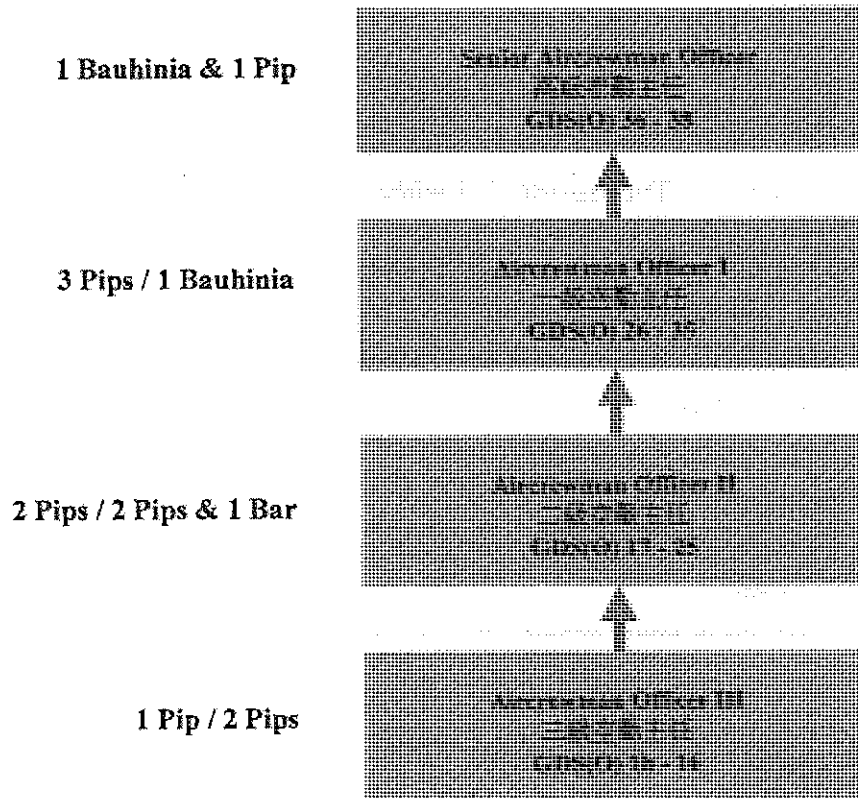
1.7 An ACMO III will then undergo a period of basic helicopter or fixed-wing aircrewman techniques training before becoming qualified to perform duties on either helicopter or fixed-wing aircraft. A newly qualified ACMO on helicopters is able to perform a lower level of duties such as passenger flights, casualty evacuation flights from outlying islands, and with experience, can also support police operations or fire-fighting operations. A fixed-wing ACMO is qualified to perform passenger flights and SAR Operations.

1.8 Subsequent training is provided to upgrade helicopter ACMO to perform **Winchman** duty in SAR operations. This normally takes place **within the first two years** of their appointment. This qualification is considered as the main criteria for confirming an ACMO III to become employed on the permanent terms and conditions.

1.9 As more experience is gained, an ACMO will then be considered for further training to become a fully operational crewmember. This training includes operating of Search Radar in Fixed Wing aircraft and Forward Looking Infra Red (FLIR) system, upgrade to Day & Night Winch Operator and Advanced Tactical Support Helicopter Crew in Anti-terrorist Operations. The total time from commencing training to becoming **fully operational** is around **6 years**. The concept of upgrade training in helicopter operations is shown in the **Annex 3**.

Promotion Prospect

1.10 The promotion prospect for an ACMO is shown in the following diagram.



Chapter 2 Problem

2.1 **Retention of ACMO III** has been a long term problem in the ACMO Grade.

2.2 Between 1993 to present, GFS has recruited 37 ACMO III. For the same period, **29 ACMO III have resigned**. The shortest length of service was 13 days and the longest 11 years & 5 months. The majority left **within the first Five Years of service**.

Length of Service	No. of ACMO
Less than 1 Year	9
1 - 5 years	18
Over 5 Years	2

Causes of the Problem

2.3 For the past ten years, almost all the new recruited ACMO have been university graduates. However, ACMO Grade has only two entry starting salary points at GSD(O) 1b for Matriculation (2A3O) and GSD(R&F) 7 for 5 Subjects at Grade E in Hong Kong Certificate of Education Examination (HKCEE), those Degree Holders can only have a starting salary at Point 1b of GSD(O) when joining ACMO III. This **starting salary is the lowest** among the Officer Grades in the other Disciplined Services for Degree Holders. A comparison is shown in the following table:

Department	Grade	Pay Scale	Salary
HKP	Inspector	PPS 24*	\$ 28 845
ICAC	Investigator	ICACPS 18	\$ 29 540
FSD	Station Officer	GDS(O) 8*	\$ 27 265
CSD	Correctional Officer	GDS(O) 8*	\$ 27 265
C&E	Inspector	GDS(O) 8*	\$ 27 265
IMM	Immigration Officer	GDS(O) 6*	\$ 24 335
FSD	Ambulance Officer	GDS(O) 6*	\$ 24 335
GFS	Aircrewman Officer	GDS(O) 1b	\$ 17 105
* 1 Extra Point for having Degree and Level 1 In Use of Chinese & English in the Common Recruitment Exam (CRE) or equivalent.			

2.4 Unlike the other departments that have held a more frequent Promotion Exercise, for the past ten years, GFS have only promoted 3 ACMO III to ACMO II. There was **no Promotion Exercise between 2001 and 2005**. A summary of promotion status for ACMO grade is shown in the following table:

Year	Promotion to ACMO II (length of service in ACMO III)	Promotion to ACMO I (length of service in ACMO II)
1989	2 (7 & 6)	0
1992	3 (7, 6 & 2)	2
1993	0	1
1994	1 (3)	0
1995	1 (4)	0
1996	1 (3)	1
1998	1 (5)	1
1999	0	1
2000	1 (7)	0
2006	2 (12 & 9)	1 (13)

2.5 Another weakness in the present ACMO Grade Structure is that ACMO III has the **lowest maximum salary point** among the other similar ranks (2 Pips) of officer grades in the other Disciplined Services. All those officers have at least point 20 as the maximum point, whereas ACMO III can only reach point 16. Point 20 is a critical point to the entitlement of HFS Benefit. ACMO III is the only officer rank that cannot benefit from the HFS.

2.6 Due to the lowest starting salary, little promotion prospect, not being entitled to HFS, together with the inherent **High Risk** associated with the job, most of the new ACMO seem to leave as they cannot see any immediate or future improvement in their prospects. Joining the other Disciplined Services Officer Grades, which provide much better prospects, is a trend for them. Among those 29 resigned ACMO III, a total of 18 transferred to other Grades.

To Other Disciplined Services Officer Grades	11
To Other Disciplined Services R&F Grades	1
To Other General Grades	6

2.7 From the above analysis and the continuous comments from the members of GFS Aircrewman Officer Association, we have concluded that the early resignations of ACMO III are mainly due to the following reasons:

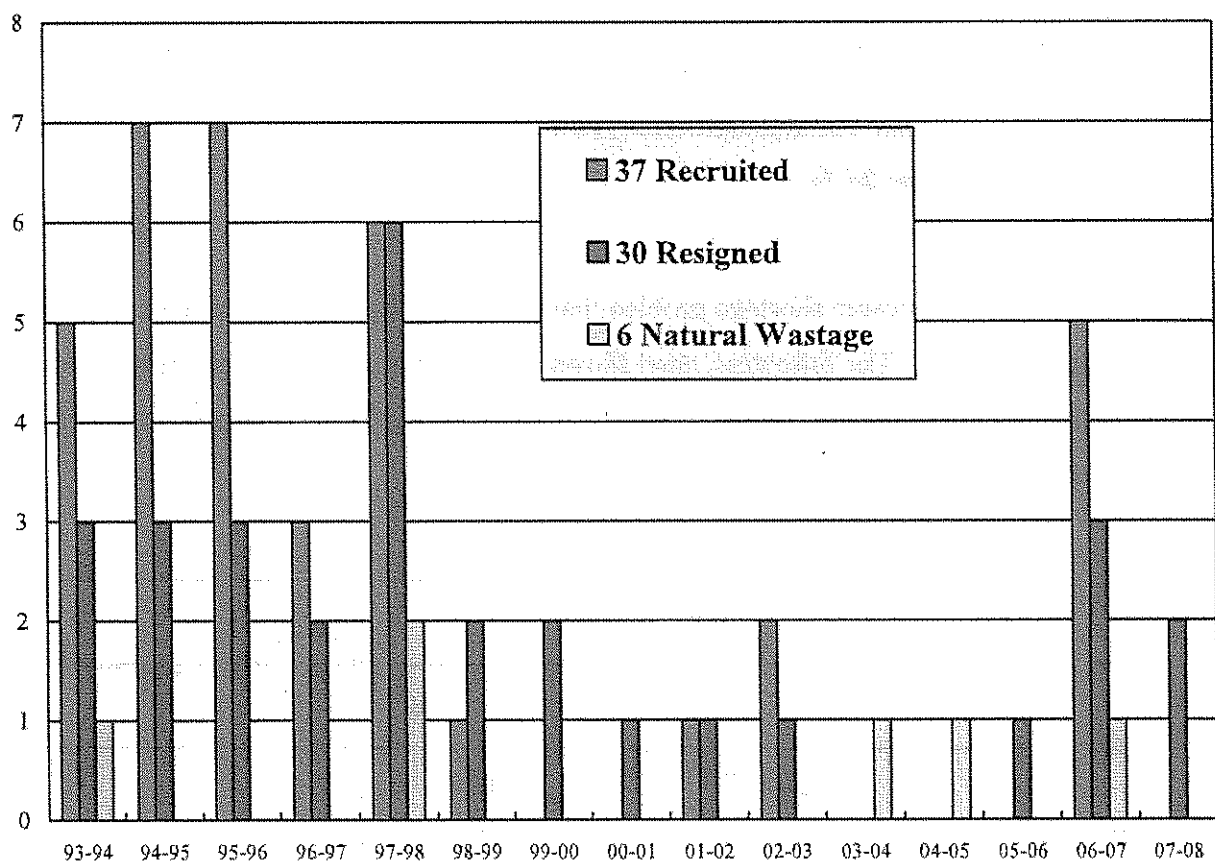
- i. **Low Salary Starting Point** (the lowest among the other Disciplined Grades)
- ii. **Little Prospect** (Small Unit)
- iii. **Low Maximum Salary Point 16** (No Home Financing Scheme (HFS) Benefit)
- iv. **Dangerous Working Environment** (High Risk)

2.8 We anticipate that the Retention Problem of ACMO III will worsen in the future because the International Agency for Research on Cancer (IARA) announced on their Press

Release No. 180 on 5 December 2007 that **Overnight Duty could cause Cancer**. Furthermore, new ACMOs are employed under the new General Policies and Employment Conditions, for which the terms and conditions of employment and fringe benefits are not the same as before.

Impact

2.9 Since 1993, GFS has recruited 37 ACMO III. During the same period, 29 ACMO III and 1 ACMO II have resigned from the service. Together with the 6 ACMOs lost to Natural Wastage, the **number of ACMO was only increased by 1**. The following chart summaries the Intake and Wastage status for ACMO Grade from 1993.

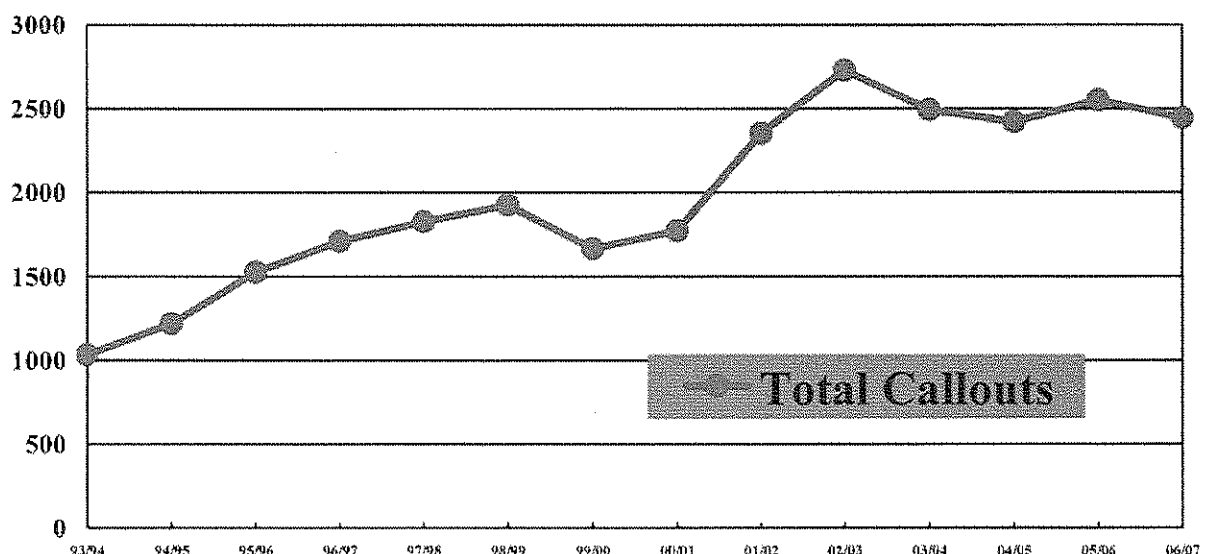


2.10 The following table shows the Establishment & Strength for ACMO Grade as at 31 Dec 2007. The ACMO Grade is undermanned by 5 ACMO III. This means a manpower shortage of **more than 18 %**.

Rank	Establishment	Strength	Shortage
Senior Aircrewman Officer	1	1	0
Aircrewman Officer I	4	4	0
Aircrewman Officer II	6	6	0
Aircrewman Officer III	16	11	5
	27	22	5

2.11 Another two ACMOs are due to retire in January and April 2008; the Manpower Storage will rise to **over 26 %**.

2.12 The manpower shortage problem has been magnified by the increased workload throughout the years. The following chart shows that the number of total **callouts** responded by GFS **has increased by 150 %** since 1993. All the extra workload generated was borne by the residual ACMOs.



Consequences

2.13 Even though the Management of GFS recruited 4 Non-Civil Servant Contract (NCSC) Staff from the Royal Air Force and Singapore Air Force to perform ACMO duties as a temporary solution to the manpower shortage problem, if the retention problem of ACMO III persists, it would certainly lead to the following consequences:

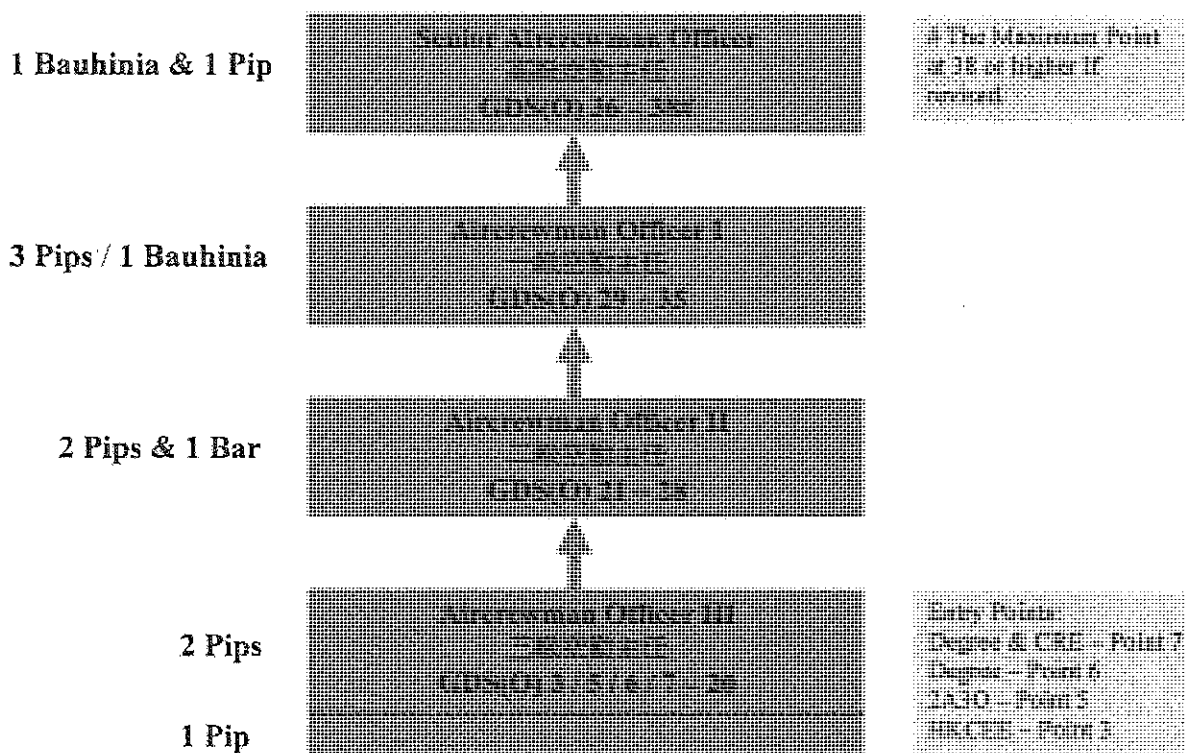
- **Creates extra workload for the remaining ACMO**
- **Weakens our morale**
- **Increases overall operating costs**
- **Affects the training plan**
- **Affects the succession plan**
- **Experience cannot be accumulated, retained and passed on.**

Chapter 3 Proposal

3.1 The Aircrewman Officer Association would like to raise the following suggestions:

- i. For **ACMO III**, introduce **Two New Starting Salaries** at **Point 7** for Degree with a pass at "Level 1" or above in 'Use of Chinese' and 'Use of English' in the Common Recruitment Examination / equivalent and **Point 6** for Degree Holder. **Revise Present Starting Salary** to **Point 5** for Matriculation (2A3O) & **Point 3** for HKCEE.
- ii. For **ACMO II**, revise Salary Points to **21 – 28**.
- iii. For **ACMO I**, revise Salary Points to **29 – 35**.
- iv. For **SACMO**, maintain the present Salary Points if GDS(O) Pay Scale ceiling is not lifted.

3.2 The Proposed Structure is shown on the following chart:



3.3 The proposal has been constructed using the following considerations:

- i. It has to be **in line with the other Officer Grades** in different Disciplined Services to provide similar prospect for ACMO. The Starting Salary for ACMO III must be competitive & the Grade Structure must be fair to reflect the ACMO's Responsibilities.
- ii. The EAT qualification and instructor roles of ACE, QCI, HHI & SSO are **additional responsibilities** for ACMO, but there is no means of recognition in GFS. Civilian SAR Operators in the UK recognize the extra responsibilities of Paramedic and Trainer Qualifications by raising 15% and 10% respectively to the basic salary for an Aircrewman who has these qualifications.
- iii. The monthly salary for the GFS Front Line NCSC Helicopter Crewman is over **HK\$ 40,000**.
- iv. The monthly salary for the GFS Front Line NCSC Helicopter Crewman with QCI & ACE qualifications is over **HK\$ 80,000**.
- v. The Duties and Responsibilities of an ACMO are unique. A trained ACMO has the characteristics of someone who is **Skillful, Experienced, Independent and Clear Minded**. They are handling matters of a "Life or Death" nature, on a day-to-day basis, and have to make decisions in a split second.
- vi. All of the new ACMO III recruited in the recent years are **degree holders**. They have gone through a tough selection exercise, which is not easier than those in the other disciplined grades recruitment, to show their strength on physical fitness, communication skills and use of English. The Proposed ACMO Grade Structure ensures that a newly recruited ACMO III would have very **similar prospects** in GFS when compared to the other Disciplined Departments, so that we can retain their services.

3.4 Our Expectations for this Proposal include:

- **Reduction in Manpower Wastage**
- **Experience retained and passed on**
- **A Succession Plan can be accurately launched**
- **Reduce Training Needs**
- **Reduce Operating Costs**
- **Raise Morale**
- **Sufficient Manpower can be maintained to respond to Emergencies and Prolonged or Large Scale Operations in order to serve the community**

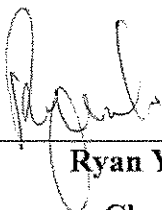
Chapter 4 Conclusion

4.1 All Disciplined Departments play an important role to maintain the stabilization of the Hong Kong society. As a member of Disciplined Departments, Government Flying Service has to be "ALWAYS READY".

4.2 GFS has a well-established Management & Quality Assurance System. We also have advanced equipment & modern facilities. The achievements of today totally rely on the hard work, unity and trust among the present colleagues.

4.3 In the future, we need a well-planned structure to ensure that there will be successors to carry on the tradition and the services can be maintained for the Hong Kong Community and the International Aviation & Maritime Industries. For ACMO Grade, **retention of ACMO III is vital** so that experience can be accumulated and passed on. The GFS Aircrewman Officer Association hopes that our proposal, which provides **similar prospects** to the newly recruited ACMO III when compared to the other Disciplined Departments, can solve our problem effectively.

4.4 A **summary of the Proposed Structure** is shown together with the Present Structure in **Annex 4**.



Ryan Y. W. Lo
Chairman
GFSAOA



Edward K. C. Li
Vice-chairman
GFSAOA

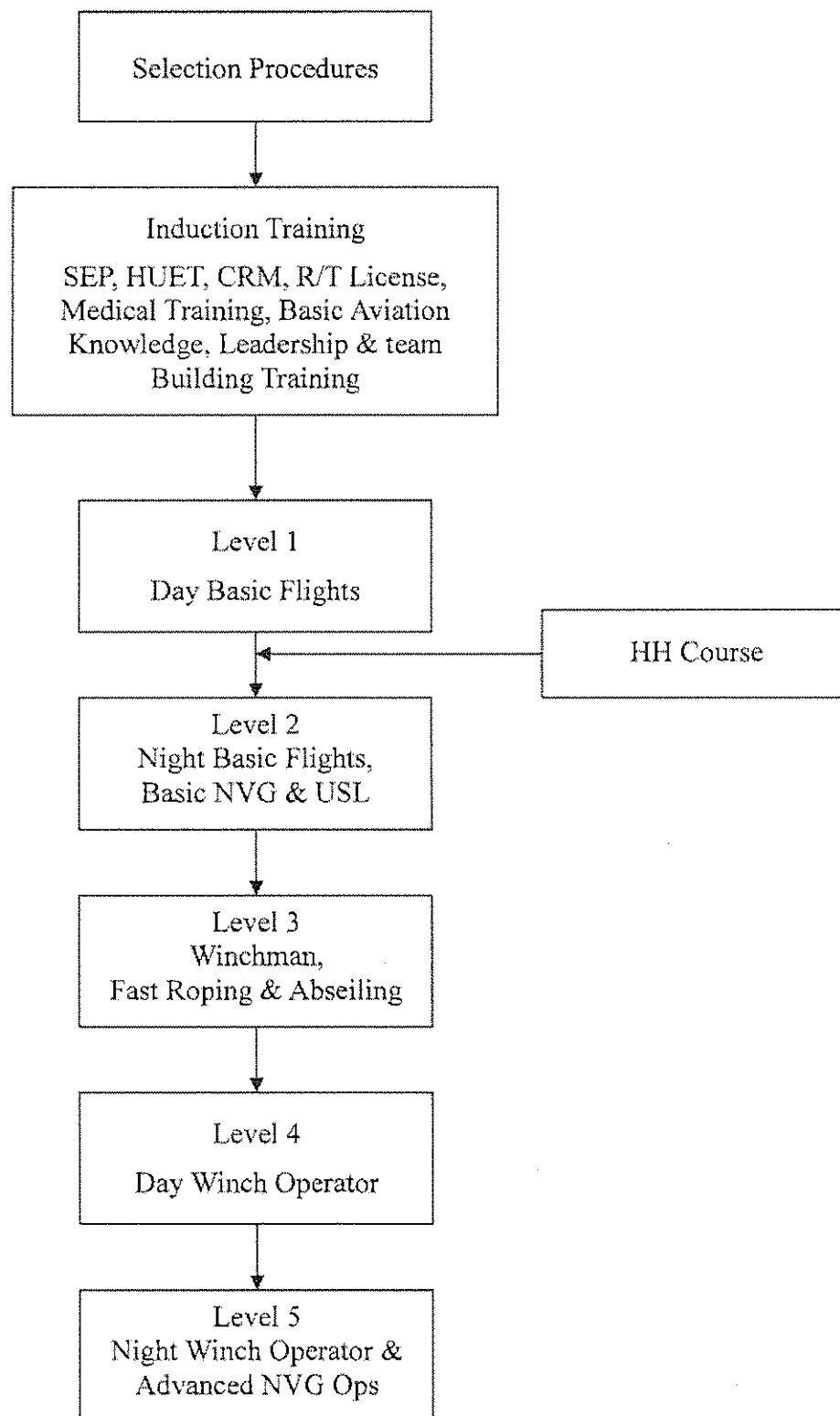
New Services & Equipment

- New Aircrafts (for Longer SAR Range Coverage)
- Emergency Medical System (EMS) (for Medical Treatment)
- Automated External Defibrillator (AED) (for Medical Treatment)
- Fire Tank (for Fire Fighting Operations)
- Sims 600 Fire Bucket (for Fire Fighting Operations)
- Vikoma TC3 Helicopter Oil Spill Dispersant Spray System (for Oil Pollution Control)
- Rescue Basket (for Rescue Mission)
- Heli Basket (for evacuation of mass survivors at Fire Scene)
- Night Vision Goggles (for Night SAR & Internal Security Operations)
- Roadside Rescue (for Traffic Accident)
- Aerial Monitoring System (for Radioactive Plume Tracking)

ACMO Flying Training and Qualification Table

	EC155B1	AS332L2	BAe4100
Level 1	Passenger / Troop Communication Flights, Casevac, Internal Freight (Day Only)	Passenger / Troop Communication Flights, Casevac, Internal Freight (Day Only).	Passenger Communication Flights, Photo Reconnaissance, Air Despatch of Smokes & Life Raft, Internal Freight.
Level 2	Level 1, plus Underslung loads, Nightsun Operation, Night Communication and Casevac	Level 1, plus Underslung Loads, Fire Fighting, Night Communication and Casevac.	Mission Operator, RADAR Operation, FLIR/TV Operation, DATA Link Operation.
Level 3	Level 2, plus Winchman Duties. SDU Deployment (Land Only)	Level 2, plus Winchman Duties. SDU Deployment (Land Only)	NA.
Level 4	Level 3, plus Winch Operator Duties (Day Only) SDU Deployment (Land and Sea)	Level 3, plus Winch Operator Duties (Day Only), SDU Deployment (Land and Sea)	NA.
Level 5	Level 4, plus Winch Operator Duties (Night)	Level 4, plus Winch Operator Duties (Night)	NA.

Flow Chart of Helicopter Flying Training for ACMO



Summary of the Present and Proposed Structures

GDS(O)	Salary	Insignia	Present	Proposal
38	91756	1 Bauhinia & 1 Pip		
37	88210	一個紫荊花及一粒花		
36	84660			
35	81495			
34	78475	1 Bauhinia		
33	75665	一個紫荊花		
32	73025			
31	70410			
30	67860			
29	65420	3 Pips		
28	63015	三粒花		
27	60755			
26	58535			
25	56335			
24	54345	2 Pips & 1 Bar		
23	52375	兩粒花及一劃		
22	50465			
21	48775			
20	47195			
19	45890			
18	44245			
17	42420	2 Pips		
16	40600	兩粒花		
15	38760			
14	36940			
13	35170			
12	33400			
11	31775			
10	30245			
9	28760			
8	27265			
7	25790			
6	24335			
5	22840	1 Pip		
4	21550	一粒花		
3	20535			
2	19510			
1	18675			
1a	17875			
1b	17105			

19th January 2008



Our Ref.: PU/GSR/CSB/01
Your Ref.: CSBCR/PG/4-085-001/57

22 February 2009

Miss Denise C Y YUE, GBS,JP
Secretary for the Civil Service,
10/F, West Wing, Central Government Offices,
11 Ice House Street, Central
Hong Kong.

Dear Miss YUE,

Graded Structure Review for the Disciplined Services

In response to the Standing Committee on Disciplined Services Salaries and Conditions of Service (SCDS) Grade Structure Review (GSR) for the Disciplined Services report date November 2008. The Government Flying Service Pilots Union (GFSPU) has the following comments.

The Government Flying Service (GFS) is facing with pilots retention problem. Over the last twelve months, there have been a significant number of pilots at different experience levels leaving GFS to join the commercial airlines. This corresponding loss of operational experience that is built from many years of flying cannot simply filled by intakes of new pilots. It is critical for GFS to retain these experienced pilots or otherwise our service to the public will inevitably be affected.

The GFSPU disagree paragraph 7.19 stated the reasons for GFS pilots to leave GFS for private sector. The SCDS did not mention which part of the private sector they were comparing with GFS but apart from the major airliners there are expending private jet business right next door to GFS headquarters who demand pilots with a little more experience than just passing out from the flying school. SCDS did not make any comments to Pilot I and Senior Pilots.

Paragraph 7.20 stated GFS aircrew are mission orientated. It also stated the unbalance of the salary and fringe benefits do not match with the commercial market. The GFSPU believes that our terms and conditions of employment have been modified over the years and it is comparable with commercial sector; however our salary and fringe benefits is not matched with the commercial sector. The remuneration package, coupled with the intangible factors is considered not fair and not reasonable to the GFS pilots. GFS is losing variable pilots to the commercial sector and it is a total loss to the community at large.

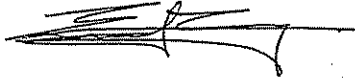
Paragraph 7.22(a) recommended two additional incremental jumps to Pilot II who obtained dual licences for both helicopter and fixed wing aircraft and to perform Pilot I flying duties frequently. This recommendation truly reflects SCDS do not understand the complexity of GFS operations. Let alone the time and cost to train a pilot with dual licences at operational level, it is contradicted to flight safety.

Paragraph 7.22(b) that two incremental jumps should be given to Pilot IIs who have obtained an instrument rating, qualified to operate in coastal and day search and rescue. Pilot II who achieved the captain qualification for offshore search and rescue is an advance level of qualification and pilots at this stage are normally ready for promotion to Pilot I.

Paragraph 7.23 concerning to increase the Pilot I post for eligible Pilot II. SCDS did not consider carefully of the GFS pilot grade over the years. At the earlier stage of GFS history, there is more demand on local pilots at Pilot II level. These local pilots are now either promoted or ready to promote to Pilots I level. However the existing available Pilot I post is not sufficient for the demand. Also the demand of Pilot II post is reduced therefore the available Pilot II post becomes redundant. SCDS did not clearly indicate whether they supported GFSPU recommendation to speed up this process.

We would be grateful if you could consider our report and proposal carefully.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Erik Young', with a long horizontal stroke extending to the right.

YOUNG Sei Lap, Erik
Chairman GFSPU

c.c.

Controller, Government Flying Service

External

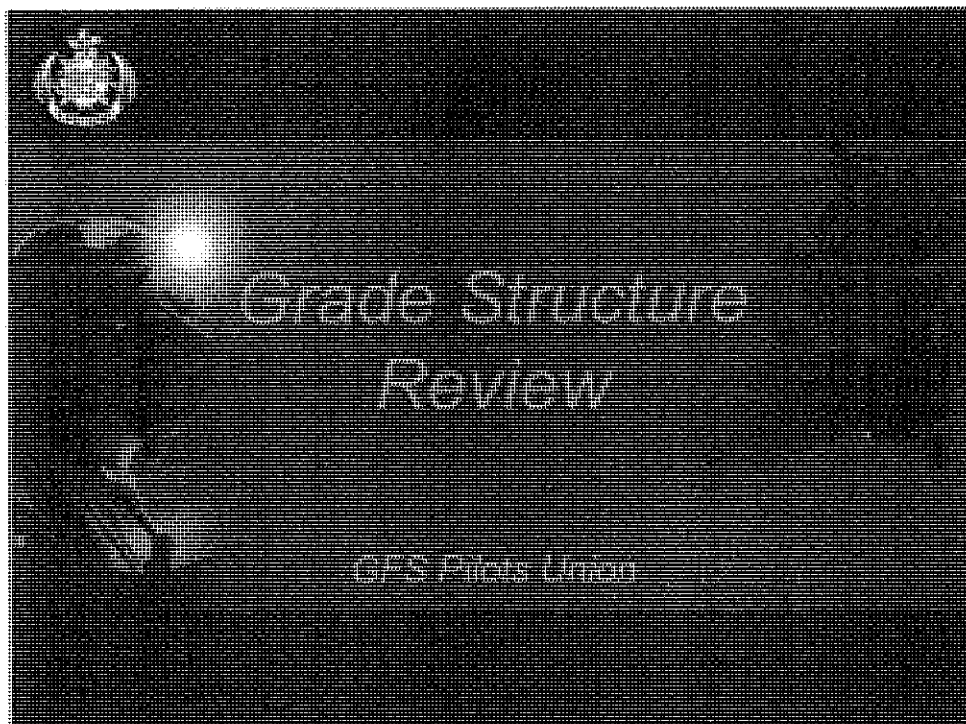
Disciplined Services Consultative Council

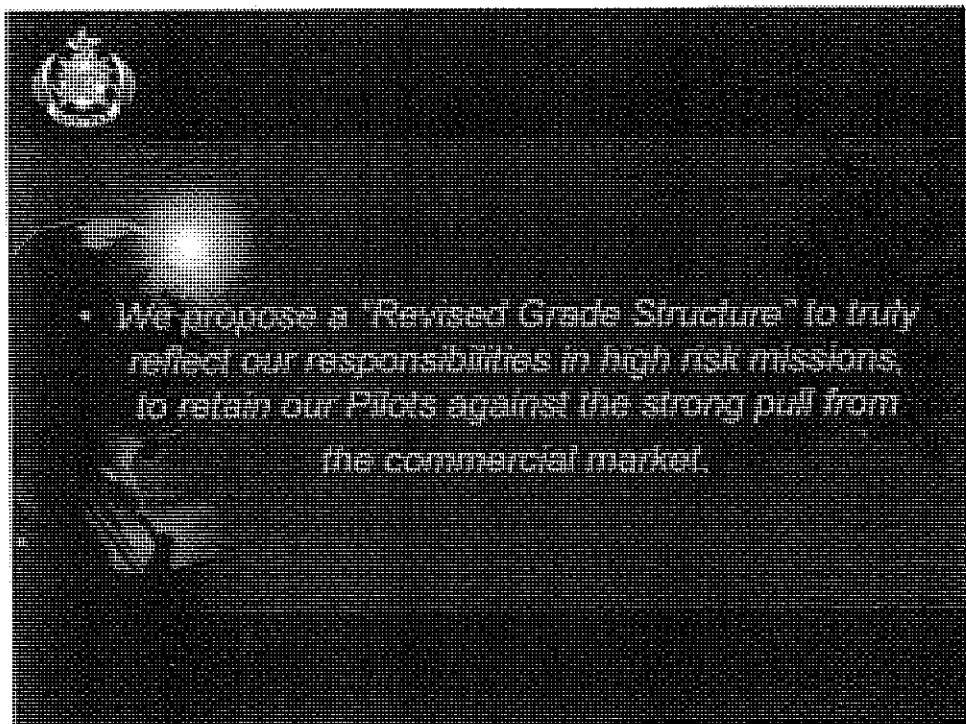
Standing Committee on Disciplined Services Salaries and Conditions of Service

**Grade Structure Review for the
Disciplined Services**

**Government Flying Service
Pilots Union**

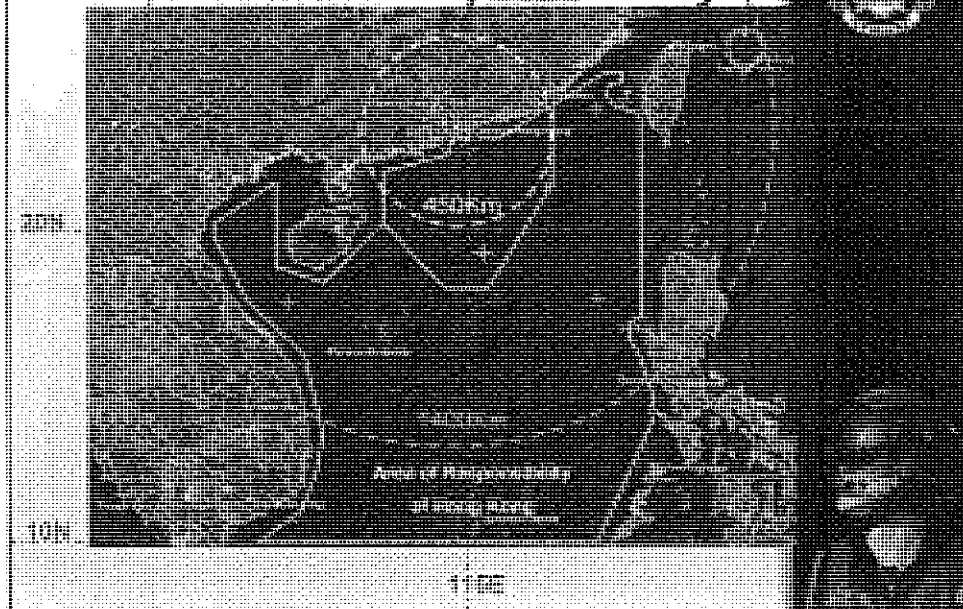
4th January 2008



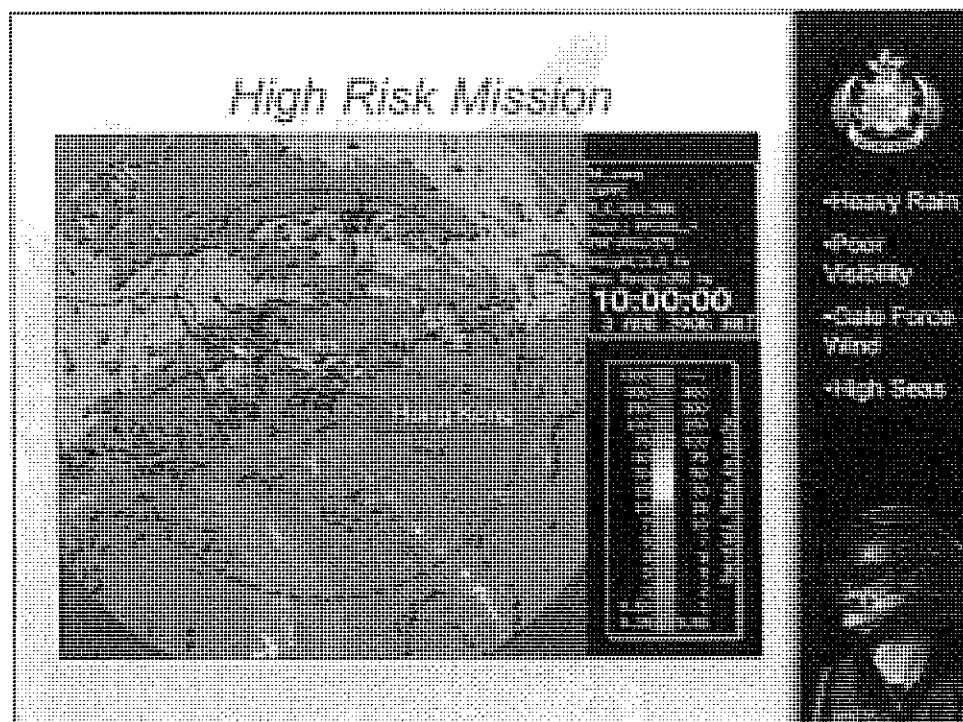


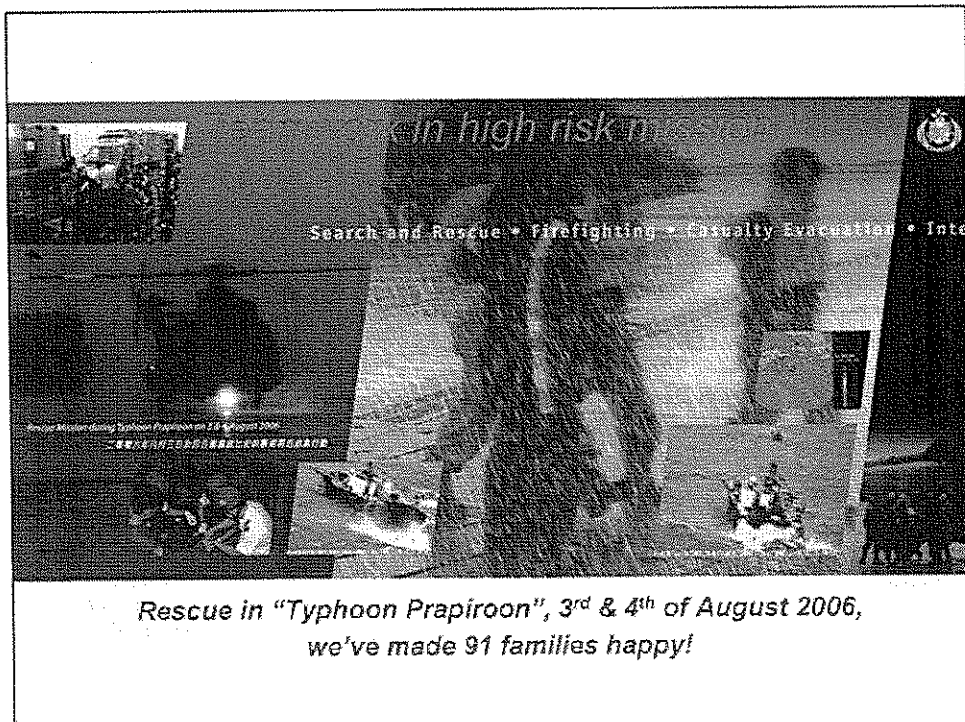
Past & Present	
Primary units	Civil Operator requirements
Basic Qualifications	Civil Licensed
2 Survivors	Up to 25 Survivors
Ocean HK	Up to 140Kts in South China
Day only	24hours/7days
Single	Complex
Unarmed	Highly Armoured

Area of Responsibility



High Risk Mission





SECTION 3 *Commander's Responsibilities*

Chapter 1 General

1 INTRODUCTION

The Aircraft Commander has overall responsibility for all aspects of the operation of the flight and the related safety of his crew, its occupants and the aircraft.

This section of Volume One is therefore not intended as, nor can it be, an exhaustive list of the whole of the Commander's responsibilities. It is however, intended to bring to the attention of a Commander important aspects of his responsibilities in the operation and conduct of a flight. Refer to Article 32 of the AN(HK)O 1995 as amended, for the pre-flight actions required by commanders of aircraft.

2 FLIGHT AUTHORISATION

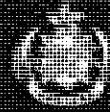
The Commander is to ensure that the flight is correctly authorised and briefed as per the appropriate pre-flight briefing board and in accordance with SOP's.

For a training sortie, the Commander will co-ordinate with a member of the training staff his own training requirements against those of his crew and will produce a composite sortie profile which he must then authorise.

In the event of an airborne diversion and change of task detail the Commander must request the GOC to make an adjustment to the authorisation and pass the



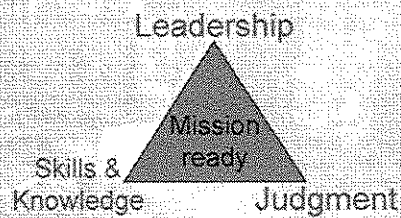
Commander Responsibility



GFS Pilot's Training Investment

Up to 10 yrs of Mission Specific Training

New
Recruit



- Night SAR
- NVG
- VIP
- Firefighting

Global Pilot shortage

Newsweek

Airlines In The Brace Position

Sponsored By
Kodak

Air travel is booming as the world gets richer. But one issue looms: who will pilot all those planes?

By George Wehrhritz
NEWSWEEK
Updated 12:45 PM ET 11/11/00

Pilot shortage problem

Chinese airlines in dogfight for scarce pilots

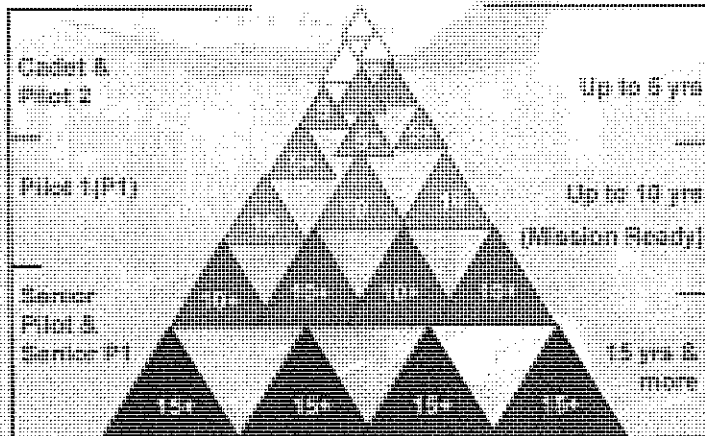
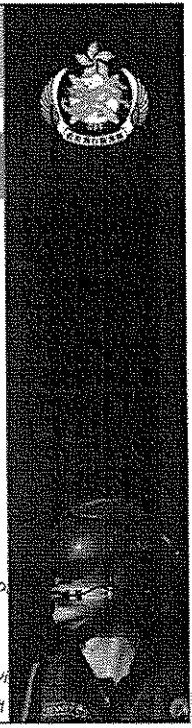
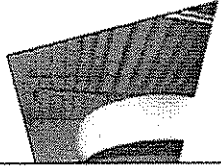
By Robert Hartmann

HONG KONG - The rapid development of China's civil-aviation industry has led to a serious shortage of pilots.

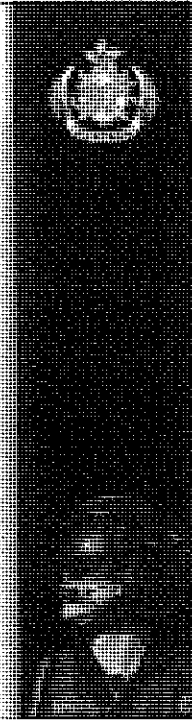
According to published figures, 11,000 pilots serve in China's civil-aviation industry. It is predicted that by 2010, China will have 1,250 aircraft. To help ease the increasing demand, airlines are...

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Pyramid of Pilots' Experience



Existing Pilot's Pay Scale

	CP		GDS(C) 1
	SP		GDS(O) 38
	PI		GDS(O) 36
			GDS(O) 26
	PII		GDS(O) 14
			GDS(O) 2
	Cdt.		GDS(O) 1b
	GFS		

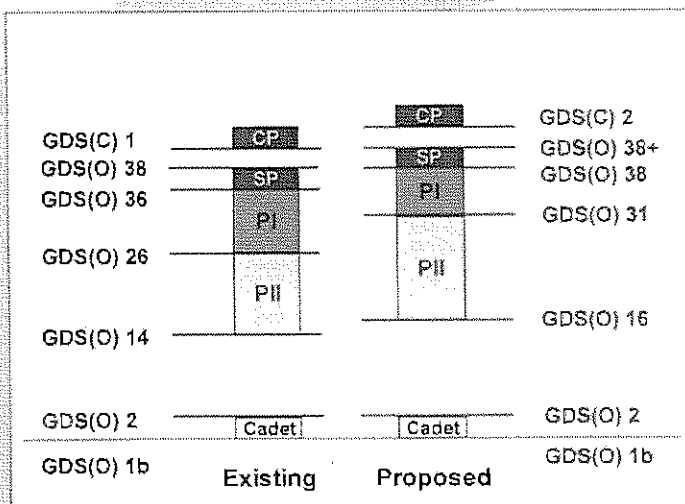


Market Comparison on Pay Scale

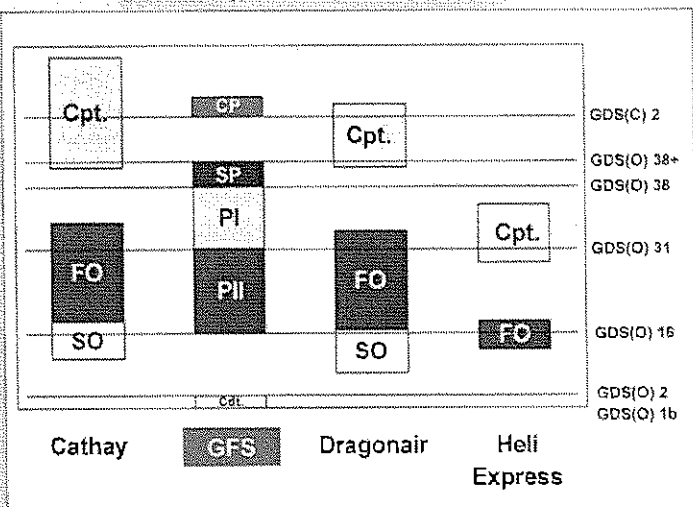
Cpt.	CP	Cpt.	GDS(C) 1
	SP		GDS(O) 38
	PI		GDS(O) 36
FO	PII	FO	GDS(O) 26
SO		SO	GDS(O) 14
	Cdt.		GDS(O) 2
			GDS(O) 1b
Cathay	GFS	Dragonair	Heli Express

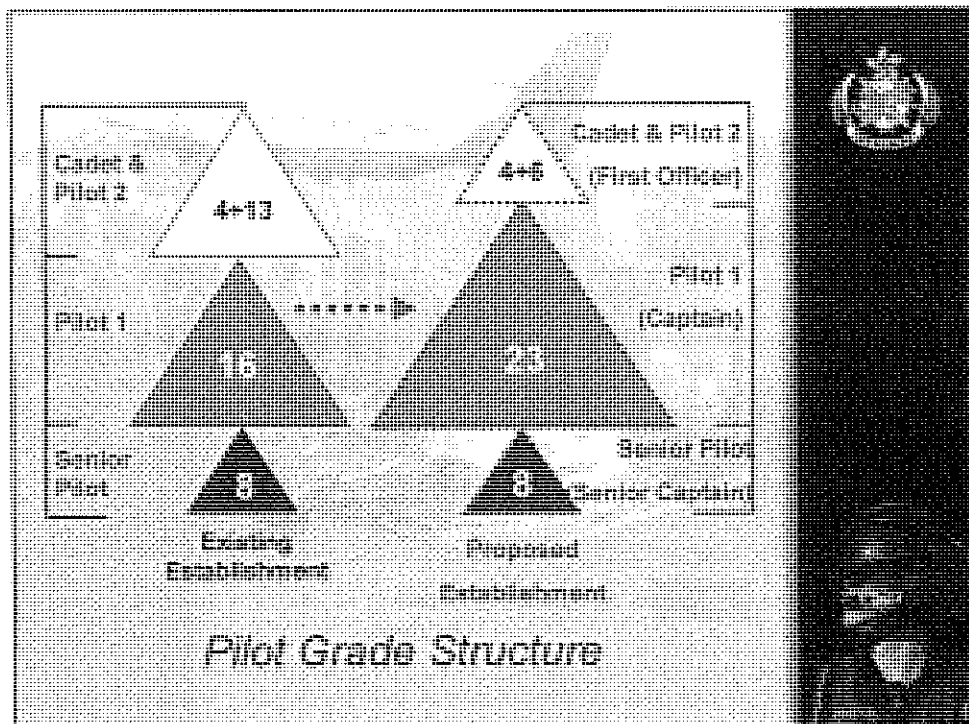
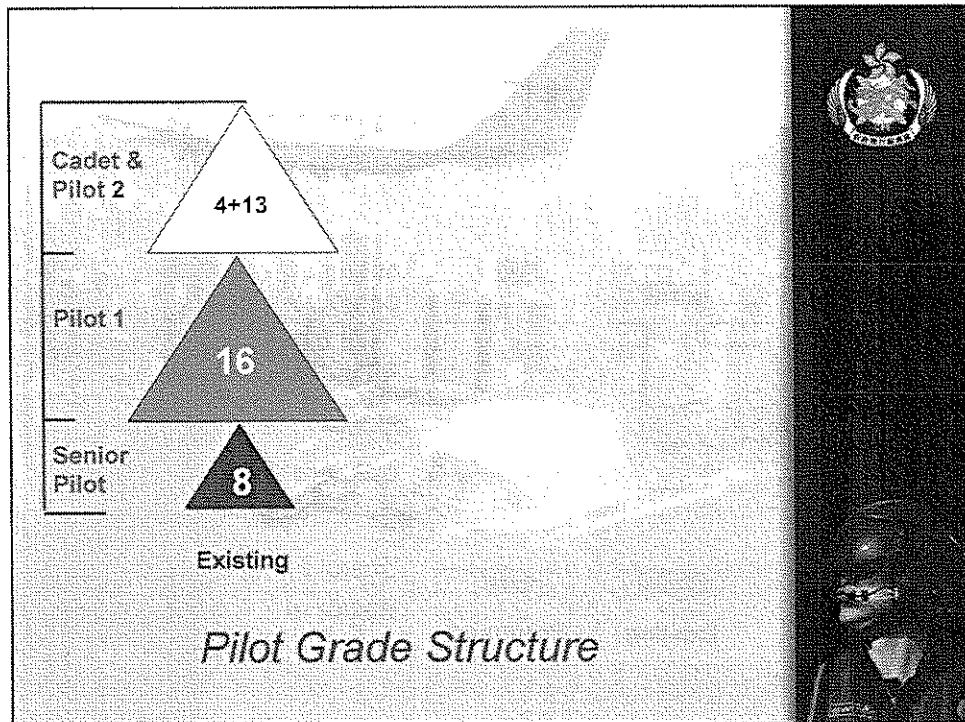


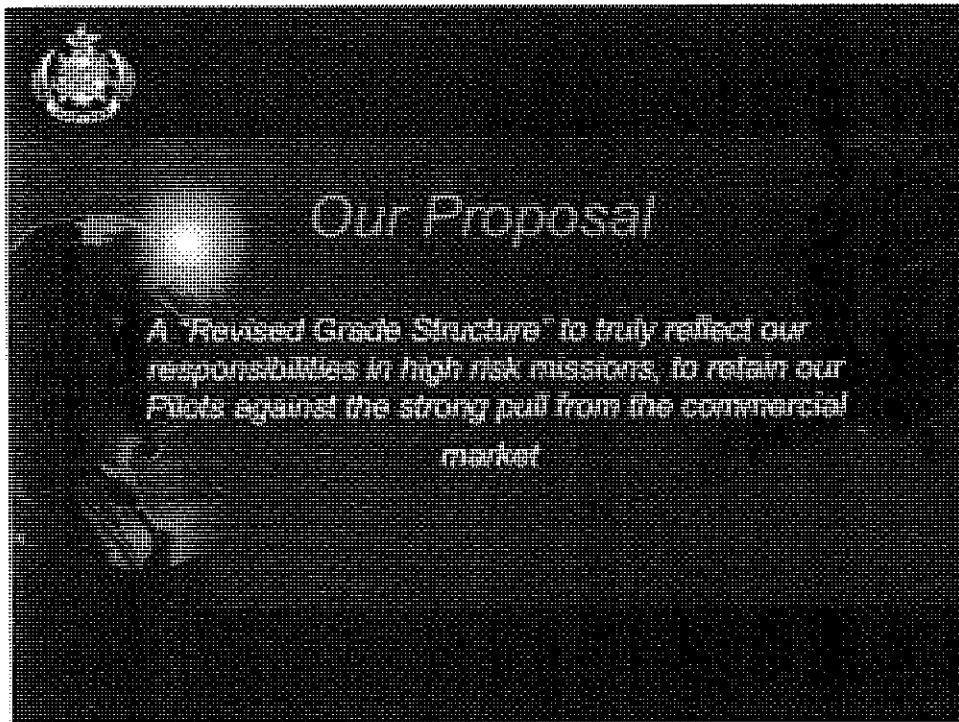

Our Proposed Pay Scale



Market Comparison with the Proposed Pay Scale

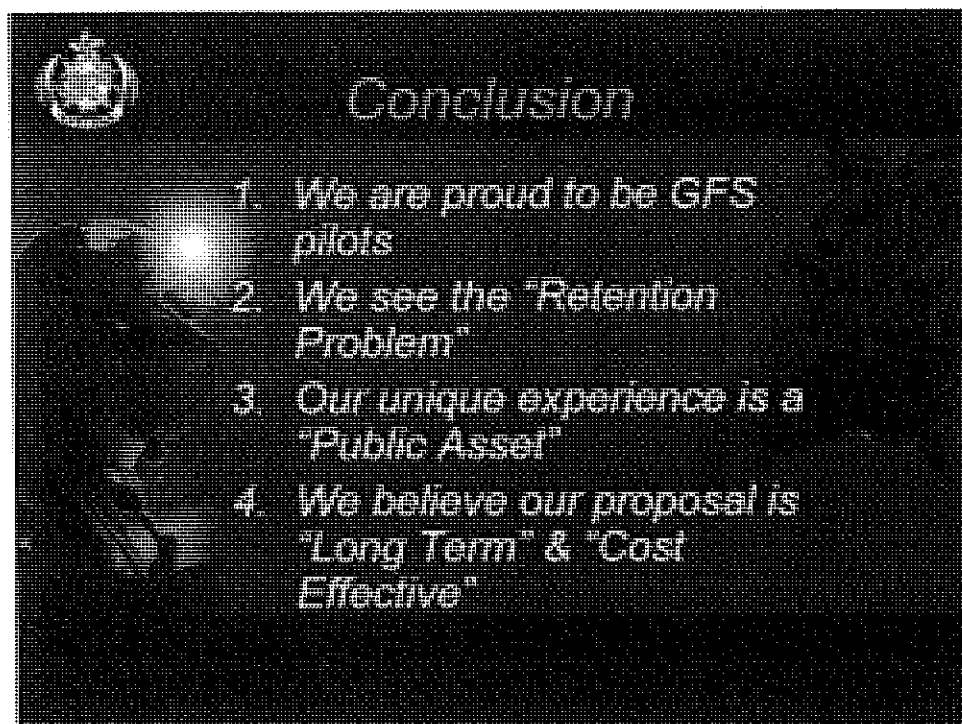





A black and white photograph of a police officer in uniform, standing and facing slightly to the right. The officer is wearing a peaked cap and a dark uniform. The background is dark and out of focus.A small, circular police crest featuring a crown at the top, a shield in the center, and a banner at the bottom.

Our Proposal

A "Revised Grade Structure" to truly reflect our responsibilities in high risk missions, to retain our Pilots against the strong pull from the commercial market

A black and white photograph of a police officer in uniform, standing and facing slightly to the right. The officer is wearing a peaked cap and a dark uniform. The background is dark and out of focus.A small, circular police crest featuring a crown at the top, a shield in the center, and a banner at the bottom.

Conclusion

1. We are proud to be GFS pilots
2. We see the "Retention Problem"
3. Our unique experience is a "Public Asset"
4. We believe our proposal is "Long Term" & "Cost Effective"



Q & A

*"Eternally vigilant are the gallant
airmen of the Government Flying Service,
heroes aloft day and night,
who put their lives in peril that
we may be safe."*

Ramona Zerkowich, Cadmusville, OH, 10/10/2011

Thank you

Government Flying Services
Pilots Union Committee

Chairman	Capt. Erik Young	23058380	<u>erikyoung@gfs.gov.hk</u>
		98179530	
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Grade Structure Review for the Disciplined Services

Government Flying Service Pilots Union

18th January 2008

Introduction

Following the Standing Committee on Disciplined Services Salaries and Conditions of Service (SCDS) acceptance of the invitation of the Secretary for the Civil Service to conduct a Grade Structure Review (GSR) for the Disciplined Services, the Government Flying Service Pilots Union would like to submit the following views for the SCDS consideration.

Executive Summary

This paper consists of our Union's view of the existing Pilot Grade Structure, an analysis of the present situation, and our proposals.

Our proposal includes

- A revised pay scale;
- A revised post distribution; and
- A revised rank titles.

We believe our proposals will truly reflect our high risk mission nature in the Government Flying Service (GFS) operational environment and also help to retain the unique GFS pilot experience against a strong commercial pull.

The Government Flying Service

The main duty of the GFS is to provide Search and Rescue services both within and outside the Hong Kong Boundary. The GFS works closely with local and regional rescue authorities such as the Hong Kong Police Force, Fire Services Department, Civil Aviation Department (CAD) and Marine Rescue Coordination Centre (MRCC) of the Marine Department.

Apart from Search & Rescue, GFS provides the Hong Kong public with various aviation support services such as 24-hour air ambulance, internal security, fire fighting, aerial survey and general government support, etc. In GFS, Pilots play the leading roles in these services.

The Prospects of a GFS Pilot

GFS Cadet Pilots (In Commercial terms, they are Cadet Pilots and Second Officers) are required to undertake 14 months basic pilot's license training overseas, and subsequently receive their training in-house to be qualified as a co-pilots for relatively less complex missions. They will normally be promoted to Pilot II at around two and a half years.

Pilot IIs (In Commercial terms, they are First Officers) accumulate their mission experience for a number of years (locally and overseas) before they obtain their Commander qualifications for complex missions like long range Search and Rescue. They will then be promoted to Pilot I (In Commercial terms, they are Captains) when they are approaching fully mission-readiness which is on average about eight years after their induction.

The promotion from Pilot II to Pilot I is a milestone in GFS pilots' career, as they obtain command on the Search and Rescue missions, exercising their leadership in the team, and taking up great responsibility from then on.

In general Pilot Is with around ten years of experience become fully mission-ready and are thus the functional body of GFS operations. Parallel to their pilot experience, they are exposed to managerial duties to develop their full potential for higher achievement in the unit.

For those managerial capable Pilot Is, apart from flying for the front-line, they can be promoted to Senior Pilot (In Commercial terms, they are Training Captains), they will be GFS managers, responsible for training and upholding GFS flight standards and this is normally around fifteen years from the start of their career.

For those who are exceptional, promotion to Chief Pilot (Same title in the Commercial terms) to manage the whole Pilot Grade is a possibility.

Both Fixed Wing and Helicopter Pilots share the same prospects in the GFS.

Evolution of GFS Pilot's Roles

Since the Rennie Report in 1988 and the subsequent reviews in 1990s, the GFS has significantly changed in its scope of responsibilities, complexity of tasks, sophistication of equipment, and hence the requirement of capabilities of its crews, from its predecessor, the Royal Hong Kong Auxiliary Air Force (RHKAAF).

The change from a military outfit to a civilian operator required that GFS pilots needed to comply with stringent licensing and examination requirements of civilian aviation rules, while at the same time carrying out the military-like operations previously performed by the Royal Air Force, British Army as well as RHKAAF. The GFS is unique among other counterparts in the world. We operate fixed wing and helicopter up to a standard that greatly exceeding that in the civil aviation world.

In addition to its original services, GFS has continuously endeavoured to provide additional and enhanced services to the public such as the roadside rescue conducted in Yuen Long on the New Year's Eve 2007. That was the first time a helicopter landed on the Hong Kong highway system; and it transferred a seriously injured casualty directly to the hospital emergency room within 5 minutes.

In the past two decades, the GFS fleets have been replaced and improved in terms of their advancement and sophistication. On the one hand, the newer fleets have improved GFS pilots' operational capabilities such as extended range (to get there, do the rescue, and return), and longer search time. On the other hand, the newer fleets and their more advanced systems have created greater demands on the quality of GFS pilots.

The extended range and search time have significantly tested the physical endurance and increased the complexity of the GFS operational environment. Our Aircraft Commanders are trained and capable to analyze a range of dynamic factors and make timely and professional judgments in order to minimize the operational risk. Commanders are ultimately responsible for the safety of these demanding missions.

In addition, the Hong Kong public also has an increased expectation of the GFS in the past two decades. Our increased capability has been reflected by the promulgation of GFS performance pledges and the subsequent service improvement by counting time between receiving calls and arrival on-scene time which is vital for people in need. Such swift response and readiness require high levels of pilot vigilance to achieve.

High Risk Missions

GFS pilots are unique in the way that they often execute their mission over International waters outside Hong Kong. We provide round-the-clock emergency flying service for the people in Hong Kong as well as those who make their living in the South China Sea – a huge area extending some 1,400km from our coastline.

Unlike the other disciplinary forces which only execute their mission within the territory and always have swift reinforcement when facing risk and imminent danger, the GFS has to continuously face dynamic situations outside Hong Kong and has to constantly adjust plans accordingly. Outside the boundary, the GFS is on its own, making independent operational decisions.

Unlike commercial operators, during Typhoons or storms, when the Airport is closed and when Airlines stop flying, the GFS continues with Rescue Missions.

Commercial pilots always fly well surveyed routes; operate to strict protocols without the need to exercise their Command discretions. Our job nature is heavily based on individual pilot's experience and the need to make on the spot judgements and decisions to manage calculated risks.

Typhoon "Prapiroon"

On the 3rd and 4th of August, 2006. When the eye of typhoon "Prapiroon" was situated 75 Km South West of Hong Kong, the GFS was called upon to fly into the typhoon to save 91 sailors as they prepared to abandon their ships.

Where other commercial operators are trying to avoid such types of flying, the GFS is duty bound to fly in there and use their best possible efforts to save lives. The locations of the ships in distress were right in the danger zone of the typhoon, with gale force winds, heavy rain and extremely poor visibility to the point at which the Pilot could not see the bow of the ship from the stern. Conducting such rescues over a violently pitching and rolling deck is not comparable to the work of a commercial pilot.

To accomplish such operations safely, relies totally on the training, experience and judgment of the pilots, especially the captains who have to make the ultimate decisions. It is essential that the GFS retains and is run by such a strong core of captains such as the rank of Pilot I, who should have years of experience and exposure to various difficult and hostile operating environments such as this typhoon situation. (During this particular mission one of our aircraft actually lost radio contacts for over 20 minutes and couldn't even communicate with our accompanied fixed wing nearby). Such loss of communication is a sign of very serious consequences and the concerns at Base can only be imagined as the worst was feared. Luckily all was well but it is a good example of how the GFS operates very close to the limitations of the men and machines. The GFS made 91 families happy on those two days.

The job nature and the achievements of the GFS are reflected by various recognitions over the years. There were 64 awards to the GFS pilots between year 1998 and 2007 including the Medal of Bravery (Silver), Medal of Bravery (Bronze) and Chief Executive's Commendation for Government Service etc.

The teamwork, the trust behind these missions, is something very difficult to achieve and also to achieve consistently. As GFS functional leaders, it is our job to motivate the members to achieve outstanding team results. In the GFS, responsibilities are clearly defined in our Standard Operating Procedures.

Aircraft commanders authorize the mission when considered safe to do so, and the management vitally supports such judgment. According to the Standard Operating Procedures of GFS, they are the leaders who take the ultimate responsibility for our crew and passengers' safety, bearing in mind the operating environment is already risky, and demanding. Their responsibilities are legally defined in the Air Navigation Order (The Air Law) of Hong Kong.

GFS pilot training

Let us explain how the GFS cultivates pilots to become an Aircraft Commander.

A Cadet Pilot of an Airline will complete an average of fourteen months of initial training, they will then be further trained on operational environment to become Second Officer, their role is to monitor the aircraft during cruising phase of a long haul flight.

In the GFS, an initial pilot's license is only a license to learn. A licensed Cadet Pilot will be trained to fly the aircraft completely with hands on, they will undertake further trainings, and be exposed to a further ten years of operational experience before they are fully mission-ready. For example, during typhoon "Prapiroon", all Aircraft Commanders had more than fifteen years of flying experience, our best Senior Pilots.

These pilots, apart from being fully mission-ready, are also GFS senior managers who formulate policies including operations, training and future development of the GFS.

A completely trained GFS pilot can become the Aircraft Commander at night for Search and Rescue operations and it takes great commitment to achieve this high and demanding standard. GFS pilots at all ranks will be examined continuously throughout their career to ensure their Captaincy and the proficiency of the special skills required in this job are maintained at a high standard at all times. Those pilots who are qualified in operating two aircraft types will be undergo eight flight examinations per year to maintain their proficiency. This truly reflects the complexity of the job. The skills required to carry out these jobs are uniquely demanding.

Night time search and rescue with Night Vision Goggles (NVG) has increased our safety in rescues close to terrain. Although it is very demanding to operate with this equipment, it enhances the success of night time search and rescue operations. It is time consuming and complex to train a pilot to obtain operational competency in using this piece of equipment. The pilot should have a high level of local knowledge before being trained as a night time pilot. Only a competent night qualified pilot may be considered to train as a NVG co-pilot (usually at the later stage of the Pilot II rank) and subsequently a night time search and rescue pilot. This NVG application is essential in GFS; however, it is not common in the commercial world. Therefore we cannot simply replace our pilots with commercially-trained ones.

Through training the GFS sharpens pilots leadership, GFS specific skills, knowledge and judgment and it is believed that, if any one of them joins the commercial world, they will be ready for duty in a very short period of time. However, if we recruit a commercial pilot, they may have to undergo up to 2 years of intensive training before they can be fully operational in the GFS.

Retention Vs Global Pilot Shortage

The GFS recently lost a senior pilot to an airline; this means that the GFS lost more than fifteen years of operational experience. This represents a significant percentage of experience and skills in our small unit. In most circumstances, pilots at this level are also instructors and examiners and play a key role in training and developing our junior pilots. Apart from wastage at this level, the GFS is also experiencing wastage at other levels like Pilot I and Pilot II.

Though some may argue that the GFS can increase recruitment of new pilots, this measure on the supply side is only a paper solution in view of the time for training and the need to gain practical specialist operational experience over years. The threats to the GFS service is that its knowledge assets i.e. the Pilot I grades or above, can be drained rapidly, and much more rapidly than expected. This trend will continue as the global economy, especially in China, is booming. While it is important to increase the supply, it is more critical for GFS to retain these experienced pilots.

Owing to the booming economy (especially Asian economy), there is already a global pilot shortage. It is easy for commercial airlines to acquire new aeroplanes within months but the recruitment of sufficient pilots to fly the new planes remains a headache. The International Air Transport Association (IATA) announced that 17,000 new pilots would be needed annually over the next two decades. Asian airlines alone will require 6,000 pilots per year through year 2020 (Newsweek, Dec 2007). Since it takes time to train up new pilots from scratch, the only way to meet such heavy demand is to poach the pilots from other airlines (including the GFS).

The Chinese helicopter market in the next ten years will demand up to 4,500 preferably Chinese speaking pilots (Chinese Helicopter Forum 2007). It is also worth noting, that the salary gap between a Hong Kong and a Mainland Helicopter Pilot has been closing in rapidly in the last 12 months. Our Union strongly believes this onset of rapid market expansion will impose pilot shortage in the helicopter world very soon.

Market Comparison on Pay Scales

There is no other similar operator like GFS in Hong Kong to benchmark with. We selected Cathay Pacific, Dragonair and the Heli Express for the purpose, as these Companies are our competitors and as most of our pilots who depart have joined them. In addition, these operators have a well established pay scales and similar grade structure with the GFS, from Cadet Pilot to Chief Pilot.

See Diagram (1), (2) and (3)

When we make a comparison of our pay scale to the above operators in Hong Kong, we are behind the market norm. It is obvious that we have lost our attraction in terms of salary and recognition, and in the long term, we may not be able to retain the best people in the GFS to serve the community.

Dragonair has increased the salaries for their pilots in order to compete with other major airlines. The salary gap between GFS pilots and commercial pilots is widening, leaving the former's salary below the market average. Above all, it is worthwhile to note that the existing grade structure and its associated reward packages for the GFS pilots have been established for 20 years, and now they are becoming less competitive in the market.

Since the government has introduced the Mandatory Provident Fund (MPF) system for new recruits, the overall salary and benefits of new and existing pilots has certain degrees of difference. Therefore, for long term considerations, with a strong economic atmosphere, GFS experienced pilots considering commercial opportunities can be expected. Better salary and benefits comparable with commercial operators will assist in recruiting better candidates and also the retention of valuable pilots' experience in GFS.

Recommendations

Our union collectively recommends the followings:

- Revised Pay Scale
- Revised Post Distribution
- Revised Rank Titles

We strongly believe these are long term and cost effective solutions to the Pilot Grade.

Revised Pay Scale

We proposed a revised Grade Structure to truly reflect our high risk mission in GFS, to retain our pilot experience against the strong commercial pull, at the same time remaining in the pay scale of disciplined services.

We propose a 3 points increase for the starting point of Pilot II, a 5 points increase for the starting point of Pilot I, 3 points increase for the starting point of Senior Pilot and Chief Pilot.

See Diagram (4), (5)

The proposed salary of GFS pilots is compared with the averaged airline pilots' salary at equivalent years of experience. We are only proposing to reduce the salary gap between the Government and the Commercial market and at the same time, hope our dedication, commitment and responsibility in high risk operations can be recognized and reflected.

The proposed pay scale will not become the highest in the market, and should not trigger any possible pay-rise in the commercial world. In reality, Commercial Pilot pay scales of major operators are well established and structured, and have little room to adjust for individual case.

We understand that we have privileges of job security and satisfaction in GFS; however, this proposal will improve the overall attraction of the pilot grade, and strengthen our competitiveness and help to retain our capable and experienced pilots. Our services are strongly based on individual experience and should not be discontinued. This will certainly boost our morale and create a stronger incentive for the Pilot II or Cadet Pilot.

Revised Post Distribution

We proposed a revised post distribution in the pilot grade to reflect the realistic operational structure of GFS, as well as to improve the overall prospect to help retaining our capable staff. We propose the number of Pilot II ranks should be 8 instead of 13, the number of Pilot I should be 21 instead of the original 16.

Post	Existing Establishment	Proposed Establishment
Chief Pilot	2	2
Senior Pilot	8	8
Pilot I	16	21
Pilot II	13	8
Cadet Pilot	4	4
Total	43	43

In our existing establishment, we have 13 pilot II posts and 16 Pilot I posts. We have already filled up 15 Pilot I posts whereas there is an average of 8 unfilled Pilot II post since 2001. The existing establishment will impose restriction for those Pilot IIs who achieved command qualifications and ready to be promoted to Pilot I.

Pilot I is a milestone in the GFS pilots' career. As they achieve their command on the complex Search and Rescue missions, they have to exercise their leader quality in the team and take up greater responsibility in the GFS.

Pilot I should be the majority of our front-line pilots, they are fully mission ready, and are the key functional body to maintain GFS operational efficiency, and flexibility in our multi-role manpower requirement (our roster). The GFS is a relatively small unit and our operational efficiency relies on the multi-role nature of our Pilots, mainly our Pilot I.

There is a need to have the flexibility to command two aircraft types for each helicopter pilot. One of the GFS helicopter type is single pilot operated, capable of performing less complex and usually local missions. This contributes a cost effective on-job development to individual's Captaincy and capability. Two Pilot I (Or above) combinations in the same cockpit is also significant in experience exchange in a unit size like the GFS. For instance, some pilots may have overseas exchange opportunities, some may have accomplished a unique mission like "Prapiroon" and sharing of these experiences and mentoring of junior Commanders will sharpen the unit capability as a whole.

Revised Rank Titles

Post titles should be revised to better reflect our roles and responsibility in line with the aviation sector, and to help improve the public understanding of the real nature of a GFS Pilot.

Our proposed post titles are:

1. Pilot II will become First Officer,
2. Pilot I will become Captain,
3. Senior Pilot will become Senior Captain

Cadet Pilot and Chief Pilot remain unchanged. The duties and responsibilities of each rank should remain unchanged.

Existing Title	Proposed Title
Chief Pilot	Chief Pilot
Senior Pilot	Senior Captain
Pilot I	Captain
Pilot II	First Officer
Cadet Pilot	Cadet Pilot

Conclusion

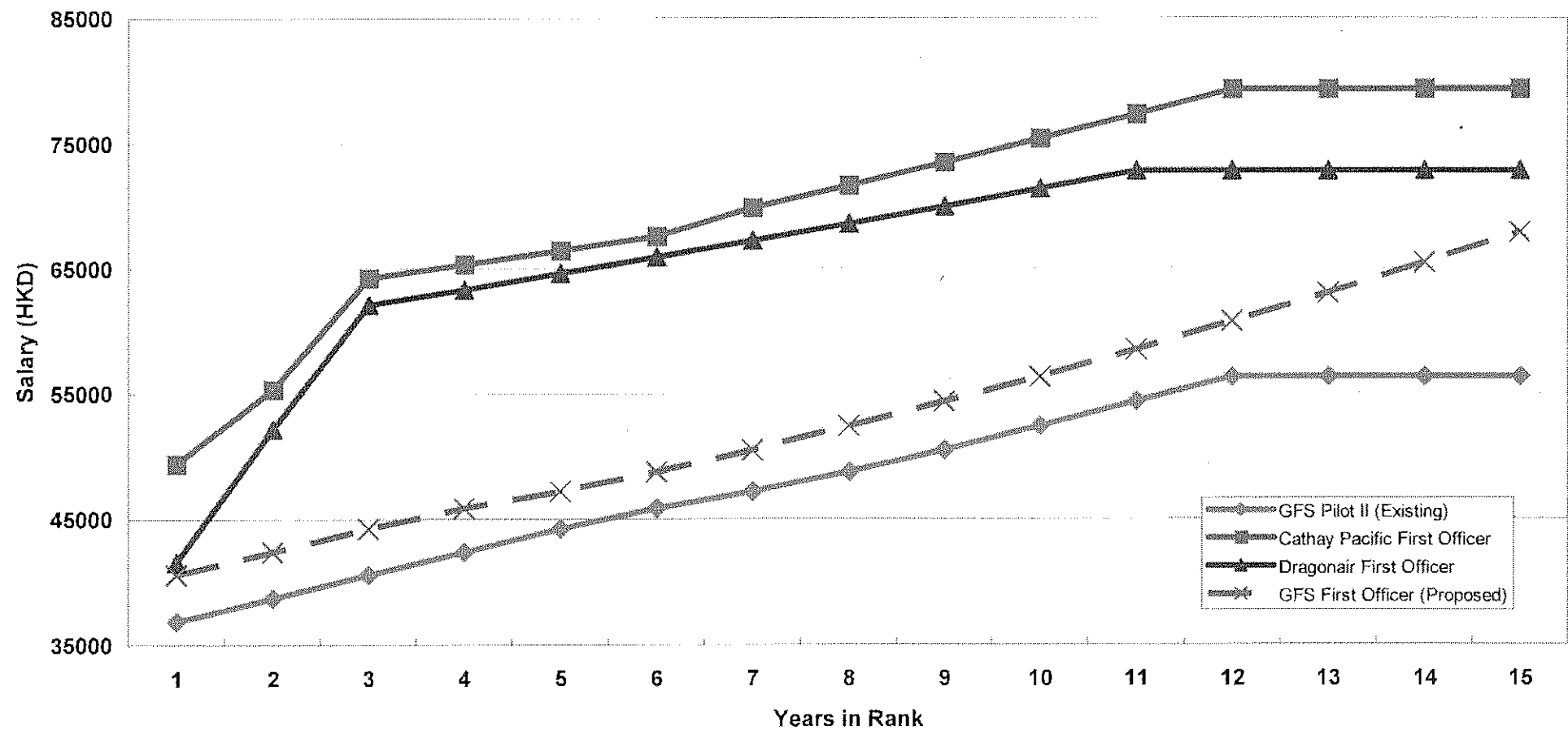
The GFS Pilots' Union believes, being a GFS pilot is one of the most satisfying jobs within the Government and the Commercial Market. As core staff, we see a retention problem that must be addressed before the situation deteriorates further. GFS services are based on retention of unique experience and this community asset must not be lost. We sincerely hope the Standing Committee could consider our long term and cost effective proposals seriously.

Payscale of major aviation operators in Hong Kong (Existing)

GDS	HKD\$	Cathay Pacific	Dragonair	Heli Express	Existing Payscale	HKD\$	GDS
(C)3	142250 138250 134250	<div>Captain HKD 98375 - 136032</div>	<div>Captain HKD 92715 - 116453</div>	<div>Captain HKD 65000 - 85000</div>	<div>Chief Pilot (C)1</div>	142250	(C)3
(C)2	122600 119000 115450					122600 119000 115450	(C)2
(C)1	106450 103200 100100					106450 103200 100100	(C)1
38	91765					91765	38
37	88210					88210	37
36	84660	<div>First Officer HKD 49421 - 79331</div>	<div>First Officer HKD 41621 - 72781</div>	<div>First Officer HKD 42250 - 48750</div>	<div>Senior Pilot (O) 36-38</div>	84660	36
35	81495				<div>Pilot I (O) 26-35</div>	81495	35
34	78475					78475	34
33	75665					75665	33
32	73025					73025	32
31	70410					70410	31
30	67860					67860	30
29	65420					65420	29
28	63015					63015	28
27	60755					60755	27
26	58535					58535	26
25	56335	<div>Second Officer HKD 32213 - 45259</div>	<div>Second Officer HKD 31060</div>	<div>Pilot II (O) 14-25</div>	56335	25	
24	54345				54345	24	
23	52375				52375	23	
22	50465				50465	22	
21	48775				48775	21	
20	47195				47195	20	
19	45890				45890	19	
18	44245				44245	18	
17	42420				42420	17	
16	40600				40600	16	
15	38760	<div>Cadet Pilot (O) 1b-2</div>		38760	15		
14	36940			36940	14		
13	35170			35170	13		
12	33400			33400	12		
11	31775			31775	11		
10	30245			30245	10		
9	28760			28760	9		
8	27265			27265	8		
7	25790			25790	7		
6	24335			24335	6		
5	22840	22840	5				
4	21550	21550	4				
3	20535	20535	3				
2	19510	19510	2				
1	18675	18675	1				
1a	17875	17875	1a				
1b	17105	17105	1b				
1c	16375	16375	1c				
1d	15670	15670	1d				

Diagram 1.

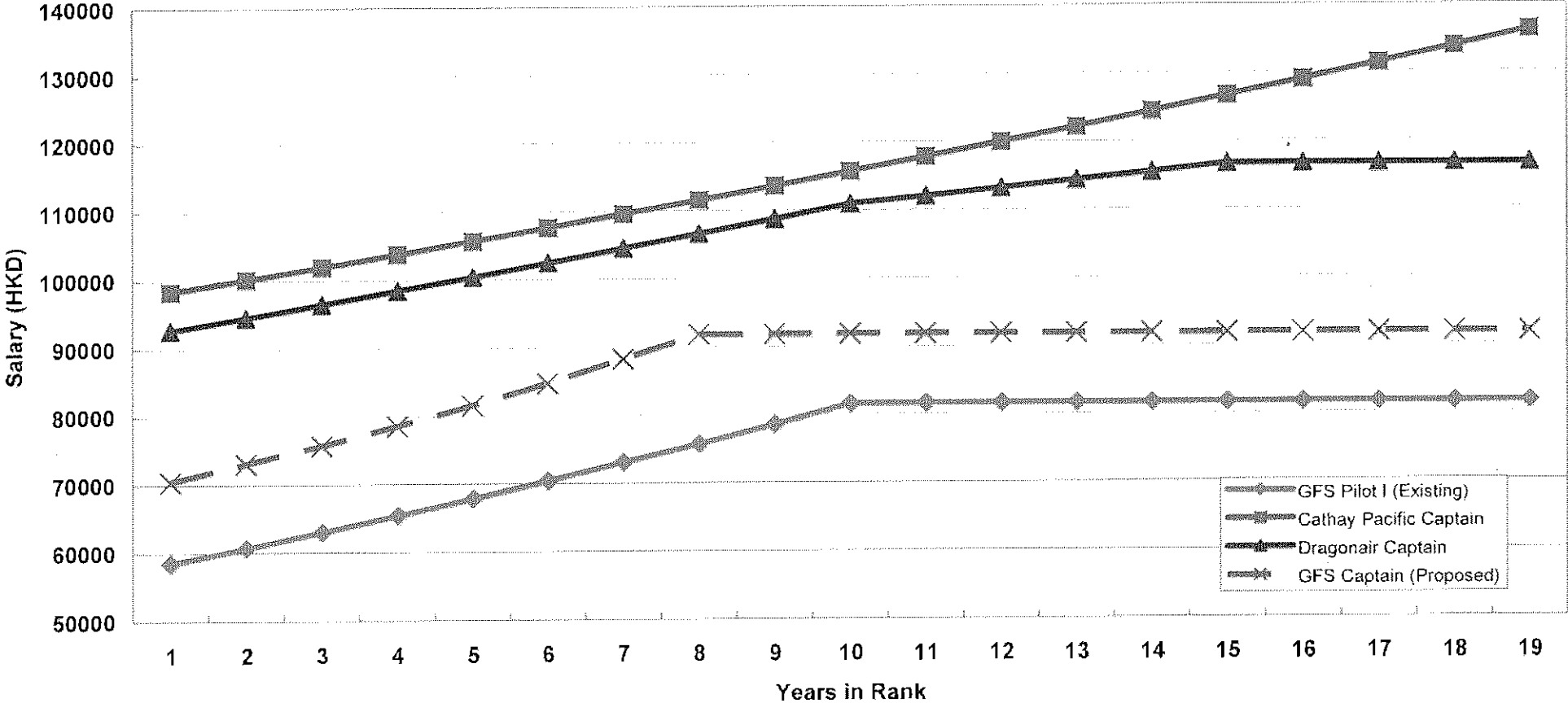
Salary of First Officer of Major Aviation Operators in Hong Kong



Note: The relation between salary and years in rank is unknown for Heli Express First Officer

Diagram 3.

Salary of Captain of Major Aviation Operators in Hong Kong



Note: The relation between salary and years in rank is unknown for Heli Express Captain

Diagram 4.

Existing Payscale vs Proposed Payscale

GDS	HKD\$	Existing Payscale		Proposed Payscale	HKD\$	GDS
(C)3	142250				142250	
	138250				138250	(C)3
	134250				134250	
(C)2	122600				122600	
	119000			Chief Pilot (C)2	119000	(C)2
	115450				115450	
(C)1	106450	Chief Pilot (C)1		Senior Captain (C)1	106450	
	103200				103200	(C)1
	100100				100100	
38	91765	Senior Pilot (O) 36-38		Captain (O) 31-38	91765	38
37	88210				88210	37
36	84660				84660	36
35	81495	Pilot I (O) 26-35			81495	35
34	78475				78475	34
33	75665				75665	33
32	73025				73025	32
31	70410				70410	31
30	67860			First Officer (O) 16-30	67860	30
29	65420				65420	29
28	63015				63015	28
27	60755				60755	27
26	58535				58535	26
25	56335				56335	25
24	54345				54345	24
23	52375				52375	23
22	50465				50465	22
21	48775				48775	21
20	47195	Pilot II (O) 14-25			47195	20
19	45890				45890	19
18	44245				44245	18
17	42420				42420	17
16	40600				40600	16
15	38760				38760	15
14	36940				36940	14
13	35170				35170	13
12	33400				33400	12
11	31775				31775	11
10	30245				30245	10
9	28760				28760	9
8	27265				27265	8
7	25790				25790	7
6	24335				24335	6
5	22840				22840	5
4	21550				21550	4
3	20535				20535	3
2	19510	Cadet Pilot (O) 1b-2		Cadet Pilot (O) 1b-2	19510	2
1	18675				18675	1
1a	17875				17875	1a
1b	17105				17105	1b
1c	16375				16375	1c
1d	15670				15670	1d

Payscale of major aviation operators in Hong Kong (Proposed)

GDS	HKD\$	Cathay Pacific	Dragonair	Heli Express	Existing Payscale	Proposed Payscale	HKD\$	GDS
	142250					Chief Pilot (C)2	142250	
(C)3	138250					Senior Captain (C)1	138250	(C)3
	134250						134250	
	122600						122600	
(C)2	119000						119000	(C)2
	115450						115450	
	106450						106450	
(C)1	103200						103200	(C)1
	100100						100100	
38	91765						91765	38
37	88210						88210	37
36	84660						84660	36
35	81495						81495	35
34	78475						78475	34
33	75665						75665	33
32	73025						73025	32
31	70410						70410	31
30	67860						67860	30
29	65420						65420	29
28	63015						63015	28
27	60755						60755	27
26	58535						58535	26
25	56335						56335	25
24	54345						54345	24
23	52375						52375	23
22	50465						50465	22
21	48775						48775	21
20	47195						47195	20
19	45890						45890	19
18	44245						44245	18
17	42420						42420	17
16	40600						40600	16
15	38760						38760	15
14	36940						36940	14
13	35170						35170	13
12	33400						33400	12
11	31775						31775	11
10	30245						30245	10
9	28760						28760	9
8	27265						27265	8
7	25790						25790	7
6	24335						24335	6
5	22840						22840	5
4	21550						21550	4
3	20535						20535	3
2	19510						19510	2
1	18675						18675	1
1a	17875						17875	1a
1b	17105						17105	1b
1c	16375						16375	1c
1d	15670						15670	1d

Diagram 5.

政府飛行服務隊飛機技術員工會

Government Flying Service Aircraft Technicians Union

本會檔號 Our Ref.: GFSATU/GSR/09/01

尊函檔號 Your Ref.:

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公務員事務局局長
俞宗怡女士, GBS, JP

俞局長：

紀律部隊職系架構檢討報告書

本會對紀律部隊人員薪俸及服務條件常務委員會「紀常會」所撰寫的《紀律部隊職系架構檢討報告書：2008 年 11 月》(以下簡稱報告書)作出以下意見：

首先，本會感謝「紀常會」主席及委員為各紀律部隊進行職系架構檢討。飛機技術員職系同事對這次「紀常會」所撰寫的檢討報告書抱有很大期盼；可是，這次報告書裡關於飛機技術員職系同事的內容卻令我們感到失望。

報告書裡沒有對政府飛行服務隊飛機技術員工會所提出的訴求及意見

政府飛行服務隊飛機技術員工會

Government Flying Service Aircraft Technicians Union

(分別見於附錄 1 及附錄 2)作出合理的回應；隨着部門近年推行提高效率以節省資源的措施及縮減飛機技術員職系編制後¹，大部份被削減的總飛機技術員的職能及職責下放到現職高級飛機技術員，令他們肩負更多的領導職務。因此，部份高級飛機技術員的職責，又下放到基層飛機技術員職級，使有關同事須要兼顧這些下放的職務，職責也相應增加。

另方面，本會意見書指出現行飛機技術員職級的薪級表分佈不平均²，加上飛機技術員³ 招聘職級的支薪點，有部份仍分佈在員佐級的薪級表，以上的情況，影響有關員工的士氣。為此，本會建議重訂薪級，「紀常會」並不接納。本會跟機師工會同樣提出更改職級名稱；建議同樣並不影響職系的架構或薪酬，「紀常會」接納了機師工會訴求，本會的建議卻得不到任何回覆。

報告書第 7.16 段當中指出飛機技術員各職級人員已 100%到達頂薪點。本會提出有飛機技術員職系同事自修考取了飛機維修執照和特別技術的牌照，他們默默地把所學的知識貢獻在部隊上，他們處於事業發展中期；可是晉升機會少；透過內部聘任而成功轉任飛機工程師⁴ 的合資格同事也沒有太多，本會留意到有多個紀律部隊主任級人員獲「紀常會」增設跳薪點來維持員工的士氣和動力，可是「紀常會」並沒有給本會任何在這方面的建議。

¹ 截至 2007 年 12 月 1 日為止，4 個總飛機技術員、5 個高級飛機技術員及 6 個飛機技術員職位被削減。

² 有關的意見在附錄 1 及附錄 2 已有論述，在此不作重複。

³ 就報告書第 7.37 段當中說明飛機技術員職系並非員佐級職系。


⁴ 參照報告書第 7.12 段。

政府飛行服務隊飛機技術員工會

Government Flying Service Aircraft Technicians Union

爲此，本會在二月十七日跟「紀常會」會面時，向張震遠主席提問爲何報告書對飛機技術員職系發表了很少意見；內容表面以檢討(Review)爲名，重點則建議政府飛行服務隊的飛機技術員跟飛機工程師作職務及職系重組(Reform)，當時有「紀常會」的成員指出一般紀律人員小組委員會在開始政府飛行服務隊職系架構檢討之時得到消息，政府飛行服務隊飛機技術員職系正在進行改組事宜，故此小組委員會認爲稍後待我們改組完成，那時再一併作出檢討。我們不知道小組委員會消息來源，本會對「紀常會」的說法感到驚訝；事實上，本會從沒有提出及同意任何改革建議。

政府飛行服務隊成立至今，部門同事們追求卓越的心是一致的，爲達到被舉世公認爲優秀的空中搜救及飛行支援部隊的理想時，飛機技術員同事雖然在人力資源被大大削減下，仍然堅守使命，以專業知識，同心協力，竭誠爲市民及政府提供 24 小時飛行支援及飛機維修服務；並以安全第一，崇高的工作操守，不斷改進服務的理念行事⁵。期盼俞局長能審慎和客觀地判斷政府飛行服務隊飛機技術員工會的訴求和意見。



蘇秋明

政府飛行服務隊飛機技術員工會理事長

⁵ 英國皇家空軍(RAF)分別在 2005 及 2006 年兩次的評核中，給政府飛行服務隊工程部 'GOOD' 和 'EXCELLENT' 的評語。

政府飛行服務隊飛機技術員工會

Government Flying Service Aircraft Technicians Union

副本送： 紀律部隊人員薪俸及服務條件常務委員會主席
政府飛行服務隊總監
紀律部隊評議會(職方)主席
政府紀律部隊人員總工會主席

二零零九年二月廿四日

Grade Structure Review for the Disciplined Services

Submission to the Standing
Committee on Disciplined Services
Salaries and Conditions of Service
(SCDS)

JAN 2008



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1. Preamble

1.1 The Government Flying Service Aircraft Technicians Union (GFSATU) proposes to review the Aircraft Technicians grade structure, on the basis that the nature of work for this grade had changed sufficiently to warrant the provision of differential pay treatment to reflect their current job duties and responsibilities.

2. The existing Aircraft Technician grade structure

2.1 One grade with three ranks, namely, Aircraft Technician (AT), Senior Aircraft Technician (SAT) and Chief Aircraft Technician (CAT). The basic qualification, experience and other attributes needed for an Aircraft Technician are: the one prefer to have the Certificate in Engineering from the tertiary education institute or equivalent, or completion of aircraft maintenance apprenticeship, and with good basic aircraft trade knowledge.

2.2 To be the Senior Aircraft Technician, it is expected to have at least 5 years¹ appropriate working experience in servicing, maintenance, repair and modification on all the GFS aircrafts, helicopters and components with proven ability as a technical supervisor to a group of aircraft technicians.

2.2.1 For the Chief Aircraft Technician, it is desired to have at least 10 years² appropriate working experience in servicing, maintenance, repair and modification on all GFS aircrafts, helicopters, components and equipment with proven ability to supervise and control all maintenance and servicing activities.

2.1.2 We have 48 AT, 20 SAT and 2 CAT as of 01.12.2007

¹ Government Flying Service Engineering Procedure Manual (EPM) – Aircraft Maintenance

² *ibid.*



3. Current job duties and responsibility

3.1.1 We, the Aircraft Technicians grade, carry out aircraft and equipment inspection, maintenance and servicing. In addition to routine jobs, we perform aircraft component, survival equipment, aircraft ground equipment maintenance, aircraft modifications tasks and maintain role equipment as well.

3.1.2 In addition to the above mentioned duties and responsibilities, the Senior Aircraft Technician involves in organizing a crew of aircraft technicians and checking and countersigning work done by them within the scope of his approval. They are also act as the assistant Apron-In Charge.

3.1.3 The role of the Chief Aircraft Technician involves in planning, organizing, supervising and coordinating the work of a shift of technicians. They also carry out high-level technical work, for example, special workshop maintenance approval.

3.2 One of the salient features of the GFS technician staff is that we provide round the clock ground support and servicing to the operational tasks.

4. Additional duties:

4.1.1 It is recognized that some technicians are undertaking duties that already exceed their condition of services. Majority of the Aircraft Technicians certify aircraft before flight check, turnaround check and overnight check. In the commercial sector, these kinds of checks are crucial to the flight safety and are certified by the licensed aircraft engineer.

4.1.2 On the other hand, the incoming parts and components inspection are mainly carried out by Aircraft Technicians in Logistic section. Again, the release to service statement that they signed on for the parts and components are very critical on aircraft safety and it is beyond their responsibility as an Aircraft Technician to do so.

4.1.3 Besides aircraft and equipment maintenance, the technician provides service to the followings task: Law enforcement (Trooping seat, FLIR), Fire fighting (Fire tank or Fire Buckets), Search and rescue (EMS Kit), Aerial survey (Camera role) General Government Duties (V.I.P. role)



4.1.4 We also provide services beyond our working site. For example, we handle helicopter landing site and its related facilities maintenance, remote area microwave data downlink repair, new equipment servicing, for example the mobile browser used for aircraft refueling.

4.1.5 Recently, we start the cross trade training (mechanical and avionics) in order to enhance the efficiency of aircraft maintenance.

5. Capability enhancement

5.1.1 Under the Chief Aircraft Engineer encouragement, technician voluntarily acquired the licenses to perform specialty jobs like Non Destructive Testing (NDT) to components, helicopter blades repair and equipment tooling calibration.

5.1.2 Besides, some technicians voluntarily joined the observer training and participate in search and rescue missions.

5.1.3 The advantage to the GFS: save costs, enhance efficiency and minimize turnaround time and aircraft downtime.

5.2 We design and fabricate tooling or equipment for aircrew training and aircraft maintenance practices.

6. Our uniqueness

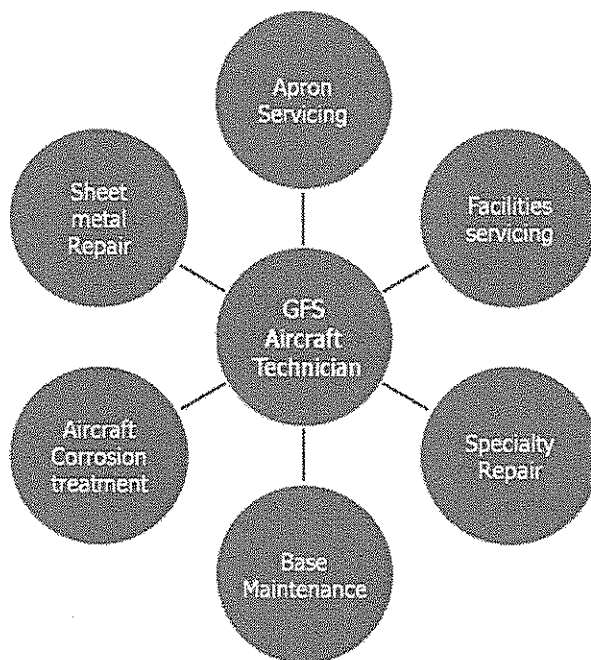
6.1 It is easy to be misunderstood by our working title that we are doing the same kind of jobs as in the private aircraft maintenance companies. To determine whether the technician at the GFS and HAECO are similar enough for comparison, one might look to the job description of each. This is where the skill, effort, responsibilities and line of authority for each specific job are captured.

6.1.1 For the Aircraft Technician working in the GFS, they perform a great variety of job that more or less equal to 4-5 staffs in the private company like HAECO. Furthermore, private aircraft maintenance companies are businesses that exist purely to make a profit; on the contrary, we are not only repairing the aircraft, but also be a



part of the operational team to serve the public community.

6.1.2 The following diagram illustrated a single employee performs all of these tasks in a position called "Aircraft Technician" in the GFS. The expanding range of tasks and responsibilities in this job demands higher levels of technological skills than employees needed previously.



6.2 Above all, we are the disciplined service to provide aircraft maintenance to the community stakeholders. Our staffs are full of experienced, multi-skills and expeditious response to operational tasks.

7. Job related risks and hazards:

7.1 We might handle equipment that used for carrying patients with infectious disease and we will go inside the aircraft cabin to collect the air samples of radioactive substances and send the samples to the local laboratory after the aircraft returned from the Daya Bay nuclear plant.

7.2 Under certain circumstances for aircraft marshalling, we are working very



close to the moving parts of aircraft rotor or propeller blades, engine, or control surface. It is very dangerous that if we encounter the gusty wind.

7.3 It is inevitable that we are working in the noisy environment and frequently contact harmful chemical or solvent for aircraft maintenance. Some research journals revealed that the noisy environment together with the use of solvents damage the hearing ability of aircraft maintenance workers^{3,4}.

7.4 The Aircraft Technicians are fully supporting the operational tasks, especially the role change which involve the manual handling of bulky role equipment like the roping beam, fire bucket, fire tank, rescue hoist, trooping seat, searching light, aerial survey kit, emergency medical kit, infra-red equipment.

7.5 Since we provide around the clock maintenance service, night shift staff may prone to cause health problem (Cancer) which was identified by WHO in the year 2007. More frequently, we are working in the extreme hot and cold working environment with the temperature reaching around 38°C in the summer and below 10°C in the winter. In case of typhoon or under adverse weather conditions, we still provide service to the aircraft operating in the apron.

³ Prasher D, AL-Hajjaj H, Aylott S, and Aksentijevic A. Effect of exposure to a mixture of solvents and noise on hearing and balance in aircraft maintenance workers. *Noise & Health*, Oct-Dec 2005, 7:29, 31-9

⁴ Chang SJ, Chen CJ, Lien CH, Sung FC. Hearing loss in workers exposed to toluene and noise.

Environmental Health Perspective, Vol. 114, No. 8 August 2006



8. The change of the strength in the Aircraft Technicians grade for the last fifteen years are as follows:

Aircraft Technician's Rank and Strength :			
	1.4.1993	1.4.2000	1.12.2007
Rank	Strength	Strength	Strength
Chief Aircraft Technician	7	6	2
Senior Aircraft Technician	23	25	20
Aircraft Technician	44	52	48
Total	74	83	70

8.1 Downsizing of the Aircraft Technician grade from the strength 83 to 70 during the past seven years equivalent to 15.7% of lost of manpower. However, the technicians always strive for providing excellent service in order to fulfill the public expectation that our aircrafts are always safe and serviceable.

8.1.1 According to the statistics from year 2004 to year 2007, we handled approximately 8,000 jobs related to the routine and unscheduled aircraft maintenance each year. We served around 2,200 jobs related to components repair and servicing each year, about 2,500 jobs of survival equipments servicing and overhaul each year and 600 jobs on ground equipment servicing each year.

8.2 On the other hand, we locally accomplished 26, 15 and 17 modifications on AS332L2 helicopter, EC155B1 helicopter, and J41 fixed wing aircraft respectively since they joined the GFS. It saves cost for tendering outside expertise to do these jobs.



8.3 The average aircraft availability is closed to 90% in year 2007. On the other hand, we acquired 89.78% in the internal customer (aircrew) satisfaction survey in year 2007.

8.4 We welcomed external audit to reflect our performance standard. Royal Air Force (RAF) from United Kingdom had given a Good and an excellent comment in their audit report to the Engineering section in Year 2005 and Year 2006 respectively.

8.5 Being part of the operational crew for search and rescue, twelve technicians were granted controller's commendation at the typhoon Prapiroon incident in 2006 in which 91 lives were saved.



9. The turnover rates in the Aircraft Technicians grade for the last fifteen years are as follows:

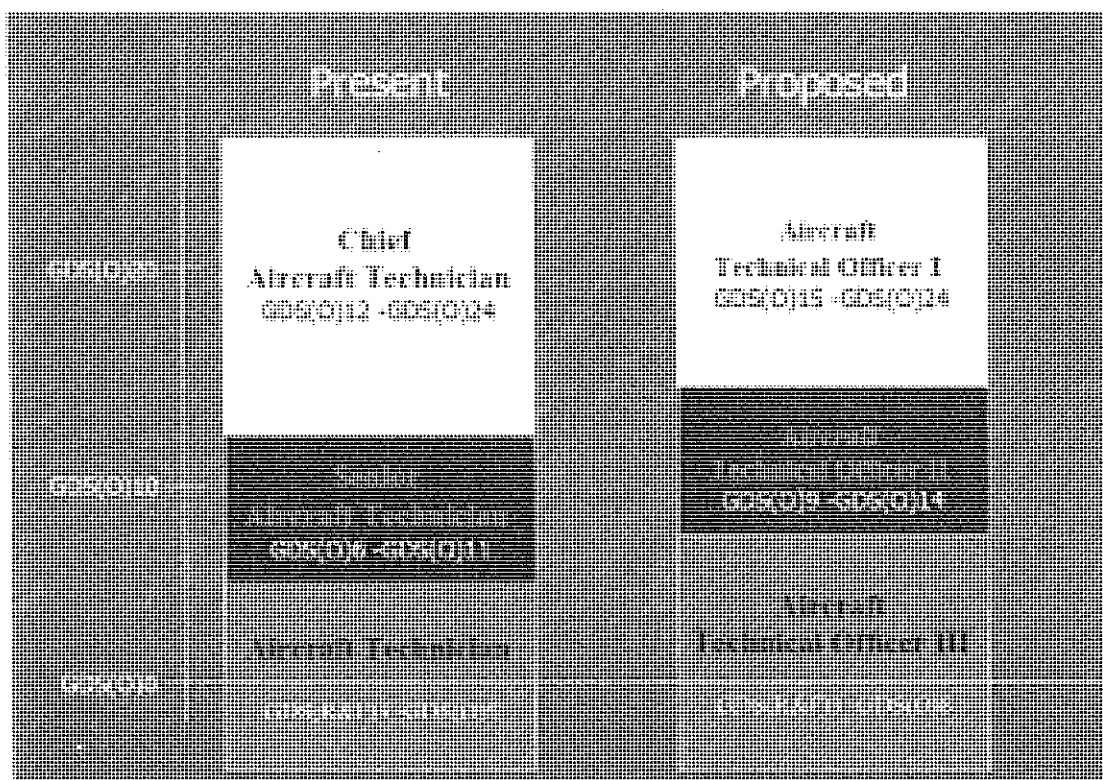
Aircraft Technician grade – move to other jobs :						
Financial Year	1993	1995	1995 - 1999	1999	2000	2001 31.12.2007
Grand Total Technicians						
Senior Aircraft Technician	1		1			
Aircraft Technician	9		1		1	1
Total	10		2		1	1

9.1 Brain-drain in the Aircraft Technician grade appeared in the period of economic burgeoning of 90's. According to the latest career report from the Jiu Jik of South China Morning Post forecasting that the aircraft maintenance industry will be expanded in Asia. Around 20,000 new posts will be created in the next 5 to 7 years.

9.1.1 A new technician grade structure in the Government Flying Service would be considered for minimizing the brain-drain again and enhancing the morale of the Aircraft Technicians grade in order to attract and retain good calibre staff.



10. GFS Aircraft Technicians Union proposed the following arrangements:



Proposed Grade Structure

10.1 In determining the grade structure, it reflects local circumstances and provides assimilation to the new pay range scale points with minimum disruption to existing staff grading and salary position.

10.2 With reference to the above diagram, we propose to re-title the Aircraft Technician grade to Aircraft Technical Officer. In consequence, the Aircraft Technicians can enjoy better working title and aligned with other disciplined services officer grade working title, for example Immigration Officer, Industrial Officer etc.

Present Title	Proposed Title
Chief Aircraft Technician	Aircraft Technical Officer I
Senior Aircraft Technician	Aircraft Technical Officer II
Aircraft Technician	Aircraft Technical Officer III

10.3 In order to recognize the contributions and hardworking of the Aircraft Technician, we propose to extend the last pay point of Aircraft Technician and Senior



Aircraft Technician from GDS (O) 5 to 8 and GDS (O) 11 to 14 respectively. The Chief Aircraft Technician remains unchanged.

10.4 We observed that the Chief Aircraft Technician with 13 pay points which is the longest in our grade. Aircraft Technician with 10 pay points whereas the Senior Aircraft Technician only have 6 pay points. The allocation of the pay point is look like unevenly distributed on the Chief Aircraft Technician rank.

10.5 Finally, as we have not mentioned this point before, we suggest to putting the existing Aircraft Technician grade at the entry rank under its Group Qualification (QG) for Higher Diploma holders instead of for apprenticeship holders, having regard to the fact that the training of aircraft maintenance workers in Hong Kong had been upgraded to a higher diploma level. The entry point is desirable at GDS (O) 1d.

10.6 The advantage of our proposal:
It reflects the current responsibility and enhances the morale of the Aircraft Technician To a great extent, the proposal recognizes the Technician grade's services and achievements. With the proposed grade and pay structure, it attracts and retention of high calibre staff.

Acknowledgement

I am indebted to the following management colleagues for their valuable comments in our proposal: Capt. Brain Butt, Capt. Michael Chan, Capt Trevor Marshall, Mr. Laurence Yau, Miss Poyee Yu, Ms. Iris Wong and Mr. Johnny Yee. Finally, I would like to say thank you to all the Aircraft Technicians staff and the Union committee members, Mr. Wilson Kwok, Mr. S.K. Wong, Mr. Ken Tang, Mr. K.M. Yau, Mr. Roger Chiu, and Mr. W.C. Lam for their support and diligent in this proposal.

GFSATU (*Government Flying Service Aircraft Technicians Union*)

18th Jan 2008

SO Chau Ming, Thomas

The Chairman of the GFSATU

sochauming@member.hkie.org.hk

政府飛行服務隊飛機技術員工會

Government Flying Service Aircraft Technicians Union

18 South Perimeter Road,
Hong Kong Int'l Airport,
Lantau

致：紀律部隊人員薪酬及服務條件
常務委員會主席

范鴻齡主席：

紀律部隊職系架構檢討－補充意見書

按照本年五月三十日會面的內容，本會作出以下的回應：

經歷自願離職及政府部門精簡人手計劃之後；加上適齡退休同事們的離任和過去的十年來都沒有填補或招聘人手；技術員職係由最高峰的 85 人〔1999〕大幅度減至現在的 70 人〔2008〕。被減去的職位多數是總飛機技術員和高級飛機技術員的職位，這樣的安排，嚴重影響員工的晉升機會和打擊士氣。工作方面，這 70 名同事現分為三組輪更及一組日間工作的團隊，我們是唯一的紀律部隊成員提供 24 小時全天候地勤支援服務，當中包括檢查及維修用作搜救的飛機、儀器和飛行搜救的裝備，使它們保持適航性；我們另一個重點的工作就是迅速地改裝飛機的用途，以配合每日香港境內外的空中搜救及其他的支援行動；如撲救山火、空中保安和接運傷者。

在政府飛行服務隊工作的飛機技術員職系同事們工作經驗豐富及多才多藝，單從入職條件的要求方面理解，大部份的同事入職時，已完成相關學徒訓練〔四年制〕或持有相關課程的證書。換句話說，我們已具備一定的工作資歷及認識工作的內容和要求，這樣不但可以為部門節省培訓新員工的時間和成本，更可

政府飛行服務隊飛機技術員工會

Government Flying Service Aircraft Technicians Union

加快提高工作團隊的效率。可是；我們的入職薪酬卻未能反映我們這方面的獨特之處。

我們敬業樂業，以為服務市民為傲，因此；我們不認同跟商營航空公司的飛機維修人員可以作直接的比較，因雙方的工作性則截然不同，在我們的建議書上，已清楚地指出我們各同事具多樣的工作技能，若把這些技能放在經常跟我們比較的公司裡；按著工種分類，我們每一位的技術員職系同事能處理的工作比私人公司的僱員還要多，所以我們並不接受飛機技術員職系人手充裕、薪酬偏高的論說。

承載著被減去職位同事的工作，大部份飛機技術員職系的同事經常應付超越職能的工作，工作責任大大增加；本會建議飛機技術員職系實施直通職級，增強職位的吸引力，為招聘及挽留高質素人才作準備。盼望主席及各位委員接納我們的訴求和意見。

蘇秋明

政府飛行服務隊飛機技術員工會理事長

二零零八年七月十八日



Government Flying Service Aircraft Engineers Association
政府飛行服務隊飛機工程師會

大嶼山
香港國際機場
南環路 18 號

香港中環雪廠街 11 號
中區政府合署（西座）10 字樓
公務員事務局局長
俞宗怡女士, GBS, JP

俞局長：

就「紀律人員薪俸及服務條件常務委員會」發表的「紀律部隊職系架構檢討報告書」第七章關於「飛機工程師職系」的內容，本會回應如下：

1. 本會從未建議、同意或協助政府飛行服務隊管理層進行任何針對工程組的架構改變或改革。
2. 本會從未向政府飛行服務隊管理層或任何官方組織或諮詢機構建議開設助理飛機工程師職級。

祝
順安

(孟建超)
政府飛行服務隊工程師會理事長

二零零九年二月二十六日

副本送： 紀律人員薪俸及服務條件常務委員會主席
政府飛行服務隊總監
政府飛行服務隊技術員工會主席
紀律部隊評議會（職方）秘書

警察評議會職方協會

香港軍器廠街1號香港警察總部

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POLICE FORCE COUNCIL

STAFF ASSOCIATIONS

39/F, ARSENAL HOUSE

POLICE HEADQUARTERS

1 ARSENAL STREET HONG KONG

協會檔號 OUR REF: (10) in SS/F(10) in SS/C 1/12 Pt.4

來件編號 YOUR REF:

12th December 2008

Miss C. Y. Yue, Denise, GBS, JP
Secretary for the Civil Service,
10/F, West Wing, Central Government Offices,
11 Ice House Street, Central
Hong Kong.

Dear Ms YUE,

Grade Structure Review – Hong Kong Police

The Police Force Council Staff Side, representing the majority of the serving 27,000 men and women of the Hong Kong Police from Constable to Chief Superintendent rank, has carefully reviewed the Report on the Grade Structure Review (GSR), dated 27th November 2008. We continue to actively consult with our members on their views ahead of further action.

We now seek an urgent meeting with you on this GSR Report, separate from other Staff Councils.

We are sincere in our belief that the effectiveness of the Hong Kong Police requires a Grade Structure-Police that is sustainable in the years ahead. The structure must provide a basis to assure recruitment and retention of **best calibre** staff, repair seriously damaged staff morale and provide effective motivation and career progression within our organisation – a fair and reasonable deal to police officers and the community as a whole.

We had hoped to find the GSR Report could provide the leadership and guidance to resolve the current low morale and resolve the dispute we continue to have with the Administration on the deficiencies in incremental structure of the Police ranks. We are sorely disappointed and very angry at the gap between the recommendations and the Force Management and Staff submissions. The Report content and recommendations have failed to outline a package of measures that can support the effectiveness of the Police for the

HONG KONG

SUPERINTENDENTS'
ASSOCIATION

警司協會

POLICE INSPECTORS'
ASSOCIATION

香港警務督察協會

OVERSEAS INSPECTORS'
ASSOCIATION

海外督察協會

JUNIOR POLICE OFFICERS'
ASSOCIATION

警察員佐級協會

coming years, say 3 to 6 years.

We are reminded that we have been waiting for a proper review for over twenty years. We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and then excelled to meet efficiency targets and savings these past years. We have been patient through delays in the commencement of this Review, since it was first promised to us in 2003 and throughout the last year of study by the SCDS. The Review started in financial year 2007/8 needs to be completed within the current year 2008/9, with clarification on the implementation and conversion arrangements.

Both Management and Staff have put a great deal of experience and thorough research effort into the detail of various submissions that were made in good faith to the SCDS members. The Committee has not included these or fully addressed the summary of issues that are now clear priorities and outlined in the Commissioner of Police's letter to the Chairman of SCDS dated 13th October 2008. The Police Staff Side Grade Structure proposals deserve proper analysis and discussion. The report fails to provide a balanced account and is not a representative review of all relevant factors and considerations. The recommendations or lack of them, in particular for Sergeant and then again IP to SSP and Directorate ranks simply do not work to fit the existing career progression and special factors for policing. The report introduces some new disparities and disadvantages that now need to be resolved.

We find the GSR Report on the Police in its present form to be unacceptable. The Report publication only serves to exacerbate the depth of negative feeling within our ranks at this time.

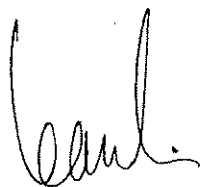
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The Report if acted upon in its present form would be a retrograde step for

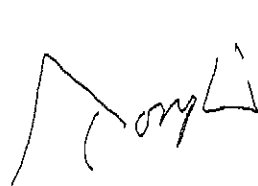
professionalism in our organisation.

We look forward to your early arrangement of a meeting on the GSR Report - Police along with action to seek necessary clarifications with the SCDS.

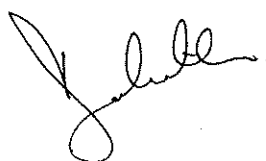
Yours faithfully,



Wong Chi-hung
Chairman
SPA



Liu Kit-ming
Chairman
HKPIA



David Williams
Chairman
OIA



Chung Kam-wa
Chairman
JPOA

Police Force Council
Staff Side

c.c.

Commissioner of Police

External

Chief Secretary for Administration

Chairman, LegCo Panel on Public Service

Chairman, SCDS

Chairperson of the Police Sub-committee, SCDS

警察評議會職方協會
香港軍器廠街一號警察總部
警政大樓三十九樓
電話 Telephone: 2860 2645
傳真 Fax: 2200 4355



POLICE FORCE COUNCIL
STAFF ASSOCIATIONS
39/F, ARSENAL HOUSE
POLICE HEADQUARTERS
1 ARSENAL STREET HONG KONG

協會權號 OUR REF: (41) IN SF (10) IN SS/C 1/12 PT.4
來件編號 YOUR REF:

23rd January 2009

Miss C. Y. Yue, Denise, GBS, JP
Secretary for the Civil Service,
10/F, West Wing, Central Government Offices,
11 Ice House Street, Central
Hong Kong.

Dear Miss Yue,

Grade Structure Review
Concerns of the PFC SS

Further to our letter dated 12th January 2009, to which a reply is still outstanding.

The Police Force Council Staff Side was pleased to meet with you on 12th January 2009, but is frankly disappointed with your approach in that meeting and in your statements to LegCo on 19th January. You have so far been reluctant and unable to enter into a proper dialogue on the issues in the GSR report or state in any way your position or the possible approaches that could be taken. We ask that you commence a proper dialogue with us.

At the meeting on 12th January we discussed the shortcomings and our concerns with the GSR Report - Police, dated 27th November 2008. Our comments at this time on the GSR Report are submitted in PFC Staff Side GSR Paper 1 and 2 / PPS, which we have also forwarded to the Commissioner of Police, Secretary for Security and LegCo Panel on Public Service, Chairman of the SCDS.

We would ask that you now actively pursue our concerns in a proper consultation with us, the Commissioner of Police and the Chairman of the SCDS. We observe that the Police Force is now at a critical point facing concerns for possible rises in 2009 of quick cash crime, domestic violence, youth crime and drug problems as well as an expected increase in social problems and general strain in the our community. This is a time when Hong Kong needs a well motivated police service properly supported by a proper incremental career structure that can last the next six years and not a police service demoralised by the Administration's handling of this matter.

SUPERINTENDENTS' ASSOCIATION 警司協會	HONG KONG POLICE INSPECTORS' ASSOCIATION 香港警務督察協會	OVERSEAS INSPECTORS' ASSOCIATION 海外督察協會	JUNIOR POLICE OFFICERS' ASSOCIATION 警察員佐級協會
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The current GSR package does not provide what is needed. We would ask for a concerted effort with all parties to amend the GSR report to get things right and do this in an expeditious manner. We are committed to consultation process, which will be to the end of February 2009, before we escalate our action further.

We would now ask for your early arrangement of a further meeting with us in early February 2008.

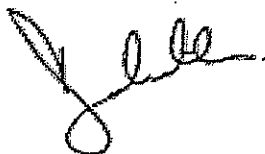
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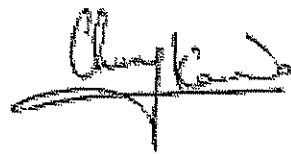
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Police Force Council
Staff Side

. Encl.

c.c. w/e

Chairman, LegCo Panel on Public Service
Secretary for Security
Chairman, SCDS
Commissioner of Police

**LEGISLATIVE COUNCIL
PANEL ON PUBLIC SERVICE**

Grade Structure Review – Police

PURPOSE

This paper by the Police Force Council Staff Side seeks to draw Members attention to the sentiment and views of the Police Force Council Staff Side and seeks views and comments on the reports submitted by SCDS to the Administration.

2. The Police Force Council Staff Side, represents the majority of the serving 27,000 men and women of the Hong Kong Police from Constable to Chief Superintendent rank, has carefully reviewed the Reports on the Grade Structure Review (GSR), dated 27th November 2008. We continue to actively consult with our members on their views ahead of further action.

BACKGROUND

3. The Pay Level Survey (PLS) (2006) for general civil service grades and job survey comparisons to the private sector in that survey could not be applied to the unique role and responsibilities of the Hong Kong Police Grades. In 2003 the Administration committed to complete the Grade Structure Review–Police on conclusion of the PLS. The review commenced with an invitation to SCDS in October 2007.

4. Police officers have been waiting for a proper structure review for over twenty years (since the Rennie Review in 1988). We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and excelled to meet efficiency targets and savings these past years. The police are an organisation that continually evolves with ever-complex roles and responsibilities. We now need a Grade Structure that will provide the incremental scales to fit and support our modern force and the proper management of the 27,000 men and women of the Hong Kong Police in

the years ahead. We have been patient through delays in the commencement of this Review, since it was first promised to us in 2003 and throughout the last year of study by the SCDS.

GSR Process and Report

5. The Review started in financial year 2007/8 and needs to be completed within the current year 2008/9. Force Management met SCDS on three occasions, made two submissions and provided 27 information papers. The Commissioner of Police, in a letter to SCDS dated 13th October 2008, summarized the key issues that need to be addressed in this GSR. The Police Staff Side has made its submission in six papers and supplementary letters to SCDS and also provided a detailed incremental structure proposal. The Staff Side met SCDS on six occasions but there was limited dialogue in the consultation process. The SCDS members have declined to outline their rationale or thinking in the determination of a new Police Grade Structure. Following the standing aside of the current Chairman SCDS Mr. Henry FAN, the acting Chairman SCDS Mr. Barry Cheung was approached with the suggestion of separate presentations and meetings with both the Police Commissioner and Police Staff Side. Mr. Cheung declined to meet with representatives ahead of issuing the GSR Report. A letter campaign was launched in October 2008 with 19,220 signatures that expresses the depth of feeling and support within Police ranks for a fair and reasonable outcome.

6. Both Management and Staff have put a great deal of experience and thorough research effort into the detail of various submissions that were made in good faith to the SCDS members. The Committee has not included these. SCDS has not fully addressed the summary of issues that need to be resolved in this GSR as outlined in the Commissioner of Police's letter to the Chairman of SCDS, dated 13th October 2008. The Police Staff Side Grade Structure proposals deserve proper analysis and discussion.

7. Police Force Council Staff Side is now actively consulting with our members on both the GSR Report – Police and the GSR Directorate reports issued on 27th November 2008. These views will be considered ahead of further action.

8. We are seeking an early meeting with the Secretary for the Civil Service during the three-month consultation process commencing 27th November 2008 to: -

- Seek clarification on the report where the recommendations or lack of them, in particular for Sergeant and then again IP to SSP and Directorate ranks simply do not work to fit the existing career progression and fail to recognize the changes and increase in special factors in policing.
- Seek clarification in some disparities and disadvantages that the GSR Report introduces and now need to be resolved. (For example, the disparity in approach within JPO ranks, lack of special factor recognition SIP to SSP, increment arrangement for CSP and above suggested to change to 0,2,4,6 years but we would suggest be no more than five years for Police namely increments in 0,1,3,5 years)
- Explore in more depth the state of morale and in the force and the submissions on this by Staff Side and also the Staff Opinion Surveys in 2004 and 2007.
- Explore the impact on the morale of Police Force whilst waiting for completion of the GSR in 2008/9 and the risks of downgrading the Force with the **'suitable calibre with sufficient remuneration'** one solution fits all approach.
- Seek clarification on the implementation and conversion arrangements a revised police incremental structure (PPS).
- Clarify the conditions of the Administrations deferral proposal to wait for a 'steady state' in the local economy against the existing background of fundamental stability as Government resources and spending continues on new infrastructure, buildings, new directorate civilian posts and the long delay since the last review (Rennie Review in 1988).

Sentiment of Police Officers

9. Hong Kong Police officers consider that this long-awaited Grade Structure-Police needs to offer a workable and sustainable package for the years ahead. It must provide the leadership and guidance to resolve the current low morale and resolve the dispute we continue to have with the Administration on the deficiencies in incremental structure of the Police ranks.

10. We are sorely disappointed and very angry about the gap between the SCDS recommendations and the Force Management and Staff submissions. We are seeking a fair and reasonable outcome. The Report content and recommendations have failed to outline a package of measures that can support the effectiveness of the Police for the coming years, say 3 to 6 years.

11. The Report does not live up to its claims to be pragmatic, providing best judgment for having considered all relevant factors. The Report is in some areas superficial and unclear and does not provide sufficient relief to the current deficiencies in the incremental structure of the Police compared to our complex role and responsibilities, both job factors and our special job factors. It fails to provide sufficient logic and rationale for the adjustments or the SCDS findings on the Police Grade Structure. It fails to appreciate the requirement for best calibre of staff within our organisation as is already required by Force management and the high demands being placed on staff and distinguish the Police within the civil service. It prefers to recommend pursuit of a damaging course towards mediocrity recommending a Police service staffed by **only suitable calibre staff on sufficient remuneration.**

12. The Report if acted upon in its present form would be a retrograde step for professionalism in our organisation.

13. We therefore find the GSR Report on the Police in its present form to be unacceptable. The Report publication only serves to exacerbate the depth of negative feeling within our ranks at this time.

14. We have been waiting for a proper review for over twenty years. We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and excelled to meet efficiency targets and savings these past years.

15. The GSR report has been completed on 27th November 2008 and following clarifications and revisions should be implemented in financial year 2008/9. Should there be any deferral to some future date when there is a 'steady state' in the local economy it would be fair and reasonable to implement retrospectively to the Report date. We believe the Administration has the fundamental fiscal stability to implement the GSR for the Police and make a proper investment in PEOPLE as well as infrastructure and other programmes.

16. The Report recommendations have raised serious concerns with us about the context of the deliberations by the members of the Standing Committee on Disciplined Services Salaries and Conditions of Service (SCDS). It appears the SCDS has taken the macro environment of current financial upheavals, as they see it, to limit their thinking and approach in this GSR. The Report quality has been impacted and as it

stands can offer no more than a one-year approach. This does not meet the requirement of a properly conducted GSR acceptable to the Administration, Staff and the people of Hong Kong. The Report will, if pursued without necessary clarifications, result in inequities and cause all the issues and deficiencies to require being revisited once again in less than 12 months time. It will also be divisive and cause ill-feeling between certain ranks. Uncertainty and low morale in the Police will continue and officers may seek to escalate action.

Advice sought

17. We are prepared to meet with panel members to discuss the GSR Report and present our views on the Grade Structure – Police. We seek member's views and comments.

Police Force Council Staff Side
December 2008

立法會

公務員及資助機構員工事務委員會

職系架構檢討 — 香港警隊

目的

本文件由警察評議會職方擬備，旨在請各委員注意警察評議會職方的觀點和意見，並就紀律人員薪俸及服務條件常務委員會(紀常會)向政府提交的報告，徵詢各委員的意見。

2. 香港警隊擁有 27 000 名現職男女警務人員。代表大多數警隊成員(由警員至總警司級人員)的警察評議會職方現已仔細審閱 2008 年 11 月 27 日的《職系架構檢討報告書》。我們會繼續積極徵詢各成員的意見，以便採取進一步行動。

背景

3. 2006 年進行的一般公務員職系薪酬趨勢調查和當中所包括的私營機構職位比較調查，並不適用於工作和職責獨特的香港警隊職系。2003 年，政府承諾在完成薪酬趨勢調查後，便會進行香港警隊的職系架構檢討。當局遂於 2007 年 10 月邀請紀常會展開有關檢討。

4. 繼 1988 年的凌衛理檢討報告之後，二十多年來，警務人員一直期待着一個適當的職系架構檢討。我們一直忍耐着，期望得到一個有效職系架構的支持，以肯定我們的工作，並提供晉升機會和足夠的價值。我們曾經接受無數的行動任命挑戰，過去數年亦能完成各項提高效率和節省資源的目標，而且成效卓著。香港警隊是一個不斷發展的組織，並須擔任日益複雜的工作和職責。我們現在需要一個能提供按年遞增薪級的職系架構，以便在未來數年配合和支持現代化的香港警隊和妥善管理警隊上下 27 000 名男女警務人員。自從政府於 2003 年初次作出承諾以來，是次檢討遲遲未有展開，直到紀常會於去年進行研究期間，我們也一直忍耐着。

職系架構檢討的過程和報告書

5. 職系架構檢討於 2007/08 財政年度展開，並須於 2008/09 年度完成。警隊管理層曾三度與紀常會會面，並提交了 2 份意見書和 27 份資料文件。2008 年 10 月 13 日，警務處處長曾致函紀常會，概述是次職系架構檢討須處理的要項。另一方面，警隊職方亦曾向紀常會提交 6 份文件和 1 封補充信件，以及提供詳細的薪點遞增結構建議。職方曾六度與紀常會會面，但在諮詢的過程中卻只會進行有限的對話。紀常會成員曾拒絕概述他們在決定新警隊職系架構時的依據或想法。繼現任紀常會主席范鴻齡先生停止履行主席一職後，警務處處長和警隊職方曾與署理紀常會主席張震遠先生聯絡，建議進行獨立的簡介會和舉行會議。不過，張先生拒絕在發表職系架構檢討報告之前與有關代表會面。職方曾於 2008 年 10 月發起“一人一信運動”，共收集到 19 220 封簽名信件，表達警隊各級人員對爭取公平和合理結果的強烈感受和支持。

6. 管理層和職方曾經根據本身的豐富經驗和經過深入研究，多次向紀常會提交意見書和表達對該會成員的信任。然而，委員會並無包括這些內容。紀常會亦沒有完全處理警務處處長於 2008 年 10 月 13 日發給紀常會主席信中提到是次職系架構檢討必須解決的多個問題。警隊職方的職系架構檢討建議書值得當局深入的分析和討論。

7. 警察評議會職方現正積極就 2008 年 11 月 27 日發表的職系架構檢討報告書——香港警隊和職系架構檢討首長級人員報告書，諮詢各警隊成員的意見。我們會在考慮有關意見後才採取進一步行動。

8. 我們正尋求在由 2008 年 11 月 27 日起展開為期三個月的諮詢過程中，預早與公務員事務局局長會面，以便：

- 尋求釐清報告書中有關警長、督察至高級警司和首長職級的建議，或沒就這些職級作出建議的原因，因為該些建議並未能配合現行的事業發展情況，亦無認同警政工作的特殊因素有所改變和增加。
- 尋求釐清職系架構檢討報告提出而現時須予解決的一些差異及不利情況。(例如對屬初級警務人員職級的人員有不同的處理安排；欠缺用以肯定高級督察至高級警司職級的特殊因素；報告建議把總督察及以上職級的增薪點安排改為在服務滿第 0、2、4 及 6 年時發放，但我們建議時間不應超過 5 年，即應在服務滿第 0、1、3 及 5 年獲得增薪。)
- 更深入探討警隊士氣的狀況、職方就此問題提交的意見書，以及 2004 年和 2007 年的員工意見調查結果。
- 在 2008/09 年等待職系架構檢討完成之際，研究有關建議對警隊士氣的影響，以及採用「以足夠薪酬福利聘用合適才幹的人士」這「一刀切」的方法可能會存在貶低警隊的風險。
- 尋求釐清實行及轉換至修訂後的警察增薪架構的安排。
- 釐清有關政府提出把建議暫緩至香港經濟「回復平穩發展」時才執行的情況，因為政府現時正繼續就新基建項目、建築工程、新設的首長級文職職位提供資源及經費，目前財政狀況基本上屬穩定，鑑於這背景和上次檢討(1988 年的凌衛理檢討)至今已延遲多時，故請求就暫緩執行建議一事予以釐清。

警務人員的觀點

9. 香港警務人員認為這個期待已久的警務人員職系架構檢討需為未來數年提供一個可行及可持續的方案。該檢討必須帶頭並指導如何解決現時士氣低落的情況，以及化解我們與政府之間持續因警隊職級增薪架構的不足之處而存在的爭議。

10. 對於紀常會的建議與警隊管理層及職方所提交的建議書之間存在分歧，我們感到極度失望和憤怒。我們正尋求一個公平合理的結果。報告書的內容及建議未能提供一套可在未來數年(假設 3 至 6 年)支持警隊發揮效率的措施。

11. 報告書並非如其所說的務實，在考慮所有相關因素後提供最佳的判斷。該報告書在某些方面流於表面及含糊，未能提供足夠的緩解方法解決現時警隊增薪架構的不足之處，以反映我們的複雜角色與職責(包括工作因素與特殊因素)。它沒有就建議提出的調整或紀常會對警隊職系架構的研究結果提供足夠的邏輯理據，亦未能顧及警隊須吸納最優秀人才的需要(如警隊管理層所要求)、人員所面對的高要求，以及警隊有別於其他公務員隊伍等情況。報告書寧願建議實施損害性的平庸做法，建議以足夠薪酬聘用才幹僅屬適合的人員提供警察服務。

12. 如果政府落實報告書現時的建議，對警隊的專業精神來說，是一種倒退的舉步。

13. 因此，對於警務人員職系架構檢討報告書現時所提出的建議，我們認為不可接納。在這時期，該報告只會加深警隊上下的負面情緒。

14. 二十多年來，我們一直期待着一個適當的職系架構檢討。我們一直忍耐着，期望得到一個有效職系架構的支持，以肯定我們的工作，並提供晉升機會和足夠的價值。我們曾經接受無數的行動任命挑戰，過去數年亦能完成各項提高效率和節省資源的目標，而且成效卓著。

15. 職系架構檢討報告已於 2008 年 11 月 27 日完成，在處理釐清事項及作出修訂後，應於 2008/09 財政年度實行。如把建議暫緩至日後本港經濟「回復穩定發展」才予執行，便應在實行時把生效日期追溯至報告書發表日期，才屬公平合理。我們相信政府的財政狀況基本上穩健，可實行職系架構檢討就警務人員所作的建議，更可在投資基建項目及其他計劃的同時，對人也作出適當的投資。

16. 報告書的建議令我們非常關注紀律人員薪俸及服務條件常務委員會(紀常會)的討論，因為紀常會看來把現時金融動盪的宏觀環境

納入考慮，以致局限了他們對這次職系架構檢討所持的想法及方針。報告書的質素亦受到影響，因為它提供的方案只可帶來不超過一年的成效，這並不符合妥善地進行一個受到政府、員工及全港市民接納的職系架構檢討的要求。該報告如不作出所需的澄清，結果只會造成不公平情況，致使所有問題及不足之處在不出 12 個月內便須再次進行研究。該報告亦會造成某些職級之間分化及產生不滿情緒。警隊的不明朗情況及低落的士氣將會持續不散，甚或會使人員尋求把行動升級。

意見諮詢

17. 我們已作好準備與委員會委員討論職系架構檢討報告書，以及向委員講解我們對警務人員職系架構檢討的意見。我們請委員提出意見和評論。

警察評議會職方

2008 年 12 月

Grade Structure Review – Police

Background

The Police Force Council Staff Side, represents the majority of the serving 27,000 men and women of the Hong Kong Police from Constable to Chief Superintendent ranks. We have carefully reviewed the Reports on the Grade Structure Review (GSR), dated 27th November 2008, and actively consulted with our members. The Administration (SCS) has indicated that she maintains an 'open mind' on any of the Recommendations and she has now taken the GSR process forward with a three-month consultation period until the end of February 2008.

2. The PFC SS wrote to both SCS and LegCo Panel of Public Service on 12th December outlining our overall disappointment and dissatisfaction with the GSR Report. We are concerned about SCS comments on deferment and then the conversion and implementation arrangements for this GSR. On 12th January 2008 the Staff Side met with the Secretary of the Civil Service and outlined to her in more detail the views and sentiment of serving Police officers.

3. We are now seeking action by SCS for clarification and changes to SCDS recommendations in the GSR report.

Sentiment of Police Officers

4. The Hong Kong Police needs to be supported by a workable and sustainable package from the Grade Structure-Police that can be a strategy for the next six years, until the next review in 2013. It must resolve the current low morale and resolve the dispute we continue to have with the Administration on the deficiencies in incremental structure of the Police ranks. It is vital that Honourable Members appreciate that this is not a "pay rise" It is supposed to be a structural review of the Police Pay Scale, the first such review in 20 years.

5. We find the GSR Report on the Police in its present form to be unacceptable. The Report publication only serves to exacerbate the depth of

negative feeling within our ranks at this time. We have been waiting for a proper review for over twenty years. We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and excelled to met efficiency targets and savings these past years.

6. Our Staff Side position is that there is no simple answer for acceptance or rejection of the GSR report recommendations. The GSR report is not an effective package, being too superficial and lacking of clarity as to what Standing Committee on Disciplined Services Salaries and Conditions of Service SCDS was thinking and how the GSR can implement a proper incremental career structure for the HKP in the coming years.

7. The Report does not live up to its claims to be pragmatic, providing best judgment for having considered all relevant factors. The Report does not provide sufficient relief to the current deficiencies in the incremental structure of the Police compared to our complex role and responsibilities, both job factors and our special job factors. It fails to provide sufficient logic and rationale for the adjustments or the SCDS findings on the Police Grade Structure. It fails to appreciate the requirement for best calibre of staff within our organisation as is already required by Force management and the high demands being placed on staff and distinguish the Police within the civil service. It prefers to recommend pursuit of a damaging course towards mediocrity recommending a Police service staffed by **only suitable calibre staff on sufficient remuneration**. The Report if acted upon in its present form would be a retrograde step for professionalism in the Hong Kong Police.

8. Police Officers are sorely disappointed and understandably very angry about the gap between the SCDS recommendations and the advice and comments made by both Force Management and Staff Side submissions to the SCDS on a proper career structure in the Hong Kong Police. The staff side submissions in the GSR process, since November 2007, are summarised in Annex 'A'. We have provided this bundle of documents to the SCS for her careful review of the issues. We also understand that the Commissioner of Police will provide to SCS the force management submission to SCDS, including a summary letter of the issues raised in a letter from the Commissioner of Police to SCDS Chairman on 13th October 2008.

9. The Report recommendations have raised serious concerns with us about the context of the deliberations by the members of the Standing Committee on Disciplined Services Salaries and Conditions of Service (SCDS). It appears the SCDS has taken the macro environment of current financial upheavals, as they see it, to limit their thinking and approach in this GSR. The GSR Report quality has been adversely impacted and as it stands the Report can offer not more than a one-year approach. The SCDS is fully aware that staff have now waited for 20 years for this GSR and the long gap has heightened expectations on the GSR. SCDS has failed to meet satisfactorily meet those expectations to provide a way forward for the six year gap they recommend before carrying out the next review (**Recommendation 3.15**). The Report will, if pursued without necessary clarifications and adjustment, result in inequities and cause all the issues and deficiencies to require being revisited once again in less than 12 months time. It will also be divisive and cause ill feeling between certain ranks.

10. The recommendations have failed to outline a package of measures that can support the effectiveness of the Police in the coming years, say 3 to 6 years. We are still seeking a fair and reasonable outcome.

GSR Report – Way Forward for the Career Structure

11. There are things in the report that are in the right direction, things that do not go far enough if the recommendations are really going to operate for the next 6 years and then there are things that are simply not properly addressed. Overall the GSR report falls short of what is needed in a number of areas and this now needs a concerted effort by SCS, Force Management and Staff Side to get things right. We seek clarifications and improvements to career structure and the recommendations by SCDS in a number of areas:

Regular Grade Structure Reviews

12. SCDS has recommended a regular Grade Structure Review in future. (**Recommendation 3.15**). As the CE in Council has endorsed an improved civil service pay adjustment mechanism including the conduct of annual pay trend surveys (PTS) and a Pay level Survey (PLS) every six years for the civilian grades, it is appropriate to adjust this mechanism to formalise arrangement for a GSR for the Police in place of the PLS. It is therefore agreed by staff that it is reasonable to conduct a GSR as a regular review of career structure every six years, next in 2013 and adjust Police Pay in line

with market indicators and the economy with reference to appropriate PTI in the Annual Pay trend Survey Report. The recommendations for Police in this GSR therefore need to stand the test of being able to support an effective career structure for the next six years.

Motivational Increments - PC/SPC

13. The SCDS have agreed with both Management and Staff Side that there is a need for improvements to career motivation to underpin the experience and morale of mid-career rank and file frontline Police Officers (**Recommendation 8.3**). The mid-career runs from the 12th to 25th year of service. The introduction of both an early advancement to SPC and service increments (LSI) are supported. For constable the 30th year increment recommended by SCDS does not provide any real benefit to career structure and the staff side recommends SCDS recommendation need to be adjusted as follows;

- ◆ LSIs be granted at four yearly intervals from the completion of 12th year of service. (i.e. 12th, 16th, 20th and 24th)
- ◆ LSIs be granted based on service criteria, subject to existing performance and conduct criteria.
- ◆ Passing of SGT Promotion Examination with credit/great credit could be used for early advancement to SPC on same increment as the 12th year LSI. Normal advancement to SPC remains after 18th year of service.

Increments and broad comparability

14. SCDS (**Recommendation 8.4**) has failed to meet expectations in properly defining the basis for the police incremental scale. Frontline police officers need to understand the basis and value of their incremental scale and reference themselves with broad comparability to the civil service general grade with consideration for the special factors in policing, working shifts, hardships and longer working hours. (48-hour working week compared to 44 hours in the civilian grades). The civil service general grades incremental scales were effectively examined in the PLS in 2006 against the Hong Kong market and confirmed by CE in Council. This GSR disappoints as it fails to properly address the comparability and special factors for police officers. The Staff Side considers SCDS recommendations in this GSR need to be clarified with;

- ◆ PC having broad comparability to ACO: \$24,729 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance after adjustment. Increment disadvantage in relation to civilian grades be rectified with PC maximum increment be raised by one further increment.
- ◆ Sgt having broad comparability to CO: \$32,447 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance). Increment disadvantage in relation to civilian grades be rectified with Sgt maximum increment be raised by two further increments.
- ◆ SSGT having broad comparability to SCO \$42,080 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance. Increment disadvantage in relation to civilian grades be rectified with SSgt maximum increment be raised by one further increment point.

Provide sufficient recognition for experience at SGT rank

15. The SGT rank is integral to the supervision and mentorship to assure the quality of policing in the frontline. The career (LOS and Age profile) of SGT means that some 70% will not progress further to SSGT rank in their police careers. The GSR report falls short when it comes to looking at the SGT incremental scale. There is a need to maintain sufficient differential between maximum increment of PC, SSGT and SSgt. Put simply it seems that SCDS has not provided sufficient examination of the increment range for career SGT, possibly as they may have misunderstood that SGT rank is a throughscale rank between PC and SSGT, which it is not. The organisational factors of career progression means a police officers career is limited by retirement aged 55 and limited vacancies at SSGT. It is necessary to recognize and motivate the Sgt rank and the maximum increment should be extended by two increments to around \$32,000 (i.e. midpoint between the maximum increment of SSGT (PPS 31: \$40,900) and PC (PPS 15: \$23,805), to be set at PPS 26 (\$32,255).

- ◆ If SSGT's increment can be enhanced to PPS 32 as proposed in para 14, SGT's increment should be enhanced to PPS 27 (\$33,720) with SSGT minimum increment be increased to PPS 25 (\$31,285)]

Incremental Scale – address disadvantages and redundant PPS

16. SCDS has simply not addressed the inequities and poor management of the career structure by allowing the uneven increment scale at various ranks to persist. The increment steps are less than those existing in the Master pay scales MPS where increments of 4% and 5% are provided. This situation of uneven increments is divisive between ranks in the police force. The Staff Side recognizes that annual pay adjustments over twenty years have led to distortions and a lack of rationale on the incremental steps in the PPS. It is timely with each GSR (every six years) to rationalize police increments at a standardized % as follows:

- ◆ Increment size should be standardised to 4% PC to SSP

17. The SCDS recommendations (**Recommendation 8.1 and 8.2**) do recognize there are redundant increments and a need to set the minimum entry requirement for PC to five passes in HKCEE. Staff Side considers the current PPS can be simply rectified by renumbering;

- ◆ PPS 1, 1a and PPS 2 be removed.
- ◆ PPS 3 – 54a as recommended by SCDS be re-numbered as PPS 1 - 53

Officer Cadre (IP to SSP)

18. SCDS (**Recommendation 8.6**) has taken an over simplistic approach to the roles and responsibilities to ranks in the various disciplined services. The 'averaging approach', which is acceptable for the various posts and responsibilities within a rank of a single department is not a valid approach for SCDS to take for jobs in the various disciplined services or to increments in the MPS. The officer cadre of the Police Force should not be directly comparable to these ranks and we strongly oppose the limited thinking of the view expressed by the SCDS (**Paragraph 1.18 (b)**). The command role and special factors of policing need to be given due recognition as was outlined in police staff side submission to SCDS. The Special factors in policing involve:

- Position and role of HKP in Hong Kong (agency of first and last resort)
- Professional knowledge for policing and law enforcement
- Risk and hardships faced

- Discipline and accountability
- Restrictions on personal life and disruption by irregular work schedules and call out
- Organisational factors (secondary duties, incident command, readiness and contingency planning)

19. In providing a way forward for this GSR (over the next 6 years) to recognize the uniquely applicable factors form command responsibility in the Police Force it would be acceptable to set the maximum increment in each rank IP to SSP so that

- ♦ Police ranks have at least one additional increment over the equivalent named rank in the general disciplined services.

Inspector – IP and SIP

20. SCDS has sought to arbitrarily raise a proposal in this GSR to change the existing arrangement for a through-scale for increments at IP-SIP rank (**Recommendation 8.5**). The proposal although intended only to apply to new recruits would require an IP to qualify by professional examination rather than by service and experience to attain the top incremental points with pay equivalent to SIP. This proposal would cut the four incremental points from the IP scale for those unable to attain professional qualification for advancement to SIP. For a very long time IP and SIP have been considered one combined establishment where both IP and SIP do interchangeable posts and the same work, duties and responsibility. This proposal by SCDS, understood to provide greater professionalism and motivation for IP to SIP needs to be better understood to assure effective incremental systems both at IP and SIP. The proposal needs further refinement to and could be pursued on the basis of:

- IP and SIP remains a combined establishment
- Implementation of requirement for examination to progress to SIP is applied to new recruits through a grandfathering principle
- SIP scale is improved to provide sufficient increments to fit the service profiles, experience of staff in that level extending the incremental scale by two points.

Directorate – Increments

21. Policing is a career where the Directorate police officers are career professionals who reach these ranks at the later part of their career. The ability to earn increments is limited by retirement from service at age 55 or 57 (SACP and above). Directorate officer increments, with a scale of increments at 0,2,4,6 years, means many Directorate (Police) will not attain the increments in their rank before retirement. The suggestion by SCDS for the introduction of the maximum increment at 6 years is a disadvantage over the current maximum increment, which is achieved in year 5. By contrast the career structure is a better fit for the Directorate (Administrative Grade) who as early career personnel can progress through DI to D3 with increments over 5 or 6 years in each rank. There is not a one fits all solution. Incremental steps should be adjusted to remove inequities and recognize the different career structures as follows:

- ◆ Maintain the status quo for maximum increment at year 5 for all grades with increments be granted every two years ie 0,1,3,5 and
- ◆ Increments be granted on annual basis for police officers CSP – SACP

Directorate Increment and comparability to civilian grades

22. SCDS views for the Directorate ranks (Chapter 11.6) simply do not work to fit the existing career progression and fail to recognize the changes and increase in special factors in policing. The Directorate ranks in the police senior command may have broadly comparable policy and management responsibilities either equivalent to or more complex than their civilian and disciplined service colleagues in other departments and bureau. These responsibilities are then augmented by special factors applying to Police officers and their role as commanders, which must be met by an incremental scale where there is clearly defined increment lead or advantage. What is unique to Police commanders is their additional major incident and operational command responsibilities. To maintain the efficiency of the police command ranks it is necessary to assure some increment advantage over other Directorate posts in the civil service as follows:

- ◆ Consideration given to special factors in policing and command as well as management function similar to other grades / ranks in the Civil Service – providing increment advantage.

- ◆ SACP and ACP need to lead others by 3% of increment.
- ◆ The increment lead for CSP needs to be increased from 3% to 5%

Morale

23. SCDS has failed to put sufficient emphasis and explore in sufficient depth the poor state of morale in the police force towards the administration as an employer, whilst force members patiently and conscientiously continue to function with pride and a good sense of duty and care towards the community. The Staff Side continues to act in good faith in anticipation of a fair and reasonable outcome, however staff are feeling their efforts are being simply being taken for granted.

24. On December 6th the 2008 Fight Crime Conference sought to make Hong Kong a safe and harmonious home with a focus on law and issues including youth crime and youth drug abuse, domestic violence, quick cash crime, fraud, burglary, home security and commercial crime. Hong Kong needs a disciplined and well motivated, professional Police Service where staff are not continually worrying about their remuneration and incremental scale in their career.

25. Submissions have been made on the poor state of morale by Staff Side (**Police Staff Side Paper 4 on 2008-03-03 and supplementary letter dated 2008-08-26**) and are supported by the Staff Opinion Surveys in 2004 and 2007 where low morale was indicated by overall low rates of satisfaction by less than 40% of the Police Force. This needs careful consideration. SCS needs to consider the immediate need for a positive impact to raise the morale of Police Force and provide an effective career structure for the Police Force that can last until 2013. The completion of the GSR in 2008/9 needs to address openly and take action on the reservations highlighted in this paper by the Staff Side. The downgrading the Force with the 'suitable calibre with sufficient remuneration' and a one solution fits all approach in this GSR by SCDS risks a further deterioration in morale and consequently the effectiveness of the Hong Kong Police.

Hours of work

26. SCDS has not properly addressed the issues relating to hours of work and should not arbitrarily impose a set of conditions on the Police for any future consideration of a reduction of working hours. Police work is recognized as being stressful and the Commissioner of Police needs to balance operational effectiveness, work-life balance in police careers. As deployments, tactics and police operations change there may be a case to allow a reduction in working hours without a reduction in service. Between 1998 and 2001, the Police trialed a reduction in working hours from 51 to 48 hours. This GSR and SCDS should not impose any restriction on the Commissioner of Police from considering and embarking on any trial that can reduce working hours below 48 hours. Police work is most stressful and physically demanding. Conditioned hours should be further reduced to 44 hours per week (CSD: 49, C&E: 51, FSD: 54, IMM: 44).

Medical Services – supporting the frontline

27. SCDS did make a good observation on the lack of proper medical support, particularly to our officers who are injured on duty as an issue that needs the immediate action of SCS. The issue is how to provide effective and better treatment and support to our colleagues. (Some 1200 are injured on duty each year of which 700 are injured in arrest or similar action.) This issue has been dragging on far too long and needs SCS's action to resolve as a matter of priority.

Conversion and Implementation

28. Clarifications are needed on conversion and implementation dates. This is a matter of concern to all staff and particularly staff on maximum increment for some years and those retirees in 2008/9. The GSR report has been completed on 27th November 2008 and following clarifications and revisions should be implemented in financial year 2008/9. Should there be any deferral to some future date when there is a 'steady state' in the local economy it would be fair and reasonable to implement retrospectively to the Report issue date.

29. The conversion arrangements for a revised police incremental structure (PPS) must recognize the SCDS objective of their recommendations impacting on the careers of over 80% of staff on the

implementation date. Staff would move to the new PPS on the implementation date and then progress to further increments on their next or future increment dates.

Financial Implications

30. We believe the Administration has the fundamental fiscal stability to implement the GSR for the Police and make a proper investment in PEOPLE as well as infrastructure and other programmes. Government resources and spending continues on new infrastructure, buildings, new directorate civilian posts. The infrastructure of police careers is equally important to the security and stability of Hong Kong. There has been a long delay since the last review (Rennie Review in 1988) and the cycle of review and implementation of more appropriate career structures should be allowed to progress. The Administration (SCS) can work closely with the Commissioner of Police to determine the extent and source of funding required in this GSR in the current climate.

31. On 27th November 2008 SCS indicated that she would propose to initially defer implementation of recommendations with financial implications until the local economy achieves a 'steady state'. This is regrettable as SCS made this unilateral decision before the GSR report was published and before genuine consultation with Staff. We fully understand the concerns in the local economy and can appreciate background for caution. We seek the implementation of the GSR as soon as is practicable.

Police Force Council Staff Side
January 2008

Annex 'A'

**PFC Staff Side – Summary
(GSR – Police from Nov 2007 – Jan 2009)**

Date of submission	From	To	Details
2007 Nov			<ul style="list-style-type: none">LegCo Panel on Public Service – Grade Structure Reviews LC Paper No. CB(1)206/07-08(03)
2007-11-19	SCDS	PFC SS	<ul style="list-style-type: none">Letter to SS, invite SSs to attend kick-start briefing on 2007-11-23
2007-12-05	PFC SS	SCDS	<ul style="list-style-type: none">Letter to Chairman, welcoming the kicking off of GSR
2007-12-14	SCDS	PFC SS	<ul style="list-style-type: none">Letter to SS, giving membership of SCDS 2008
2007-12-21	SCDS	PFC SS	<ul style="list-style-type: none">Reply letter and invite SS's views on GSR
2008-02-01	SCDS	PFC SS	<ul style="list-style-type: none">Letter to SS, stating that the SCDS would consider proposals relating to entry qualifications
2008-03-03	PFC SS	SCDS	<ul style="list-style-type: none">Letter to Chairman SCDS with summary on PFC SS recommendations (Chi & Eng)PFC SS Submission for GSR Paper 1 (Chi & Eng)PFC SS Submission for GSR Paper 2 (Chi & Eng)PFC SS Submission for GSR Paper 3 (Chi & Eng)PFC SS Submission for GSR Paper 4 (Chi & Eng)
2008-03-18	PFC SS	SCDS	<ul style="list-style-type: none">Letter to the Chairman SCDS, stating the SS's expectations on the GSR
2008-06-30	PFC SS	SCDS	<ul style="list-style-type: none">Letter to Chairman SCDS with supplementary on Paper 1 (Chi & Eng)
2008-07-09	SCDS	PFC SS	<ul style="list-style-type: none">Letter giving deadline for submission set as 2008-07-18
2008-07-11	SCDS	PFC SS	<ul style="list-style-type: none">Invite PFC SS to attend informal meeting on 2008-08-26
2008-07-17	PFC SS PFC SS (SPA)	SCDS SCDS	<ul style="list-style-type: none">Letter to Chairman SCDS on submission of Paper 5 (Chi & Eng)PFC SS Submission for GSR Paper 5 (Chi & Eng)Letter to Chairman SCDS on submission of Paper 6 (Chi & Eng)PFC SS Submission for GSR Paper 6 (Chi & Eng)
2008-07-24	PFC SS	SCDS	<ul style="list-style-type: none">Letter to Chairman SCDS, asking for more consultation sessions (Chi & Eng)
2008-07-29	SCDS	PFC SS	<ul style="list-style-type: none">Reply letter decline further meeting before 2008-08-26 (Chi & Eng)
2008-08-14	PFC SS	SCDS	<ul style="list-style-type: none">Letter to Chairman SCDS, reiterate the need for more consultation sessions (Eng)
2008-08-21	SCDS	PFC SS	<ul style="list-style-type: none">Reply letter decline further consultation meeting (Eng)

2008-08-25	PFC SS	CP	<ul style="list-style-type: none"> Letter to CP, giving views from PFC SS giving SS's disappointment on SCDS (Eng)
2008-08-26	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS with supplementary on Paper 2 & 3 (Eng) Letter to Chairman SCDS with supplementary on Paper 4 (Morale) (Eng)
2008-08-27	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, propose details of further consultation sessions
2008-09-02	SCDS	PFC SS	<ul style="list-style-type: none"> Reply letter, giving details of further consultation sessions
2008-09-03	CP	PFC SS	<ul style="list-style-type: none"> CP's reply letter, giving support to PFC SS on GSR issues
2008-09-03	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving disappointment from the SS on insufficient consultation hours
2008-09-08	PFC SS	CP	<ul style="list-style-type: none"> Letter to CP giving SS's views on GSR consultation
2008-09-08	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS on consultation matters
2008-09-09	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving summary of meeting held on 2008-09-06 am
2008-09-10	SCDS	PFC SS	<ul style="list-style-type: none"> Reply on PFC SS's letter on 2008-09-08
2008-09-12	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman, supplementary to Paper 2 & 3, plus Pay Claim up to SSP
2008-09-16	PFC SS (SPA)	SCDS	<ul style="list-style-type: none"> Letter to Chairman on Directorate Pay Claim
2008-09-24	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving clarifications on the Pay Chart (proposed)
2008-09-24	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman, giving supplementary information on Pay Claim
2008-09-24	PFC SS	CP	<ul style="list-style-type: none"> Letter to CP on GSR issues
2008-10-03	CP	PFC SS	<ul style="list-style-type: none"> Reply to SS, support on SS's Pay Claim
2008-10-06	SCDS	PFC SS	<ul style="list-style-type: none"> Reply on letters dated 2008-09-24, invite SS to attend another meeting on 2008-10-15
2008-10-09	PFC SS (SPA)	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving supplementary information & further clarification on proposed Pay claim for Senior Police officers and Directorate
	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, agree to meet on 2008-10-15 and giving summaries of meetings held on 2008-09-09 & 2008-09-18
2008-10-09	PFC SS	CP	<ul style="list-style-type: none"> Asking CP about his stand on Police SS's Pay Claim
2008-10-24	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving disappointment on the consultation process of GSR
2008-10-24	PFC SS	SCS	<ul style="list-style-type: none"> Letter to Ms Denise YUE, giving SS's disappointment on Henry FAN's performance in the GSR
2008-10-24	PFC SS	Henry FAN	<ul style="list-style-type: none"> Letter to Henry FAN, giving disappointment from the SS on his performance and asked him to step aside

2008-10-24	PFC SS	CP	<ul style="list-style-type: none"> Thanks CP for his support, asked for a copy of his letter to SCDS issued on 2008-10-13
2008-10-29	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to the Acting Chairman SCDS, asked him to review the whole process due to the failure in consultations.
2008-10-31	CP	PFC SS	<ul style="list-style-type: none"> Reply & gives copy of his letter to SCDS on 2008-10-13 (PFC SS has approached CP on 8th January 2009 to release copy of letter to SCS)
2008-11-03	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Atg Chairman SCDS, asking him to receive the letters collected from police officers on their comment on GSR on 2008-11-06
2008-11-06	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Atg Chairman SCDS, handing over of 19,220 letters collected in the letter campaign of the Force
	PFC SS	SCDS	<ul style="list-style-type: none"> Letters (collected in the letter campaign) to SCDS Chairman, giving stands of police officers on GSR
2008-11-06	SCDS	PFC SS	<ul style="list-style-type: none"> Reply to SS's letters (2008-10-24,29 & 2008-11-03) decline to re-visit SS's points of concern in GSR, but could arrange courtesy visit to Atg Chairman
2008-11-07	SCS	PFC SS	<ul style="list-style-type: none"> SCS claimed that SS's concern is noted
2008-11-13	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Atg Chairman, agree to attend courtesy visit
2008-11-25	SCDS	PFC SS	<ul style="list-style-type: none"> Letter to invite SS to a reception on 2008-11-27 pm
2008-11-27			<ul style="list-style-type: none"> Denise YUE, SCS met SSs of DSCC & PFC (am session), telling the SSs that SCDS would submit the GSR reports to the Mgt and she decided to announce deferment in implementation of recommendations which required additional financial input. Barry CHEUNG, Atg Chairman SCDS, met SSs of DSCC, ICAC & PFC (pm session) briefed and distributed the GSR reports
2008-12-12	PFC SS	SCS	<ul style="list-style-type: none"> Letter to SCS, giving SS's disappointment on the GSR Report and ask for meeting with SCS on GSR concerns
2008-12-12	PFC SS	LegCo	<ul style="list-style-type: none"> PFC SS submitted paper to the LegCo Panel on Public Service for their information in the meeting scheduled on 2008-12-15
2008-12-15			<ul style="list-style-type: none"> LegCo Panel on Public Service meeting discussed the Reports on GSR
2008-12-15	SCS	PFC SS	<ul style="list-style-type: none"> Informed PFC SS on the new membership of SCDS
2008-12-18	SCS	PFC SS	<ul style="list-style-type: none"> Interim reply from SCS in response to PFC SS's letter of 2008-12-12
2009-01-12			<ul style="list-style-type: none"> SCS met PFC SS in response to PFC SS's letter of 2008-12-12

- 中譯本 -

資料文件

警察評議會職方職系架構檢討文件 2 / PPS

警職系架構檢討 — 香港警隊

背景

香港警隊有 27 000 名現職男女警務人員。警察評議會職方(警評會職方)為大多數警隊成員(由警員至總警司級)的代表。我們已仔細審閱 2008 年 11 月 27 日發表的《職系架構檢討報告書》(檢討報告書)，並已就報告書積極徵詢警隊成員的意見。政府已表示會對任何建議繼續持「開放態度」，並就職系架構檢討展開為期 3 個月的諮詢，諮詢期將於 2009 年 2 月底結束。

2. 警評會職方在 12 月 12 日曾去信公務員事務局局長和立法會公務員及資助機構員工事務委員會，闡釋我們對檢討報告書的全面失望和不滿。我們關注公務員事務局局長提出有關暫緩執行建議的意見，以及職級轉換辦法和落實職系架構檢討建議的安排。職方在 2009 年 1 月 12 日曾與公務員事務局局長會面，較詳盡地向她解釋現職警務人員的意見和觀點。

3. 我們現促請公務員事務局局長就紀律人員薪俸及服務條件常務委員會(紀常會)在檢討報告書中提出的建議作出澄清及修訂。

警務人員的觀點

4. 香港警隊需要「職系架構檢討—香港警隊」提供一個可行及可持續的方案，以支持其工作，而有關政策須適用於未來 6 年(即直至下次 2013 年的檢討)。該方案必須解決現時士氣低落的情況，以及排解我們與政府之間持續因警隊職級增薪架構的不足之處而存在的爭議。尊貴的議員必須明白一點，職系架構檢討並不等於“加薪”，這一點至為重要。是次職系架構檢討的原意是從結構方面檢討警務人員薪級表，這是廿年來首次進行的同類檢討。

5. 對於檢討報告書現時就警務人員所提出的建議，我們認為不可接納。在這時期，該報告只會加深警隊上下的負面情緒。二十多年來，我們一直期待着一個適當的檢討。我們一直忍耐着，期望得到一個有效職系架構的支持，以肯定我們的工作，並提供晉升機會和足夠的價值。我們曾經接受無數的行動任命挑戰，過去數年亦能完成各項提高效率和節省資源的目標，而且成效卓著。

6. 警隊職方的立場是不會純粹接納或否決紀常會在檢討報告書中提出的建議。檢討報告書的建議並非有效的方案，有關建議太過流於表面，且未能清楚交待紀常會的想法，以及職系架構檢討如何能在未來數年為警隊提供一個適當的遞增薪點職制。

7. 報告書並非如其所說般務實，在考慮所有相關因素後提供最佳的判斷。該報告書未能提供足夠的緩解方法解決現時警隊增薪架構的不足之處，以反映我們的複雜角色與職責(包括工作因素與特殊因素)。它沒有就建議提出的調整或紀常會對警隊職系架構的研究結果提供足夠的邏輯理據，亦未能顧及警隊須吸納最優秀人才的需要(如警隊管理層所要求)、人員所面對的高要求，以及警隊有別於其他公務員隊伍等情況。報告書寧願建議實施損害性的平庸做法，建議以足夠薪酬聘用才幹僅屬適合的人員提供警察服務。如果政府落實報告書現時的建議，對香港警隊的專業精神來說，是一種倒退的舉步。

8. 警隊管理層及職方曾就制定適當的香港警隊職制向紀常會提交多份意見書，提出多項建議及意見。對於紀常會的建議與警隊管理層及職方所提的建議及意見之間存在分歧，警務人員感到極度失望，而且非常憤怒。職方自職系架構檢討過程在 2007 年 11 月展開以來所提交的多份意見書，摘錄於附錄「A」。我們已把該些文件一併送交公務員事務局局長，以便其重新仔細考慮有關事宜。我們知道警務處處長亦會提供警隊管理層提交紀常會的意見書，包括處長在 2008 年 10 月 13 日就曾提出的問題發給紀常會主席的摘要信函。

9. 報告書的建議令我們非常關注紀常會的討論，因為紀常會看來把現時金融動盪的宏觀環境納入考慮，以致局限了他們對這

次職系架構檢討所持的想法及方針。檢討報告書的質素亦受到影響，因為它提供的方案只可帶來不超過一年的成效。紀常會十分明白員工等待這次職系架構檢討至今已有 20 年，而兩次檢討相隔這麼長的時間，也提高了員工對是次檢討的期望。紀常會未能符合期望，為下次檢討之前的 6 年間提供未來路向(建議 3.15)。該報告書如不作出所需的澄清及修訂便付諸實行，結果只會造成不公平情況，致使所有問題及不足之處在不出 12 個月內便須再次進行研究，並且會造成某些職級之間出現分化及不滿情緒。

10. 檢討報告書的建議未能提供一套可在未來數年(假設 3 至 6 年)支持警隊發揮效率的措施。我們仍在尋求一個公平合理的結果。

職系架構檢討報告書－職制的未來路向

11. 報告書的部分內容方向正確，但假如有關建議將於未來 6 年內推行，則有部分內容仍有不足之處。此外，尚有多個問題仍未獲適當處理。整體而言，檢討報告書在多個範疇上遠遜於預期所需。因此，公務員事務局局長、警隊管理層和職方現需共同努力，以解決有關問題。有關紀常會提出的職制及建議，我們促請當局就其中多個範疇作出澄清及改善：

定期進行職系架構檢討

12. 紀常會建議日後定期進行職系架構檢討(建議 3.15)。由於行政長官會同行政會議已通過制定一套更完備的公務員薪酬調整機制，包括每年進行薪酬趨勢調查及每 6 年為文職職系進行一次薪酬水平調查，故調整這個機制以正式落實以警務人員職系架構檢討取代薪酬水平調查的安排，實屬恰當。因此，每 6 年進行一次職系架構檢討(下次為 2013 年)以定期檢討職制，以及參考每年薪酬趨勢調查報告的適當薪酬趨勢指標，把警務人員薪酬調整至與市場指標及經濟情況相稱的水平，員工同意這是合理的做法。所以，這次職系架構檢討就警務人員提出的建議需能經得起考驗，即能在未來 6 年支持推行一個有效的職制。

鼓勵性的增薪－警員／高級警員

13. 管理層及職方認為有需要提升工作動力，以加強處於事業發展中期的員佐級前線警務人員的經驗和士氣，紀常會對此亦表同意(建議 8.3)。事業發展的中期為服務期的第 12 年至第 25 年。我們支持引入提早晉升至高級警員和提早發放長期服務增薪點的措施。對警員而言，紀常會提出在警員服務的第 30 年發放增薪點的建議，對職制並無帶來任何實際的好處。職方提議把紀常會的建議調整如下：

- ◆ 服務滿 12 年的警員可獲第一個長期服務增薪點，並於其後每隔 4 年(分別為第 12、16、20、24 年)再獲加一個長期服務增薪點。
- ◆ 根據服務年期條件發放長期服務增薪點，但有關人員須符合現行的工作表現和操守準則。
- ◆ 以良好／優良成績通過警長晉升考試，可獲提早升至高級警員服務滿 12 年的長期服務增薪點。正常晉升至高級警員的時間繼續維持在服務滿 18 年的時間。

遞增薪點及大致相若的對比指標

14. 紀常會(建議 8.4)的建議未能符合期望，適當界定警務人員遞增薪級的基準。前線警務人員有需要了解其遞增薪級的基準及價值，以便在計及警務工作的特殊因素、輪班工作、辛勞及較長工作時數(警務人員每星期工作 48 小時，而文職職系則為 44 小時)等情況後，可把本身的薪酬與一般職系公務員作大致相若的對比。當局在 2006 年的薪酬水平調查中把一般職系公務員的遞增薪級與香港市場情況作出對比，進行了有效的研究，有關結果並獲得行政長官會同行政會議確認。這次職系架構檢討令人失望，是因為它未能適當地處理對比指標與警務人員的特殊因素。職方認為紀常會在這次檢討提出的建議需作出澄清：

- ◆ 警員與助理文書主任職系大致相若：24,729 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。與文職職系比較時的增薪不

利情況應予修正，而警員的頂薪點應再增一個薪點。

- ◆ 警長與文書主任職系大致相若：32,447 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。與文職職系比較時的增薪不利情況應予修正，而警長的頂薪點應再增兩個薪點。
- ◆ 警署警長與高級文書主任大致相若：42,080 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。與文職職系比較時的增薪不利情況應予修正，而警署警長的頂薪點應再增一個薪點。

充分肯定警長職級的經驗

15. 警長職級十分着重監督和指導工作，以確保前線警務工作的質素。警長的職業概況(服務年期及年齡)顯示大約 70% 的警長不會進一步晉升至警署警長級。檢討報告書在研究警長的遞增薪級時有所不足。警員、警長及警署警長的頂薪點有需要保持足夠的差距。簡而言之，紀常會似乎沒有充分研究警長職級的遞增薪幅，這可能是因為該會誤以為警長職級是警員與警署警長之間一個直通薪級的職級，但事實卻不然。就職業晉升機會的因素而言，警務人員的職業發展受到 55 歲退休及警署警長空缺有限這兩方面所局限。警長職級人員有必要獲得肯定及鼓勵，其頂薪點應提高兩個薪點至大約 32,000 元〔即根據警署警長頂薪點(警務人員薪級表第 31 點：40,900 元)與警員頂薪點(警務人員薪級表第 15 點：23,805 元)之間的中間點，釐定為警務人員薪級表第 26 點(32,255 元)。〕

- ◆ 假如警署警長的頂薪點能如上文第 14 段所建議的提高至警務人員薪級表第 32 點，則警長的頂薪點應提高至警務人員薪級表第 27 點(33,720 元)，而警署警長的起薪點亦應提高至警務人員薪級表第 25 點(31,285 元)。

遞增薪薪級－處理不利情況及冗贅的警務人員薪級表

16. 紀常會只繼續容許各職級內存在遞增薪級不公平的情況，而沒有處理職制中不公平及管理不善之處。警務人員薪級表的遞

增薪點較現時總薪級表的為少，總薪級表的遞增薪點間提供 4%至 5%的增幅。警務人員薪級表遞增薪點不平均的情況對警隊各職級之間造成分化。職方承認過去 20 年的每年薪酬調整使警務人員薪級表的遞增薪點偏離根本和欠缺支持論據。因此，是時候透過每次職系架構(每 6 年一次)以下列的標準百分比來合理調整警務人員的遞增薪點：

- ◆ 警員至高級警司級的遞增薪點間的增幅應劃一為 4%

17. 紀常會的建議(建議 8.1 及 8.2)承認警務人員薪級表存在冗贅遞增薪點，以及有需要把最低入職學歷要求設定為中學會考五科及格。職方認為現時的警務人員薪級表可純粹透過把增薪點重新編號來修正：

- ◆ 刪除警務人員薪級表第 1、1a 及第 2 點
- ◆ 警務人員薪級表第 3 至 54a 點則按紀常會的建議，把薪點重新編號為警務人員薪級表第 1 至 53 點

主任級職級(督察至高級警司級)

18. 紀常會(建議 8.6)以過於簡單的方式看待各紀律部隊職級的角色及職責。就單一部門一個職級內的不同職位及職責應用「平均計算方法」，是可以接受的，但紀常會將之應用於各紀律部隊的職位或總薪級表的遞增薪點，則並非合理的方法。警隊的主任級職級不應直接與這些職級比較，我們強烈反對紀常會表達的那些思想局限的觀點(第 1.18(b)段)。正如警隊職方在提交給紀常會的意見書中表示，警務人員的指揮角色及警務工作的特殊因素需要獲得適當的肯定。警務工作的特殊因素包括：

- 香港警隊在香港的地位及角色(作為最先和最後的倚傍力量)
- 執行警務工作和執法的專業知識
- 所面對的危險和辛勞
- 紀律和責任承擔
- 個人生活受到的限制和不定時工作及出勤對生活的干擾

- 組織架構因素(兼任職務、事故的行動指揮工作、隨時候命，以及策劃緊急應變計劃)

19. 為使這次職系架構檢討提供的未來路向(涵蓋未來 6 年)能對特別適用於警隊的指揮職責因素予以肯定，調整督察至高級警司的頂薪點是可接受的方法，以使

- ◆ 警隊職級較一般紀律部隊名稱等同的職級最少高一個薪點

督察職級－督察至高級督察

20. 紀常會試圖獨斷地在這次職系架構檢討提出建議，以改變督察－高級督察職級直通薪級的現行安排(建議 8.5)。雖然有關建議只擬應用於新招聘的人員，但會要求督察須通過專業考試，而非透過服務表現及經驗，才可達至相等於高級督察薪酬的頂薪點。這建議會使未能考取專業資格以晉升為高級督察的督察級人員被削減 4 個督察薪級的薪點。長久以來，督察及高級督察一直被視為合併編制，即督察及高級督察會互相交替職位和執行同一工作、職務及職責。紀常會的這項建議雖可提升督察至高級督察職級的專業精神及推動力，但它必須能確保督察及高級督察職級的增薪制度行之有效。該建議需要作進一步的改善，這可根據下列各點達至：

- 督察及高級督察職級繼續為合併編制
- 透過現職人員可獲豁免的原則，對新入職人員實施必須通過檢定考試才可獲晉升至高級督察的規定。
- 透過把增薪薪級提高兩個薪點來改善高級督察薪級，從而提供足夠的增薪點反映處於該層級人員的服務年資及經驗。

首長級警務人員－增薪點

21. 首長級警務人員是警政工作的專家，他們在事業發展的較後期晉升至這些職級。由於須在 55 或 57 歲(警務處高級助理處長及以上職級)退休，其可獲發放的增薪點有限。首長級警務人員在其職級服務滿第 0、2、4、6 年時，可獲發放增薪點，這表示許多

首長級警務人員在退休前不會獲發放其職級的各個增薪點。紀常會提出把頂薪點設在服務滿第 6 年的建議，較現時頂薪點設在服務滿第 5 年的規定更為不利。對比之下，有關職制較適合政務職系首長級人員，因他們較早有職業晉升機會，故從首長級薪級第 1 點擢升至首長級薪級第 3 點時，可在每一職級的 5 或 6 年服務期內獲得增薪點。無一方案可適合所有的情況。爲了消除不公平的情況及承認各職制有所不同，增薪點應調整如下：

- ◆ 維持現狀，各職系的首長級人員在服務滿第 5 年時可獲發放頂薪點，即在第 0、1、3 及 5 年每兩年獲發放一個增薪點；以及
- ◆ 總警司至警務處高級助理處長職級的人員每年可獲發增薪點

首長級職級的增薪點及與文職職系的對比指標

22. 紀常會就首長級職級所提出的建議(第 11.6 條)並不符合現時的職業晉升情況，亦沒有反映警務工作的特殊因素改變和增加的情況。警隊高層指揮中首長級職級的政策及管理職責，可能與其他部門及政策局的文職和紀律部隊首長級職級大致相若或更為複雜。但除了這些職責外，首長級警務人員還須加上適用於警務人員的特殊因素及指揮官角色，這明確的增薪優勢必須透過增薪級作出反映。警隊指揮官的獨特工作，是須就大型事故及行動額外肩負指揮職責。要維持警隊指揮職級的效率，便必須確保首長級警務人員較其他公務員隊伍的首長級職位具有下列增薪優勢：

- ◆ 考慮到警務工作和指揮職責的特殊因素，以及與其他公務員職系／職級相類似的管理職能－提供增薪優勢
- ◆ 警務處高級助理處長和助理處長的增薪應較其他職系高出 3%
- ◆ 總警司的增薪優勢應由 3%增至 5%

士氣問題

23. 紀常會未有適當地注意和深入研究警隊士氣低落的問題，警隊上下對於政府這位僱主的信心程度已經減弱。不過，警隊成員一直忍耐着，並以認真盡責、敬業樂業的態度繼續執行職務，關心社會各界。職方繼續本着真誠，期望取得一個公平和合理的結果，可惜人員逐漸發覺他們的努力純粹被當作是理所當然的東西。

24. 2008 年 12 月 6 日舉行的撲滅罪行委員會聯席會議旨在尋求方法，使香港成爲一個安全、和諧的家，並特別着眼於法律方面，以及青少年罪案和青少年濫用藥物、家庭暴力、「搵快錢」罪案、詐騙、爆竊、家居保安和商業罪案等問題。香港需要紀律良好、士氣高昂和專業的警察服務，而提供服務的警隊成員無須再爲其工作的薪酬和按年遞增薪級而擔憂。

25. 早前，職方已就人員士氣低落的問題提交意見書(分別爲 2008 年 3 月 3 日的職方文件第 4 號和 2008 年 8 月 26 日的補充信件)，意見書的內容與 2004 年和 2007 年的職員意見調查相符。調查的結果顯示人員的士氣低落，只有少於四成的警隊成員感到滿意，整體的數字很低。這個情況值得審慎考慮。公務員事務局局長須考慮即時以正面方法，提升警隊的士氣，以及爲警隊提供有效及能夠持續至 2013 年的職制。職系架構檢討於 2008/09 年度完成時必須公開地處理職方在本文件提及其有所保留事項，並採取行動。紀常會在是次職系架構檢討中採用「以足夠薪酬福利聘用合適才幹的人士」，以及一個適用於各個紀律部隊的通用方案來貶低警隊，這可能會帶來令士氣更加低落，從而影響香港警隊效率的風險。

工作時數

26. 紀常會並無適當地處理有關工作時數的問題，亦不應任意向警隊施加一套有關於日後考慮減少工作時數的規定。警察工作一向被視爲壓力沉重，而警務處處長必須平衡行動效率和警務人員的生活與工作。當部署、策略和警隊行動有所改變時，將有可能在不影響服務的同時容許減少工作時數。在 1998 年至 2001 年期

間，警隊嘗試把工作時數由 51 小時減至 48 小時。是次職系架構檢討和紀常會不應向警務處處長施加任何限制，以影響其考慮和着手推行把工作時數減至低於 48 小時的試驗計劃。警務工作的壓力最爲沉重和需要體力勞動。因此，規定工作時數應進一步減至每周 44 小時(懲教署：49、香港海關：51、消防處：54、入境事務處：44)。

醫療

27. 紀常會觀察到當局未能提供適當的醫療支援，特別是因公受傷警務人員的醫療問題亟需公務員事務局局長即時處理。有關問題是如何爲我們的同僚提供有效和更佳的治疗和支援。(每年因公受傷的同僚達 1 200 人左右，其中約 700 人是在執行拘捕或類似行動時受傷的。)這個問題已拖延了很久，因此公務員事務局局長必須採取行動，優先予以解決。

轉制和實施

28. 當局必須釐清轉制和實施的日期。這是各人員關心的事項，特別是到達頂薪點已有多多年，以及於 2008/09 年度退休的人員。檢討報告書已於 2008 年 11 月 27 日完成，在處理釐清事項及作出修訂後，應於 2008/09 財政年度實行。如把建議暫緩至日後本港經濟「回復穩定發展」才予執行，便應在實行時把生效日期追溯至報告書發表日期，才屬公平合理。

29. 有關修訂警務人員增薪架構的轉制安排必須肯定紀常會的建議目標，即是在執行當日，會爲超過八成人員的事業帶來影響。人員將於執行日期轉往新的警務人員增薪架構，然後在下一個或將來的增薪日期跳升到更高的支薪點。

財政影響

30. 我們相信政府的財政狀況基本上穩健，可實行職系架構檢討就警務人員所作的建議，更可在投資基建項目及其他計劃的同時，對人也作出適當的投資。政府現時正繼續就新基建項目、建築工程、新設的首長級文職職位提供資源及經費。警務人員事業

的基礎建設與香港的保安和穩定同樣重要。鑑於上次檢討(1988 年的凌衛理檢討)至今已延遲多時，因此當局必須展開檢討周期，並實施更合適的職制。當局(公務員事務局局長)可與警務處處長緊密合作，共同在現時環境決定職系架構檢討所需的撥款額和來源。

31. 2008 年 11 月 27 日，公務員事務局局長表示她會提出初步“暫緩執行”任何牽涉額外財政開支的建議，直至香港的經濟回復平穩發展。她在檢討報告書公開之前，以及在向人員進行真正的諮詢前，單方面作出這項決定，實在令人感到遺憾。我們完全明白社會對本港經濟的關注，也可以理解作出有關預警的背景。我們尋求盡快落實職系架構檢討。

警察評議會職方

2009年1月

附錄「A」

警評會職方 – 摘要
(香港警隊職系架構檢討 – 2007 年 11 月至 2009 年 1 月)

提交日期	發件人	收件人	詳情
2007 年 11 月			<ul style="list-style-type: none"> 立法會公務員及資助機構員工事務委員會-職系架構檢討(立法會 CB(1)206/07-08(03)號文件)
2007-11-19	紀常會	警評會職方	<ul style="list-style-type: none"> 致函職方，邀請職方出席 2007 年 11 月 23 日有關展開職系架構檢討的簡介會
2007-12-05	警評會職方	紀常會	<ul style="list-style-type: none"> 致函主席，表示歡迎展開職系架構檢討
2007-12-14	紀常會	警評會職方	<ul style="list-style-type: none"> 致函職方，提供紀常會 2008 年的委員名單
2007-12-21	紀常會	警評會職方	<ul style="list-style-type: none"> 回信及邀請職方就職系架構檢討提出意見
2008-02-01	紀常會	警評會職方	<ul style="list-style-type: none"> 致函職方，表示紀常會會考慮有關入職資格的建議
2008-03-03	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，並附上警評會職方所提建議的摘要(中英文本) 警評會職方文件第 1 號職系架構檢討意見書(中英文本) 警評會職方文件第 2 號職系架構檢討意見書(中英文本) 警評會職方文件第 3 號職系架構檢討意見書(中英文本) 警評會職方文件第 4 號職系架構檢討意見書(中英文本)
2008-03-18	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，說明職方對職系架構檢討的期望
2008-06-30	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，附上第 1 號文件的補充資料(中英文本)
2008-07-09	紀常會	警評會職方	<ul style="list-style-type: none"> 來信表示提交意見書的限期設定為 2008 年 7 月 18 日
2008-07-11	紀常會	警評會職方	<ul style="list-style-type: none"> 邀請警評會職方出席 2008 年 8 月 26 日的非正式會議
2008-07-17	警評會職方 警評會職方 (警司協會)	紀常會 紀常會	<ul style="list-style-type: none"> 就提交第 5 號文件去信紀常會主席(中英文本) 警評會職方提交文件第 5 號職系架構檢討意見書(中英文本) 就提交第 6 號文件去信紀常會主席(中英文本) 警評會職方提交文件第 6 號職系架構檢討意見書(中英文本)

2008-07-24	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，要求舉行更多諮詢會議(中英文本)
2008-07-29	紀常會	警評會職方	<ul style="list-style-type: none"> 覆函拒絕在 2008 年 8 月 26 日之前進一步舉行會議(中英文本)
2008-08-14	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席重申有需要舉行更多諮詢會議(英文本)
2008-08-21	紀常會	警評會職方	<ul style="list-style-type: none"> 覆函拒絕舉行進一步的諮詢會議(英文本)
2008-08-25	警評會職方	警務處處長	<ul style="list-style-type: none"> 致函警務處處長，表達警評會職方的意見及職方對紀常會的失望(英文本)
2008-08-26	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，附上第 2 及 3 號文件的補充資料(英文本) 致函紀常會主席，附上第 4 號文件(內容有關士氣)的補充資料(英文本)
2008-08-27	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席提議進一步舉行諮詢會議的詳情
2008-09-02	紀常會	警評會職方	<ul style="list-style-type: none"> 覆函提供進一步諮詢會議的詳情
2008-09-03	警務處處長	警評會職方	<ul style="list-style-type: none"> 警務處處長在覆函中表示在職系架構檢討事宜上支持警評會職方
2008-09-03	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，表達職方對諮詢時間不足感到失望
2008-09-08	警評會職方	警務處處長	<ul style="list-style-type: none"> 致函警務處處長，表達職方對職系架構檢討諮詢的意見
2008-09-08	警評會職方	紀常會	<ul style="list-style-type: none"> 就諮詢事宜去信紀常會主席
2008-09-09	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，提供 2008 年 9 月 6 日上午舉行的會議的摘要
2008-09-10	紀常會	警評會職方	<ul style="list-style-type: none"> 回覆警評會職方 2008 年 9 月 8 日的信件
2008-09-12	警評會職方	紀常會	<ul style="list-style-type: none"> 致函主席，提供第 2 及 3 號文件的補充資料，並附上直至高級警司級的薪酬調整要求
2008-09-16	警評會職方 (警司協會)	紀常會	<ul style="list-style-type: none"> 就首長級警務人員的薪酬調整要求去信主席
2008-09-24	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，就(擬議的)薪酬表作出澄清
2008-09-24	警評會職方	紀常會	<ul style="list-style-type: none"> 致函主席，就薪酬調整要求提供補充資料
2008-09-24	警評會職方	警務處處長	<ul style="list-style-type: none"> 就職系架構檢討事宜去信警務處處長
2008-10-03	警務處處長	警評會職方	<ul style="list-style-type: none"> 回覆職方，支持職方提出的薪酬調整要求
2008-10-06	紀常會	警評會職方	<ul style="list-style-type: none"> 回覆職方 2008 年 9 月 24 日的信件，邀請職方出席 2008 年 10 月 15 日的另一會議

2008-10-09	警評會職方 (警司協會)	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，就高級警務人員及首長級警務人員的擬議薪酬調整要求提供補充資料及作進一步的澄清
	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，同意在 2008 年 10 月 15 日會面，並提供 2008 年 9 月 9 日及 2008 年 9 月 18 日會議的摘要
2008-10-09	警評會職方	警務處處長	<ul style="list-style-type: none"> 請警務處處長就職方提出的警務人員薪酬調整要求表明其立場
2008-10-24	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，表達對職系架構檢討的諮詢過程感到失望
2008-10-24	警評會職方	紀常會	<ul style="list-style-type: none"> 致函俞宗怡女士，表達職方對范鴻齡處理職系架構檢討的表現感到失望
2008-10-24	警評會職方	范鴻齡	<ul style="list-style-type: none"> 致函范鴻齡，表達職方對其表現感到失望及要求他退位讓賢
2008-10-24	警評會職方	警務處處長	<ul style="list-style-type: none"> 感謝警務處處長的支持，請處長提供於 2008 年 10 月 13 日發給紀常會的信件的副本
2008-10-29	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會署理主席，要求他檢討整個諮詢過程，因諮詢工作成效不彰
2008-10-31	警務處處長	警評會職方	<ul style="list-style-type: none"> 回信並提供其在 2008 年 10 月 13 日發給紀常會的信件副本 (警評會職方在 2009 年 1 月 8 日曾就提供該信副本給公務員事務局局長而聯絡警務處處長)
2008-11-03	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會署理主席，要求他在 2008 年 11 月 6 日接收從警務人員收集得的職系架構檢討意見信
2008-11-06	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會署理主席，把 19,220 封在警隊「一人一信」運動中收集得的信件轉交給他
	警評會職方	紀常會	<ul style="list-style-type: none"> 把(從「一人一信」運動收集得的)信件交給紀常會主席，申明警務人員對職系架構檢討所持的立場
2008-11-06	紀常會	警評會職方	<ul style="list-style-type: none"> 回覆職方的信件(2008 年 10 月 24、29 日及 2008 年 11 月 3 日)，拒絕重新研究職方就職系架構檢討提出的關注事項，但表示可安排禮節性探訪署理主席。
2008-11-07	公務員事務局局長	警評會職方	<ul style="list-style-type: none"> 公務員事務局局長表示備悉職方的關注事項
2008-11-13	警評會職方	紀常會	<ul style="list-style-type: none"> 致函署理主席，同意出席禮節性探訪
2008-11-25	紀常會	警評會職方	<ul style="list-style-type: none"> 致函邀請職方出席 2008 年 11 月 27 日下午舉行的招待會

2008-11-27			<ul style="list-style-type: none"> 公務員事務局局長俞宗怡會見紀律部隊評議會職方及警評會職方(上午會議)，告知職方紀常會會向管理層提交職系架構檢討報告書，以及她決定公布暫緩執行需要額外財務開支的建議。 紀常會署理主席張震遠與紀律部隊評議會職方、廉政公署職方及警評會職方會面(下午會議)，簡介及派發職系架構檢討報告書。
2008-12-12	警評會職方	公務員事務局局長	<ul style="list-style-type: none"> 致函公務員事務局局長，表達職方對職系架構檢討報告書感到失望，並要求就對職系架構檢討的關注與公務員事務局局長會面。
2008-12-12	警評會職方	立法會	<ul style="list-style-type: none"> 警評會職方就訂於 2008 年 12 月 15 日舉行的會議向立法會公務員及資助機構員工事務委員會提交資料文件
2008-12-15			<ul style="list-style-type: none"> 立法會公務員及資助機構員工事務委員會討論職系架構檢討報告書
2008-12-15	公務員事務局局長	警評會職方	<ul style="list-style-type: none"> 通知警評會職方紀常會的新任委員名單
2008-12-18	公務員事務局局長	警評會職方	<ul style="list-style-type: none"> 公務員事務局局長就警評會職方 2008 年 12 月 12 日的信件作出初步回覆
2009-01-12			<ul style="list-style-type: none"> 公務員事務局局長因應警評會職方 2008 年 12 月 12 日的信件與警評會職方會面

警察評議會職方協會

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POLICE FORCE COUNCIL

STAFF ASSOCIATIONS

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POLICE HEADQUARTERS

1 ARSENAL STREET

HONG KONG

協會檔號 OUR REF: (29) IN SF (10) IN SS/C 1/12 PT.5

來件編號 YOUR REF:

25th February 2009

Miss C. Y. Yue, Denise, GBS, JP
Secretary for the Civil Service,
10/F, West Wing, Central Government Offices,
11 Ice House Street, Central
Hong Kong.

Dear Miss Yue,

Grade Structure Review
Concerns of the PFC SS

Further to our letter dated 23rd January 2009 and our comment in PFC Staff Side GSR Paper 1 and 2/PPS. We have further consulted with our members and now submit PFC Staff Side GSR Paper 2 (Revised 25th February 2009) to include the latest staff concerns and sentiment. This will also be forwarded to update the Commissioner of Police, Secretary for Security and LegCo Panel on Public Service, Chairman of SCDS on our position.

The current GSR package does not provide what is needed. We would ask for a concerted effort with all parties to amend the GSR report to get things right and do this in an expeditious manner. We are committed to genuine consultation to resolve this matter in a fair and reasonable way. The Police Force Council Staff Side awaits an opportunity for a proper dialogue with you on the issues in the GSR report and we look forward to your early arrangement.

HONG KONG

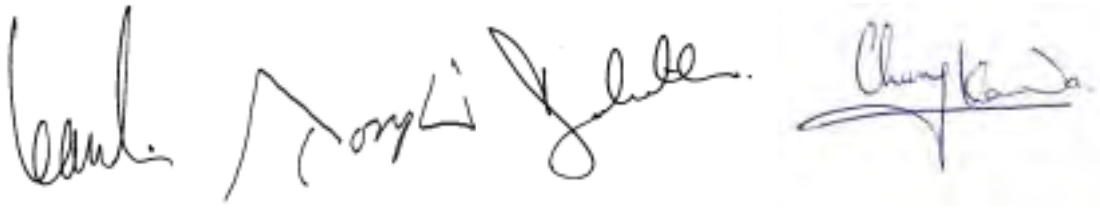
SUPERINTENDENTS'
ASSOCIATION
警司協會

POLICE INSPECTORS'
ASSOCIATION
香港警務督察協會

OVERSEAS INSPECTORS'
ASSOCIATION
海外督察協會

JUNIOR POLICE OFFICERS'
ASSOCIATION
警察員佐級協會

Yours faithfully,



Wong Chi-hung
Chairman
SPA

Liu Kit-ming
Chairman
HKPIA

David Williams
Chairman
OIA

Chung Kam-wa
Chairman
JPOA

Police Force Council
Staff Side

. Encl.

c.c. w/e

Chairman, LegCo Panel on Public Service
Secretary for Security
Chairman, SCDS
Commissioner of Police

Grade Structure Review – Police

Background

The Police Force Council Staff Side represents the majority of the serving 27,000 men and women of the Hong Kong Police from Constable to Chief Superintendent ranks. We have carefully reviewed the Reports on the Grade Structure Review (GSR), dated 27th November 2008, and actively consulted with our members. The Administration (SCS) has indicated that she maintains an 'open mind' on any of the Recommendations and she has now taken the GSR process forward with a three-month consultation period until the end of February 2009.

2. The PFC SS wrote to both SCS and LegCo Panel of Public Service on 12th December outlining our overall disappointment and dissatisfaction with the GSR Report. We are concerned about SCS comments on deferment and then the conversion and implementation arrangements for this GSR. On 12th January 2009 the Staff Side met with the Secretary for the Civil Service (SCS) and outlined to her in more detail the views and sentiment of serving Police officers.

3. We are now seeking action by SCS for improvements to SCDS recommendations in the GSR report.

Sentiment of Police Officers

4. The Hong Kong Police needs to be supported by a workable and sustainable package from the Grade Structure-Police that can be a strategy for the next six years, until the next review in 2013. It must resolve the current low morale and resolve the dispute we continue to have with the Administration on the deficiencies in incremental structure of the Police ranks. It is vital that Honourable Members appreciate that this is not a “pay rise”. It is supposed to be a structural review of the Police Pay Scale, the first such review in 20 years.

5. We find the GSR Report on the Police in its present form to be unacceptable. The Report publication only serves to exacerbate the depth of negative feeling within our ranks at this time. We have been waiting for a proper review for over twenty years. We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and excelled to meet efficiency targets and savings these past years.

6. Our Staff Side position is that there is no simple answer for acceptance or rejection of the GSR report recommendations. The GSR report is not an effective package, being too superficial and lacking of clarity as to what Standing Committee on Disciplined Services Salaries and Conditions of Service, SCDS, was thinking and how the GSR can implement a proper incremental career structure for the HKP in the coming years.

7. The Report does not live up to its claims to be pragmatic, providing best judgment for having considered all relevant factors. The Report does not provide sufficient relief to the current deficiencies in the incremental structure of the Police compared to our complex role and responsibilities, both job factors and our special job factors. It fails to provide sufficient logic and rationale for the adjustments or the SCDS findings on the Police Grade Structure. It fails to appreciate the requirement for best calibre of staff within our organisation as is already required by Force management and the high demands being placed on staff and distinguish the Police within the civil service. It prefers to recommend pursuit of a damaging course towards mediocrity recommending a Police service staffed by **only suitable calibre staff on sufficient remuneration**. The Report if acted upon in its present form would be a retrograde step for professionalism in the Hong Kong Police.

8. Police Officers are sorely disappointed and understandably very angry about the gap between the SCDS recommendations and the advice and comments made by both Force Management and Staff Side submissions to the SCDS on a proper career structure in the Hong Kong Police. The staff side submissions in the GSR process, since November 2007, are summarised in **Annex 'A'**. We have provided this bundle of documents to the SCS for her careful review of the issues. We also understand that the Commissioner of Police will provide to SCS the force management submission to SCDS,

including a summary letter of the issues raised in a letter from the Commissioner of Police to SCDS Chairman on 13th October 2008.

9. The Report recommendations have raised serious concerns with us about the context of the deliberations by the members of the Standing Committee on Disciplined Services Salaries and Conditions of Service (SCDS). It appears the SCDS has taken the macro environment of current financial upheavals, as they see it, to limit their thinking and approach in this GSR. The GSR Report quality has been adversely impacted and as it stands the Report can offer not more than a one-year approach. The SCDS is fully aware that staff have now waited for 20 years for this GSR and the long gap has heightened expectations on the GSR. SCDS has failed to meet satisfactorily those expectations to provide a way forward for the six year gap they recommend before carrying out the next review (**Recommendation 3.15**). The Report will, if pursued without necessary clarifications and adjustment, result in inequities and cause all the issues and deficiencies to require being revisited once again in less than 12 months time. It will also be divisive and cause ill feeling between certain ranks.

10. The recommendations have failed to outline a package of measures that can support the effectiveness of the Police in the coming years, say 3 to 6 years. We are still seeking a fair and reasonable outcome.

GSR Report – Way Forward for the Career Structure

11. There are things in the report that are in the right direction, things that do not go far enough if the recommendations are really going to operate for the next 6 years and then there are things that are simply not properly addressed. Overall the GSR report falls short of what is needed in a number of areas and this now needs a concerted effort by SCS, Force Management and Staff Side to get things right. We seek clarifications and improvements to career structure and the recommendations by SCDS in a number of areas:

Regular Grade Structure Reviews

12. SCDS has recommended a regular Grade Structure Review in future. (**Recommendation 3.15**). As the CE-in-Council has endorsed an improved civil service pay adjustment mechanism including the conduct of annual pay trend surveys (PTS) and a Pay level Survey (PLS) every six years for the civilian grades, it is appropriate to adjust this mechanism to formalise

arrangement for a GSR for the Police in place of the PLS. It is therefore agreed by staff that it is reasonable to conduct a GSR as a regular review of career structure every six years, next in 2013 and adjust Police Pay in line with market indicators and the economy with reference to appropriate PTI in the Annual Pay trend Survey Report. The recommendations for Police in this GSR therefore need to stand the test of being able to support an effective career structure for the next six years.

Motivational Increments - PC/SPC

13. The SCDS have agreed with both Management and Staff Side that there is a need for improvements to career motivation to underpin the experience and morale of mid-career rank and file frontline Police Officers (**Recommendation 8.3**). The mid-career runs from the 12th to 25th year of service. The introductions of both an early advancement to SPC and service increments (LSI) are supported. For constable the 30th year increment recommended by SCDS does not provide any real benefit to career structure and the staff side recommends SCDS recommendation need to be adjusted as follows;

- ◆ LSIs are granted at four yearly intervals from the completion of 12th year of service. (i.e. 12th, 16th, 20th and 24th)
- ◆ LSIs are granted based on service criteria, subject to existing performance and conduct criteria.
- ◆ Passing of SGT Promotion Examination with credit/great credit could be used for early advancement to SPC on same increment as the 12th year LSI. This can provide motivation for officers with less than 12 years of service but with professional examination credit or higher to gain an increment equivalent to the 12th year LSI and SPC status.
- ◆ Normal advancement to SPC is currently at 18 years of service and this can be adjusted, as necessary to fit with the new LSIs, say at the 16th year.
- ◆ Long service medals are unaffected by these arrangements and operate by separate mechanisms as awards at 18, 25, 30 and 33 years rather than part of career progression that is met by LSIs.

Increments and broad comparability

14. SCDS (**Recommendation 8.4**) has failed to meet expectations in properly defining the basis for the police incremental scale. Frontline police

officers need to understand the basis and value of their incremental scale and reference themselves with broad comparability to the civil service general grade with consideration for the special factors in policing, working shifts, hardships and longer working hours. (48-hour working week compared to 44 hours in the civilian grades). The civil service general grades incremental scales were effectively examined in the PLS in 2006 against the Hong Kong market and confirmed by CE in Council. This GSR disappoints as it fails to properly address the comparability and special factors for police officers. The Staff Side considers SCDS recommendations in this GSR *first* need to be clarified with broad comparability;

- ◆ PC having broad comparability to ACO: \$24,729 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance after adjustment. Increment disadvantage in relation to civilian grades be rectified with PC maximum increment be raised by one further increment.
- ◆ SGT having broad comparability to CO: \$32,447 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance). Increment disadvantage in relation to civilian grades be rectified with Sgt maximum increment be raised from PPS 23 as recommended by SCDS to PPS 26 by a further three increments.
- ◆ SSGT having broad comparability to SCO \$42,080 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance. Increment disadvantage in relation to civilian grades be rectified with SSgt maximum increment be raised by one further increment point.

Secondly the enormous weight of special factors, which has not been adequately addressed in the above comparison, needs to be given sufficient examination and be taken into consideration.

Provide sufficient recognition for experience at SGT rank

15. The SGT rank is integral to the supervision and mentorship to assure the quality of policing in the frontline. The career (LOS and Age profile) of SGT means that some 70% will not progress further to SSGT rank in their

police careers. The GSR report falls short when it comes to looking at the SGT incremental scale. There is a need to maintain sufficient differential between maximum increment of PC, SGT and SSGT. Put simply it seems that SCDS has not provided sufficient examination of the increment range for career SGT, possibly as they may have misunderstood that SGT rank is a through scale rank between PC and SSGT, which is not the case. On the other hand SCDS may have simply focused on giving one point to SGT rank in other disciplined services and they treated the Police SGT rank in the same way without noticing the disadvantageous position that has then resulted. SCDS needs to approach the task examining the position of each disciplined service according to its own merit. The organisational factors of career progression means a police officers career is limited by retirement aged 55 and limited vacancies at SSGT. It is necessary to recognize and motivate the Sgt rank and the maximum increment should be extended by three increments to around \$32,000 (i.e. midpoint between the maximum increment of SSGT (PPS 31: \$40,900) and PC (PPS 15: \$23,805), to be set at PPS 26 (\$32,255).

- ◆ If SSGT's increment can be enhanced to PPS 32 as proposed in para 14, SGT's increment should be enhanced to PPS 27 (\$33,720) with SSGT minimum increment be increased to PPS 25 (\$31,285)]

Incremental Scale – address disadvantages and redundant PPS

16. SCDS has simply not addressed the inequities and poor management of the career structure by allowing the uneven increment scale at various ranks to persist. The increment size for JPO's, except for a few increments overlapped SSGT and IP, ranges 2.34-3.47%. The increment steps are less than those existing in the Master pay scales MPS in JPO pay ranges where the increments are double at 4.57-6.24%. The Officer cadre increment range is uneven at 3.1-5.26%, with most below 4%. In the MPS the range is mostly above 4% at 3.58-4.73%. This situation of lower increments for the PPS is unreasonable and within the PPS it is divisive between ranks in the police force to have an uneven pattern. The Staff Side recognizes that annual pay adjustments, rounding calculation mechanisms over twenty years have led to distortions and a lack of rationale on the incremental steps in the PPS. It is timely with each GSR (every six years) to rationalize police increments at a standardized % as follows:

- ◆ Increment size should be standardised to 4% PC to SSP

17. The SCDS recommendations (**Recommendation 8.1 and 8.2**) do recognize there are redundant increments and a need to set the minimum entry requirement for PC to five passes in HKCEE. Staff Side considers the current PPS can be simply rectified by renumbering;

- ◆ PPS 1, 1a and PPS 2 are removed.
- ◆ PPS 3 – 54a as recommended by SCDS be re-numbered as PPS 1 - 53

Officer Cadre (IP to SSP)

18. SCDS (**Recommendation 8.6**) has taken an over simplistic approach to the roles and responsibilities to ranks in the various disciplined services. The ‘averaging approach’, which is acceptable for the various posts and responsibilities within a rank of a single department, is not a valid approach for SCDS to take for jobs in the various disciplined services or to increments in the MPS. The officer cadre of the Police Force should not be directly comparable to these ranks and we strongly oppose the limited thinking of the view expressed by the SCDS (**Paragraph 1.18 (b)**). The command role and special factors of policing need to be given due recognition as was outlined in police staff side submission to SCDS. The Staff Side considers this needs to be recognized by a number of additional increments, say 3 or more. The Special factors in policing involve:

- Position and role of HKP in Hong Kong (agency of first and last resort)
- Professional knowledge for policing and law enforcement
- Risk and hardships faced
- Discipline and accountability
- Restrictions on personal life and disruption by irregular work schedules and call out
- Organisational factors (secondary duties, incident command, readiness and contingency planning)

19. In providing a way forward for this GSR (over the next 6 years) to recognize the uniquely applicable factors for command responsibility in the Police Force it would be acceptable as an interim arrangement to set the maximum increment in each rank IP to SSP so that

- ◆ Police ranks have **at least** one additional increment over the equivalent

named rank in the general disciplined services.

Inspector – IP and SIP

20. SCDS has sought to arbitrarily raise a proposal in this GSR to change the existing arrangement for a through-scale for increments at IP-SIP rank (**Recommendation 8.5**). The proposal although intended only to apply to new recruits would require an IP to qualify by professional examination rather than by service and experience to attain the top incremental points with pay equivalent to SIP. This proposal would cut the four incremental points from the IP scale for those unable to attain professional qualification for advancement to SIP. For a very long time IP and SIP have been considered one combined establishment where both IP and SIP do interchangeable posts and the same work, duties and responsibility. This proposal by SCDS, understood to provide greater professionalism and motivation for IP to SIP needs to be better understood to assure effective incremental systems both at IP and SIP. The proposal needs further refinement to and could be pursued on the basis of:

- IP and SIP remains a combined establishment
- Implementation of requirement for examination to progress to SIP is applied to new recruits through a grandfathering principle
- SIP scale is improved to provide sufficient increments to fit the service profiles, experience of staff in that level extending the incremental scale by two points.

Directorate – Increments

21. Policing is a career where the Directorate police officers are career professionals who reach these ranks at the later part of their career. The ability to earn increments is limited by retirement from service at age 55 or 57 (SACP and above), as opposed to Directorate General grade whose retirement age is 60. Directorate officer increments, with a scale of increments at 0,2,4,6 years, means many Directorate (Police) will not attain the increments in their rank before retirement. The suggestion by SCDS for the introduction of the maximum increment at 6 years is a disadvantage over the current maximum increment, which is achieved in year 5. By contrast the career structure is a better fit for the Directorate (Administrative Grade) who as early career personnel can progress through D1 to D3 with increments over 5 or 6 years in each rank. There is not a one fits all solution.

Incremental steps should be adjusted to remove inequities and recognize the different career structures with three options as follows:

- ◆ Maintain the status quo for maximum increment at year 5 for all grades with increments be granted every two years i.e. 0,1,3,5, or
- ◆ Increments be granted on the basis of 0,2,3 and 4 years, or
- ◆ Increments be granted on annual basis for police ranks CSP – SACP

Directorate Increment and comparability to civilian grades

22. SCDS views for the Directorate ranks (Chapter 11.6) simply do not work to fit the existing career progression and fail to recognize the changes and increase in special factors in policing. The Directorate ranks in the police senior command may have broadly comparable policy and management responsibilities either equivalent to or more complex than their civilian and disciplined service colleagues in other departments and bureaux. These responsibilities are then augmented by special factors applying to Police officers and their role as commanders, which must be met by an incremental scale where there is clearly defined increment lead or advantage. What is unique to Police commanders is their additional major incident and operational command responsibilities. To maintain the efficiency of the police command ranks, it is necessary to assure some increment advantage over other Directorate posts in the civil service as follows:

- ◆ Consideration given to special factors in policing and command as well as management function similar to other grades / ranks in the Civil Service – providing increment advantage.
- ◆ SACP and ACP need to lead others by 3% of increment.
- ◆ The increment lead for CSP needs to be increased from 3% to 5%.

Morale

23. SCDS has failed to put sufficient emphasis and explore in sufficient depth the poor state of morale in the police force towards the administration as an employer, whilst force members patiently and conscientiously continue to function with pride and a good sense of duty and care towards the community. The Staff Side continues to act in good faith in anticipation of a fair and reasonable outcome, however staff are feeling their efforts are being simply being taken for granted.

24. On December 6th the 2008 Fight Crime Conference sought to make Hong Kong a safe and harmonious home with a focus on law and issues including youth crime and youth drug abuse, domestic violence, quick cash crime, fraud, burglary, home security and commercial crime. Hong Kong needs a disciplined and well motivated, professional Police Service where staff are not continually worrying about their remuneration and incremental scale in their career.

25. Submissions have been made on the poor state of morale by Staff Side **(Police Staff Side Paper 4 on 2008-03-03 and supplementary letter dated 2008-08-26)** and are supported by the Staff Opinion Surveys in 2004 and 2007 where low morale was indicated by overall low rates of satisfaction by less than 40% of the Police Force. (The two study methodologies in 2004 and 2007 were slightly different but they were consistent in showing exceptionally low morale. There were only 28.8% of respondents in 2004 and 37.1% in 2007 satisfied with staff morale.) This points to the need for very careful consideration of the morale of our Police service. SCS needs to consider the immediate need for a positive impact to raise the morale of Police Force and provide an effective career structure for the Police Force that can last until 2013. The completion of the GSR in 2008/9 needs to address openly and take action on the reservations highlighted in this paper by the Staff Side. The downgrading the Force with the ‘suitable calibre with sufficient remuneration’ and a one solution fits all approach in this GSR by SCDS risks a further deterioration in morale and consequently the effectiveness of the Hong Kong Police. Force Management has provided two information papers on the Staff Opinion Survey 2004 and 2007. The staff morale issue was highlighted as ‘staff remuneration’ in 2004 and ‘salary’ in 2007 as the major contributory factors for low morale. The sentiment of Staff has been subject to a force-wide consultation and is the hot topic of discussion with the Staff Side Regional representatives and in all staff relation’s contacts and reports. A Summary of staff sentiment comments on the GSR is at Annex ‘B’.

Hours of work

26. SCDS has not properly addressed the issues relating to hours of work and should not arbitrarily impose a set of conditions on the Police for any future consideration of a reduction of working hours. Police work is

recognized as being stressful and the Commissioner of Police needs to balance operational effectiveness, work-life balance in police careers. As deployments, tactics and police operations change, there may be a case to allow a reduction in working hours without a reduction in service. Between 1998 and 2001, the Police trialled a reduction in working hours from 51 to 48 hours. This GSR and SCDS should not impose any restriction on the Commissioner of Police from considering and embarking on any trial that can reduce working hours below 48 hours. Police work is most stressful and physically demanding. Conditioned hours should be further reduced to 44 hours per week (CSD: 49, C&E: 51, FSD: 54, IMM: 44). The staff side considers that immediately following this GSR there should be a detailed study on the way forward to enable a reduction in working hours to 44 hours per week. When recommendations are available the matter should again be brought before the SCDS for the earliest possible implementation and this matter should not need to wait until the next GSR in 2012.

Medical Services – supporting the frontline

27. SCDS did make a good observation on the lack of proper medical support, particularly to our officers who are injured on duty as an issue that needs the immediate action of SCS. The issue is how to provide effective and better treatment and support to our colleagues. (Some 1200 are injured on duty each year of which 700 are injured in arrest or similar action.) This issue has been dragging on far too long and needs SCS's action to resolve as a matter of priority. SCDS interim measures for priority in public hospitals and clinics or arranging tailor-made group medical insurance coverage to underwrite medical treatment for police officers are pragmatic solutions. The Staff Side looks forward to specific solutions and the earliest improvement in this area for the Police. We will need SCDS's review of the progress in the next 12 months.

Conversion and Implementation

28. Clarifications are needed on conversion and implementation dates. This is a matter of concern to all staff and particularly staff on maximum increment for some years and those retirees in 2008/9. The GSR report has been completed on 27th November 2008 and following clarifications and revisions should be implemented in financial year 2008/9. Should there be any deferral to some future date when there is a 'steady state' in the local economy it would be fair and reasonable to implement retrospectively to the

Report issue date.

29. The conversion arrangements for a revised police incremental structure (PPS) must recognize the SCDS objective of their recommendations impacting on the careers of over 80% of staff on the implementation date. Staff would move to the new PPS on the implementation date and then progress to further increments on their next or future increment dates.

Financial Implications

30. We believe the Administration has the fundamental fiscal stability to implement the GSR for the Police and make a proper investment in PEOPLE as well as infrastructure and other programmes. Government resources and spending continues on new infrastructure, buildings, and new directorate civilian posts. The infrastructure of police careers is equally important to the security and stability of Hong Kong. There has been a long delay since the last review (Rennie Review in 1988) and the cycle of review and implementation of more appropriate career structures should be allowed to progress. The Administration (SCS) can work closely with the Commissioner of Police to determine the extent and source of funding required in this GSR in the current climate.

31. On 27th November 2008, SCS indicated that she would propose to initially defer implementation of recommendations with financial implications until the local economy achieves a 'steady state'. This is regrettable as SCS made this unilateral decision before the GSR report was published and before genuine consultation with Staff. We fully understand the concerns in the local economy and can appreciate background for caution. We seek the implementation of the GSR as soon as is practicable.

Police Force Council Staff Side
February 2009 (Revised)

PFC Staff Side – Summary
(GSR – Police from Nov 2007 – Feb 2009)

Date of submission	From	To	Details
2007 Nov			<ul style="list-style-type: none"> ● LegCo Panel on Public Service – Grade Structure Reviews LC Paper No. CB(1)206/07-08(03)
2007-11-19	SCDS	PFC SS	<ul style="list-style-type: none"> ● Letter to SS, invite SSs to attend kick-start briefing on 2007-11-23
2007-12-05	PFC SS	SCDS	<ul style="list-style-type: none"> ● Letter to Chairman, welcoming the kicking off of GSR
2007-12-14	SCDS	PFC SS	<ul style="list-style-type: none"> ● Letter to SS, giving membership of SCDS 2008
2007-12-21	SCDS	PFC SS	<ul style="list-style-type: none"> ● Reply letter and invite SS's views on GSR
2008-02-01	SCDS	PFC SS	<ul style="list-style-type: none"> ● Letter to SS, stating that the SCDS would consider proposals relating to entry qualifications
2008-03-03	PFC SS	SCDS	<ul style="list-style-type: none"> ● Letter to Chairman SCDS with summary on PFC SS recommendations (Chi & Eng) ● PFC SS Submission for GSR Paper 1 (Chi & Eng) ● PFC SS Submission for GSR Paper 2 (Chi & Eng) ● PFC SS Submission for GSR Paper 3 (Chi & Eng) ● PFC SS Submission for GSR Paper 4 (Chi & Eng)
2008-03-18	PFC SS	SCDS	<ul style="list-style-type: none"> ● Letter to the Chairman SCDS, stating the SS's expectations on the GSR
2008-06-30	PFC SS	SCDS	<ul style="list-style-type: none"> ● Letter to Chairman SCDS with supplementary on Paper 1 (Chi & Eng)
2008-07-09	SCDS	PFC SS	<ul style="list-style-type: none"> ● Letter giving deadline for submission set as 2008-07-18
2008-07-11	SCDS	PFC SS	<ul style="list-style-type: none"> ● Invite PFC SS to attend informal meeting on 2008-08-26
2008-07-17	PFC SS PFC SS (SPA)	SCDS SCDS	<ul style="list-style-type: none"> ● Letter to Chairman SCDS on submission of Paper 5 (Chi & Eng) ● PFC SS Submission for GSR Paper 5 (Chi & Eng) ● Letter to Chairman SCDS on submission of Paper 6 (Chi & Eng) ● PFC SS Submission for GSR Paper 6 (Chi & Eng)
2008-07-24	PFC SS	SCDS	<ul style="list-style-type: none"> ● Letter to Chairman SCDS, asking for more consultation sessions (Chi & Eng)
2008-07-29	SCDS	PFC SS	<ul style="list-style-type: none"> ● Reply letter decline further meeting before 2008-08-26 (Chi & Eng)
2008-08-14	PFC SS	SCDS	<ul style="list-style-type: none"> ● Letter to Chairman SCDS, reiterate the need for more consultation sessions (Eng)
2008-08-21	SCDS	PFC SS	<ul style="list-style-type: none"> ● Reply letter decline further consultation meeting (Eng)

2008-08-25	PFC SS	CP	<ul style="list-style-type: none"> Letter to CP, giving views from PFC SS giving SS's disappointment on SCDS (Eng)
2008-08-26	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS with supplementary on Paper 2 & 3 (Eng) Letter to Chairman SCDS with supplementary on Paper 4 (Morale) (Eng)
2008-08-27	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, propose details of further consultation sessions
2008-09-02	SCDS	PFC SS	<ul style="list-style-type: none"> Reply letter, giving details of further consultation sessions
2008-09-03	CP	PFC SS	<ul style="list-style-type: none"> CP's reply letter, giving support to PFC SS on GSR issues
2008-09-03	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving disappointment from the SS on insufficient consultation hours
2008-09-08	PFC SS	CP	<ul style="list-style-type: none"> Letter to CP giving SS's views on GSR consultation
2008-09-08	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS on consultation matters
2008-09-09	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving summary of meeting held on 2008-09-06 am
2008-09-10	SCDS	PFC SS	<ul style="list-style-type: none"> Reply on PFC SS's letter on 2008-09-08
2008-09-12	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman, supplementary to Paper 2 & 3, plus Pay Claim up to SSP
2008-09-16	PFC SS (SPA)	SCDS	<ul style="list-style-type: none"> Letter to Chairman on Directorate Pay Claim
2008-09-24	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving clarifications on the Pay Chart (proposed)
2008-09-24	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman, giving supplementary information on Pay Claim
2008-09-24	PFC SS	CP	<ul style="list-style-type: none"> Letter to CP on GSR issues
2008-10-03	CP	PFC SS	<ul style="list-style-type: none"> Reply to SS, support on SS's Pay Claim
2008-10-06	SCDS	PFC SS	<ul style="list-style-type: none"> Reply on letters dated 2008-09-24, invite SS to attend another meeting on 2008-10-15
2008-10-09	PFC SS (SPA)	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving supplementary information & further clarification on proposed Pay claim for Senior Police officers and Directorate
	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, agree to meet on 2008-10-15 and giving summaries of meetings held on 2008-09-09 & 2008-09-18
2008-10-09	PFC SS	CP	<ul style="list-style-type: none"> Asking CP about his stand on Police SS's Pay Claim
2008-10-24	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Chairman SCDS, giving disappointment on the consultation process of GSR
2008-10-24	PFC SS	SCS	<ul style="list-style-type: none"> Letter to Ms Denise YUE, giving SS's disappointment on Henry FAN's performance in the GSR
2008-10-24	PFC SS	Henry FAN	<ul style="list-style-type: none"> Letter to Henry FAN, giving disappointment from the SS on his performance and asked him to step aside

2008-10-24	PFC SS	CP	<ul style="list-style-type: none"> Thanks CP for his support, asked for a copy of his letter to SCDS issued on 2008-10-13
2008-10-29	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to the Acting Chairman SCDS, asked him to review the whole process due to the failure in consultations.
2008-10-31	CP	PFC SS	<ul style="list-style-type: none"> Reply & gives copy of his letter (letter to SCDS dated 2008-10-13) to PFC SS. <p>(PFC SS has approached CP on 8th January 2009 to release copy of letter to SCS)</p>
2008-11-03	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Atg Chairman SCDS, asking him to receive the letters collected from police officers on their comment on GSR on 2008-11-06
2008-11-06	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Atg Chairman SCDS, handing over of 19,220 letters collected in the letter campaign of the Force
	PFC SS	SCDS	<ul style="list-style-type: none"> Letters (collected in the letter campaign) to SCDS Chairman, giving stands of police officers on GSR
2008-11-06	SCDS	PFC SS	<ul style="list-style-type: none"> Reply to SS's letters (2008-10-24,29 & 2008-11-03) decline to re-visit SS's points of concern in GSR, but could arrange courtesy visit to Atg Chairman
2008-11-07	SCS	PFC SS	<ul style="list-style-type: none"> SCS claimed that SS's concern is noted
2008-11-13	PFC SS	SCDS	<ul style="list-style-type: none"> Letter to Atg Chairman, agree to attend courtesy visit
2008-11-25	SCDS	PFC SS	<ul style="list-style-type: none"> Letter to invite SS to a reception on 2008-11-27 pm
2008-11-27			<ul style="list-style-type: none"> Denise YUE, SCS met SSs of DSCC & PFC (am session), telling the SSs that SCDS would submit the GSR reports to the Mgt and she decided to announce deferment in implementation of recommendations which required additional financial input.
	SCS	PFC SS	<ul style="list-style-type: none"> Barry CHEUNG, Atg Chairman SCDS, met SSs of DSCC, ICAC & PFC (pm session) briefed and distributed the GSR reports. SCS invited SS to give comment on the report and the deadline for comment submission is at 28 Feb 2009.
2008-12-12	PFC SS	SCS	<ul style="list-style-type: none"> Letter to SCS, giving SS's disappointment on the GSR Report and ask for meeting with SCS on GSR concerns
2008-12-12	PFC SS	LegCo	<ul style="list-style-type: none"> PFC SS submitted paper to the LegCo Panel on Public Service for their information in the meeting scheduled on 2008-12-15
2008-12-15			<ul style="list-style-type: none"> LegCo Panel on Public Service meeting discussed the Reports on GSR
2008-12-15	SCS	PFC SS	<ul style="list-style-type: none"> Informed PFC SS on the new membership of SCDS
2008-12-17	CP	All	<ul style="list-style-type: none"> Force Management commenced the Force-wide Consultation on SCDS's GSR report.
2008-12-18	SCS	PFC SS	<ul style="list-style-type: none"> Interim reply from SCS in response to PFC SS's letter of 2008-12-12

2009-01-08	PFC SS	CP	<ul style="list-style-type: none"> ● PFC SS seeking endorsement from CP to use the content of his letter to SCDS dated 2008-10-13 on GSR, in meetings and consultations in relation to the GSR.
2009-01-12			<ul style="list-style-type: none"> ● SCS met PFC SS in response to PFC SS's letter of 2008-12-12
2009-01-12	PFC SS	SCS	<ul style="list-style-type: none"> ● PFC SS provided SCS with a list of information and the bundle of documents that relevant to the discussion between PFC SS & SCDS on GSR.
2009-01-13	CP	PFC SS	<ul style="list-style-type: none"> ● CP agreed to forward a copy of the letter (dated 2008-10-13 to Chairman of SCDS) to SCS for her information.
2009-01-13	PFC SS	SCDS	<ul style="list-style-type: none"> ● PFC SS letter to the new Chairman of SCDS, Mr. Barry Cheung, asking for a meeting on GSR.
2009-01-16	PFC SS	LegCo	<ul style="list-style-type: none"> ● PFC SS submitted the second paper (PFC SS GSR Paper 2) to LegCo Panel on Public Service
2009-01-19			<ul style="list-style-type: none"> ● PFC SS attended the meeting of the Panel on Public Service and gave PFC SS's comments in the meeting
2009-01-21	PFC SS	SCDS	<ul style="list-style-type: none"> ● PFC SS letter to Mr. Barry Cheung, Chairman SCDS again, asking for a meeting on GSR.
2009-01-22	SCDS	PFC SS	<ul style="list-style-type: none"> ● Reply letter from JSSCS on behalf of SCDS, claiming will arrange meeting with the Staff Sides.
2009-01-23	PFC SS	SCS	<ul style="list-style-type: none"> ● PFC SS asking for the commencement of a proper dialogue between SCS & PFC SS on GSR before end of consultation period, i.e. 2009-02-08
2009-01-23	PFC SS	S for S	<ul style="list-style-type: none"> ● PFC SS letter to S for S, telling him the real picture of staff morale & staffs' expectations on GSR, and asking for a meeting to Mr. LEE himself.
2009-02-02	PFC SS	18 DFCCs	<ul style="list-style-type: none"> ● PFC SS letters to the Chairmen of the 18 DFCCs, attached the PFC SS GSR Papers 1 & 2 (i.e. the two submitted to the LegCo Panel on Public Service), telling them the real picture of the existing difficulties that the Force is facing, and asking them to give their comment on GSR to the Gov't.
2009-02-05			<ul style="list-style-type: none"> ● PFC SS meeting CP, with Ms Chang King-yiu (Permanent Secretary for Security) sit-in upon her request.
2009-02-06	PFC SS	SCCS	<ul style="list-style-type: none"> ● PFC SS letter to Mr. Nicky LO, the Chairman of the Standing Commission on Civil Service Salaries and Condition of Service, asked him on the Starting Salaries Survey 2009.
2009-02-10	PFC SS	SCDS	<ul style="list-style-type: none"> ● PFC SS letter to Barry Cheung, Chairman SCDS, proposing to meet on 2009-02-19
2009-02-11	SCDS	PFC SS	<ul style="list-style-type: none"> ● JSSCS on behalf of SCDS insisted to have meeting with PFC SS on 2009-02-17.

2009-02-12	PFC SS	FS	● PFC SS's letter to FS, giving PFC SS's comment on the Budget 2009
2009-02-12	PFC SS	S for S	● PFC SS letter to S for S, asking for a meeting with him personally.
2009-02-12	SCDS	PFC SS	● SCDS agreed to meet PFC SS on 2009-02-26 am
2009-02-12	TW DFCC	PFC SS	● Chairman of Tsuen Wan DFCC replied PFC SS, giving his support to the stand and comment from the Police Officers on GSR.
2009-02-13	SCCS	PFC SS	● Reply letter from SCCS on Starting Salaries Survey 2009.
2009-02-18	S for S	PFC SS	● Reply letter from S for S, opined that Ms CHANG, the Permanent Secretary for Security had met the PFC SS, i.e. did not propose to have further meeting. with the Staff Side and referred GSR concerns for SCS's action.

PFC Staff Side – Summary
(Staff Sentiment during the GSR consultation period)

Our staff association regional representatives have consulted widely amongst staff gathering feedback from Police Districts and Major Formations. The force management has also gathered comments through monthly staff relation's reports and their own consultation process. The GSR and the structure of the PPS remains a hotly discussed topic, one that is uppermost on the minds of our officers. There are areas of the GSR report that are on track, areas that need to be improved and areas that are lacking explanation or where things are simply not covered.

'Most JPO's are dissatisfied that the GSR process has taken so long whilst they have suffered a great deal.... SCDS has failed to properly define the basis for the police incremental scale. Frontline police officers need to understand the basis and value of their incremental scale.' Kowloon East

Constable rank suffers the long-standing problem of unfavourable career progression. This situation puts our officers in a disadvantageous position in comparison to other disciplined services in particular CSD and Immigration who enjoy more favourable progression. There is generally good support and sentiment for the recommendations for improving the number of LSI for mid-career constables, although there is comment on how does this realistically recognise police professionalism, distinct from the other disciplined services. Also the implementation arrangements need a better fit with the actual career profile for this rank.

'The recommendations of raising the maximum pay and enhancing the number of Long Service increment (LSI) from two to four are fully supported. Officers consider the LSIs for completion of the 30th year are too long and not suitable for officers who join the Force after 25 years of age.' – Crime Wing

'Most PC/SPC are happy with the recommended percentage of pay improvement. The introduction of early advancement and service increments are welcomed for improvements to career motivation to underpin the experience and morale of mid-career frontline Police Officers. But the mid-career should run from the 12th to 25th year of service.' - New Territories North

Frankly many officers feel the whole process to update the police career structure has taken too long and they are most disappointed at the work of the Secretariat and then the result and findings of the SCDS. There is insufficient detail in the report to distinguish the work of the various disciplined services and this is hard to understand when so much information and detail was provided in the case of the Police.

‘Officers are generally not satisfied with the GSR report, as many recommendations are too superficial and indistinct’ – Security Wing

‘There are substantial gaps between the recommendations made by the SCDS and the submissions made by the Force management. The report is regarded as simplistic and shallow and has failed to address the key problems of the police pay structure and recognize the special factors of police work and considerable changes these past years.’ – New Territories North

‘In para 3. The executive summary (on the GSR process) it is stated that the SCDS had endeavoured to provide adequate opportunities for the management and staff to express their views.However grand this may appear the fact that there was limited dialogue in the consultation process is disappointing. Such a review, being one, which was commissioned 20 years since the last one, would naturally call for its members to adopt a proactive and inquisitive attitude throughout the process. But as it turned out, it has inevitably led one to believe that the SCDS has only resorted to reviewing the findings of previous reviews, paying little heed to well supported submissions’. - Police College

‘There was overwhelming sentiment that SCDS had taken a simplistic if not minimalist approach to the GSR of the Force...There was a feeling that the recommendations presented short-term answers only to the problem and were insufficiently forward-looking and at present represented a wasted opportunity to undertake a meaningful review of the pay structure and of other matters of central relevance to the Force’ – Hong Kong Island

‘The outcome of the GSR on Police are disappointing. The lack of enhancement to pay relativities over other disciplined services is most discouraging’ – Operations Wing

Many police officers simply feel they are being taken for granted. The scope of police duties is broad and this is not shared by other disciplined services. It was inappropriate for the GSR report to take the distinct and unique work of the police force (**Chapter 2.11 paragraph c**) and represent these as some responsibilities of all the disciplined services. The SCDS needs to appreciate and properly distinguish the roles and responsibilities of each disciplined service

and the unique role of the police force separate from the various services but part of the civil service as a whole.

‘Officers consider that in order to reflect the rising challenges and difficulties encountered by police, the pay advantage over other disciplined services is justifiable. The report and its recommended pay scale have failed to fully recognize the special factors of the Force’. – Crime Wing

‘The outcome of the review is disappointing in that it fails to give the proper degree of recognition to the Force’s expanded scope of duties and workload. Although it recommends increasing maximum pay points at various ranks, the fact that other Disciplined Services are receiving similar increases tends to suggest that the SCDS is seeking to pacify calls from all seven Departments for pay increases rather than adopting an impartial and objective attitude in tackling the review’ – Police College.

‘Officers are happy the SCDS has recommended a regular Grade Structure Review in order to rationalise our police grade structure and avoid present distortions situation. Officers are disappointed and angry at the gap between the SCDS recommendations and the Force management and Staff Side submissions. They understand the SCDS submitted the very limited report after awareness of the coming of so-called financial tsunamiThe report content and recommendations have failed to provide a package of effective measures to ease the low morale.’ – New Territories North

The generalisations that are in the SCDS GSR report when outlining inherent characteristics of the Disciplined Services (**Chapter 2.10**) make the mistake to take things as a whole. This is wrong and unacceptable to Police and needs a more detailed examination of each disciplined service. Not all disciplined services have all these inherent characteristics and certainly not to the same level. **A weighting system to fairly and properly distinguish the various disciplined services is needed.** It is the Police Force alone that has the ‘special factors in policing’ in terms of its role in replacing the military since 1997 and its Position and role of HKP in Hong Kong (agency of first and last resort), the breadth of professional knowledge required for policing and law enforcement and Organisational factors (secondary duties, incident command, readiness and contingency planning). The Police when compared to other services has, as a whole, a higher level of overall risk and hardship, more developed practices in discipline and accountability and greater restrictions on personal life. There is greater likelihood of disruption by irregular work schedules and call out than in other services.

'It is clear from the GSR Report that the SCDS has given no consideration to the uniqueness of Police Work. It is suggested that many important elements should be taken into consideration including the professional knowledge, special training, hardship, stress, inherent danger, restriction of rights and freedom available to the general members of public and even other government servants, the strict discipline required of the Police and most importantly the high expectation from the public to maintain stability and safety of Hong Kong. Some officers suggest listing out all kinds of duty related allowances and the amounts which are already incorporated in their basic salary since the Rennie's Review for the purpose of fair comparison with other disciplined services'

– Kowloon West

The pay component for “special factors” needs to be properly considered. The GSR recommendations provide inadequate pay relativities with other Disciplined Services and civilian grades. SCDS comments and thinking is inconsistent and not well laid out in the GSR report. **(Chapter 8.22 to 8.25)**. On the one hand SCDS accepts the force (some 80 % of whom are JPO's) is unique in many ways but then goes onto make a case to show the restrictions on police officers (all ranks) are no different from Administrative, Information and other senior ranks, which form only a small part of the 400 civil service grades. Put in perspective restrictions on JPOs are being acquainted with senior government posts and so Police JPOs expect due recognition of their unique situation within the civil service. Officers would argue that it is in the long-term general public interest **(Chapter 8.24)** to achieve an incremental scale that properly fits the career structure and uniqueness of the Police and this can be different from other Disciplined services rather than a one-fits all solution.

The internal pay relativities for SGT rank are adversely affected by the SCDS proposals. The issue of the need to improve upon the SCDS recommendations for the SGT increment structure has been the subject of widespread comment.

' SCDS have not been walking the talk as is clearly stated in Chapter 1.18..Each Disciplined service is unique in its own right. Against this background we (SCDS) have the following general viewsdirect comparison among the Disciplined services or between the disciplined services and the civilian counterparts is neither possible nor appropriate. To impose an artificial ceiling to a SGTs pay to avoid potential discontent over inequality likely to be raised by members of the Immigration (or other) department would therefore not be appropriate and the SCDS should not feel their hands are tied in recommending more realistic adjustment to SGT.' - Police College

‘Officers in the rank of SGT are totally disappointed that the SCDS has paid no respect to their command role and its associated responsibilities.’ – Hong Kong Island

‘The ultimate pay differential, if the recommendations are fully implemented of a SGT over a SPC of less than \$3,000 does not commensurate with the role and responsibility of the SGT rank over that of a SPC. The PCs felt that this could become a demotivating factor when considering career advancement, particularly with the lack of vacancy and severe competition also taken into account’ – Operations Wing

*‘Officers fully appreciate and share the sentiments of SGTs who are most upset by the drastic reduction of pay differential between PC/SGT and SGT/SSGT. They feel the experience, professionalism as well as contribution of SGTs to the Force and the community are insufficiently recognized and reflected in the GSR Report. Some SGTs even remark bitterly that they would rather be reduced in rank to be free from any supervisory burden because of the meagre salary increase and opportunities for further advancement (some 70% of SGTs will not progress to SSGT in their police career)’
– Kowloon West*

‘Sgt are very disappointed by the one further increment to their maximum pay, which would dramatically reduce the pay differential of SGT from SPC. This recommendation is considered unjustified and discouraging PCs to seek promotion to SGT. All officers recognize the importance of SGT role in maintaining the quality of frontline policing and opine that sufficient pay differential between the maximum increments of PC, SGT and SSGT is essential’ – Security Wing

‘Sergeants form the backbone of frontline supervision, quality of police service and interface with the public. Being given increasing responsibilities and designated as supervisors at the frontline, the proposed one increment is considered a major disappointment. All Officers across the ranks agree that significant increases are needed in the sergeant pay scale if it is to be a meaningful motivating factor for incumbent sergeants, and for constables seeking career progression’ – Support Wing

The lack of thinking, rationale and explanation of the SCDS methodology and approach to adjust the Police increment structure comes through in a number of comments, particularly relating to incremental steps for all ranks and Officer cadre Pay IP to SSP;

‘Now the SCDS arbitrarily proposes to cut four increment points for IP which in effect divides the IP and SIP into two different ranks. This proposal that comes with no supporting arguments....’ - Kowloon West

‘SCDS has not addressed the inequities and poor management of the career structure by allowing the uneven incremental scale at various ranks to persist. The increment steps are less than those existing in the Master pay scales MPS where increments of 4% and 5% are provided’. – Kowloon East

*‘Most are disappointed with the levelling of maximum pay with other disciplinary services. The unique command role and special factors of policing need to be given recognition for IP to SSP rank, so that police ranks should have some additional increment advantage over other ranks in the general disciplined services.’
– New Territories North*

The SCS proposal to defer the implementation of recommendations of the GSR report that carry financial implications has met with a strong negative response. Recent staff relations reports have highlighted a growing intolerance towards the lack of progress on the GSR:

‘The recent force staff relations report has reflected the frustration and dissatisfaction with SCDS recommendations and SCS proposal to defer implementation. Officers disagree to the administration using the financial crisis as an excuse to delay implementing the GSR’

‘Officers also strongly demand that the administration introduce a timeframe and spell out clearly the specific conditions under which recommendations are to be implemented.’

‘Staff at all ranks continue to discuss the SCDS report and are increasingly concerned about the lack of substance in the report, which has been made worse by the inappropriate comments from the SCS. The report is supposed to set long term (6 years) trends in police pay yet it appears to have been compiled with only the current credit crisis in mind, when the two issues are not necessarily related. It is therefore hoped that the current consultation exercise will have a positive impact on the SCS so that she can fully take account of the views of both staff and management’

‘The GSR remains a very hot topic. Resentment and frustration continues to build regarding the slow progress towards a satisfactory resolution of the matter. The three-month consultation on the subject currently underway is just seen as more ‘foot-dragging’ and a convenient way of prolonging the issue further, when staff on the other hand want to see a very speedy conclusion on the issue. It is apparent that the administration has clearly underestimated the strength and depth of feeling that the GSR

has generated amongst staff. Staff goodwill and tolerance are fast diminishing. The administration should heed the signs’

‘The SGT ranked officers are very disappointed because of the ever more narrowing gap between SPC and SGT. What is needed is improvement in the SCDS recommendations on the PPS for SGT. All other officers who are (recommended) getting only one increment point increased are disappointed as they feel they deserve much more. ’

‘Inspectorate officers (SIP) are also disappointed to see their maximum salary to be the same as their counterparts of other disciplinary forces. This averaging of responsibilities appeared so broad that the uniqueness of the PPS seems to no longer exist. This one fit all solution is considered not appropriate as each service has quite different roles and responsibilities. It is considered that the force should have sufficient pay lead in these ranks to recognize the special factors of policing. The SCDS methodology is flawed and a logical and rational system of job comparison between the disciplined services is needed. ‘

‘The GSR continues to be the hot topic for discussion amongst officers. It is felt that the Government takes its agency of first and last resort for granted and does not properly reward police officers. Specifically officers at SGT rank consider their rank has not been fairly examined regarding the incremental increase’

‘Officers are disappointed at the proposal of SCS to defer the implementation of recommendations with financial implications until the local economy achieves a steady state. The vast majority, if not all officers, fully supports the Police Staff association’s submissions and the recommendations by the Force management that the special nature of police work warrants proper recognition within the Grade Structure review. SGTs in particular are most dissatisfied.....During consultation some officers suggest staff associations should not rule out overt action by officers to advance their proposals’

The Police Staff Side is interested in the public sentiment on the GSR and is actively outreaching in local communities. In our contacts with the LegCo members, through the panel on Public Service meeting on 19th January and in discussions at the local community level and with District fight crime committees we are encouraged by the fact that there is now a general understanding that the GSR is something that is structural and longer term and to be differentiated from annual market adjusted pay adjustments. The fact that the last review was 20 years ago is well understood, as is the need to deal with the issue at this time. The level of discontent now shown by frontline police

officers with the report and the work of SCDS and low morale has community leaders concerned. They question the quality of the GSR report and seek SCS action to put things right. They recognise that there are dangers to the safety and stability of our local communities when the police force has such low morale and an unresolved dispute with the Administration on their remuneration and conditions at work. They are well aware of the challenges facing their communities in 2009 and look towards the administration, particularly SCS, to engage in an open and pragmatic dialogue with frontline police staff to find a solution. They appreciate time is critical and the Administration has the resources to assure policing in their communities by enabling police officers to get a reasonable and fair outcome so they can put their hearts and minds back into policing issues, rather than concerns on morale and the GSR. Community leaders are able to fully distinguish the police service and complex job they do in the fight against crime and all manner of tasks when compared to general civil service grades and the other disciplined services.

‘I do have great concern regarding the issue (GSR) and would like to offer my earliest reply.... I do appreciate the morale of the police force is a critical factor affecting the efficiency of the force in crime fighting. I note the staff side is ‘sorely disappointed and very angry’ about the disparity between the recommendations by the Standing Committee on Disciplined Salaries and Conditions of Service and views of the force management and the staff side is something that cannot be ignored, and to this end I strongly encourage continuous and direct communication between the staff side and the Administration prior to any final decision on the grade structure review.’

- Tsuen Wan District Fight Crime Committee 12th February 2009

- 中譯本 -

資料文件

警察評議會職方職系架構檢討文件 2 / PPS
(2009年2月25日修訂本)

警職系架構檢討 — 香港警隊

背景

香港警隊有 27 000 名現職男女警務人員。警察評議會職方(警評會職方)為大多數警隊成員(由警員至總警司級)的代表。我們已仔細審閱 2008 年 11 月 27 日發表的《職系架構檢討報告書》(檢討報告書)，並已就報告書積極徵詢警隊成員的意見。政府已表示會對任何建議繼續持「開放態度」，並就職系架構檢討展開為期 3 個月的諮詢，諮詢期將於 2009 年 2 月底結束。

2. 警評會職方在 12 月 12 日曾去信公務員事務局局長和立法會公務員及資助機構員工事務委員會，闡釋我們對檢討報告書的全面失望和不滿。我們關注公務員事務局局長提出有關暫緩執行建議的意見，以及職級轉換辦法和落實職系架構檢討建議的安排。職方在 2009 年 1 月 12 日曾與公務員事務局局長會面，較詳盡地向她解釋現職警務人員的意見和觀點。

3. 我們現促請公務員事務局局長改善紀律人員薪俸及服務條件常務委員會(紀常會)在檢討報告書中提出的建議。

警務人員的觀點

4. 香港警隊需要「職系架構檢討－香港警隊」提供一個可行及可持續的方案，以支持其工作，而有關政策須適用於未來 6 年(即直至下次 2013 年的檢討)。該方案必須解決現時士氣低落的情況，以及排解我們與政府之間持續因警隊職級增薪架構的不足之處而存在的爭議。尊貴的議員必須明白一點，職系架構檢討並不等於「加薪」，這一點至為重要。是次職系架構檢討的原意是從

結構方面檢討警務人員薪級表，這是廿年來首次進行的同類檢討。

5. 對於檢討報告書現時就警務人員所提出的建議，我們認為不可接納。在這時期，該報告只會加深警隊上下的負面情緒。二十多年來，我們一直期待着一個適當的檢討。我們一直忍耐着，期望得到一個有效職系架構的支持，以肯定我們的工作，並提供晉升機會和足夠的價值。我們曾經接受無數的行動任命挑戰，過去數年亦能完成各項提高效率和節省資源的目標，而且成效卓著。

6. 警隊職方的立場是不會純粹接納或否決紀常會在檢討報告書中提出的建議。檢討報告書的建議並非有效的方案，有關建議太過流於表面，且未能清楚交待紀常會的想法，以及職系架構檢討如何能在未來數年為警隊提供一個適當的遞增薪點職制。

7. 報告書並非如其所說般務實，在考慮所有相關因素後提供最佳的判斷。該報告書未能提供足夠的緩解方法解決現時警隊增薪架構的不足之處，以反映我們的複雜角色與職責(包括工作因素與特殊因素)。它沒有就建議提出的調整或紀常會對警隊職系架構的研究結果提供足夠的邏輯理據，亦未能顧及警隊須吸納最優秀人才的需要(如警隊管理層所要求)、人員所面對的高要求，以及警隊有別於其他公務員隊伍等情況。報告書寧願建議實施損害性的平庸做法，**建議以足夠薪酬聘用才幹僅屬適合的人員提供警察服務**。如果政府落實報告書現時的建議，對香港警隊的專業精神來說，是一種倒退的舉步。

8. 警隊管理層及職方曾就制定適當的香港警隊職制向紀常會提交多份意見書，提出多項建議及意見。對於紀常會的建議與警隊管理層及職方所提的建議及意見之間存在分歧，警務人員感到極度失望，而且非常憤怒。職方自職系架構檢討過程在 2007 年 11 月展開以來所提交的多份意見書，摘錄於**附錄「A」**。我們已把該些文件一併送交公務員事務局局長，以便其重新仔細考慮有關事宜。我們知道警務處處長亦會提供警隊管理層提交紀常會的意見書，包括處長在 2008 年 10 月 13 日就曾提出的問題發給紀常會主席的摘要信函。

9. 報告書的建議令我們非常關注紀常會的討論，因為紀常會看來把現時金融動盪的宏觀環境納入考慮，以致局限了他們對這次職系架構檢討所持的想法及方針。檢討報告書的質素亦受到影響，因為它提供的方案只可帶來不超過一年的成效。紀常會十分明白員工等待這次職系架構檢討至今已有 20 年，而兩次檢討相隔這麼長的時間，也提高了員工對是次檢討的期望。紀常會未能符合期望，為下次檢討之前的 6 年間提供未來路向(**建議 3.15**)。該報告書如不作出所需的澄清及修訂便付諸實行，結果只會造成不公平情況，致使所有問題及不足之處在不出 12 個月內便須再次進行研究，並且會造成某些職級之間出現分化及不滿情緒。

10. 檢討報告書的建議未能提供一套可在未來數年(假設 3 至 6 年)支持警隊發揮效率的措施。我們仍在尋求一個公平合理的結果。

職系架構檢討報告書－職制的未來路向

11. 報告書的部分內容方向正確，但假如有關建議將於未來 6 年內推行，則有部分內容仍有不足之處。此外，尚有多個問題仍未獲適當處理。整體而言，檢討報告書在多個範疇上遠遜於預期所需。因此，公務員事務局局長、警隊管理層和職方現需共同努力，以解決有關問題。有關紀常會提出的職制及建議，我們促請當局就其中多個範疇作出澄清及改善：

定期進行職系架構檢討

12. 紀常會建議日後定期進行職系架構檢討(**建議 3.15**)。由於行政長官會同行政會議已通過制定一套更完備的公務員薪酬調整機制，包括每年進行薪酬趨勢調查及每 6 年為文職職系進行一次薪酬水平調查，故調整這個機制以正式落實以警務人員職系架構檢討取代薪酬水平調查的安排，實屬恰當。因此，每 6 年進行一次職系架構檢討(下次為 2013 年)以定期檢討職制，以及參考每年薪酬趨勢調查報告的適當薪酬趨勢指標，把警務人員薪酬調整至與市場指標及經濟情況相稱的水平，員工同意這是合理的做法。所以，這次職系架構檢討就警務人員提出的建議需能經得起考驗，即能在未來 6 年支持推行一個有效的職制。

鼓勵性的增薪－警員／高級警員

13. 管理層及職方認為有需要提升工作動力，以加強處於事業發展中期的員佐級前線警務人員的經驗和士氣，紀常會對此亦表同意(**建議 8.3**)。事業發展的中期為服務期的第 12 年至第 25 年。我們支持引入提早晉升至高級警員和提早發放長期服務增薪點的措施。對警員而言，紀常會提出在警員服務的第 30 年發放增薪點的建議，對職制並無帶來任何實際的好處。職方提議把紀常會的建議調整如下：

- ◆ 服務滿 12 年的警員可獲第一個長期服務增薪點，並於其後每隔 4 年(分別為第 12、16、20、24 年)再獲加一個長期服務增薪點。
- ◆ 根據服務年期條件發放長期服務增薪點，但有關人員須符合現行的工作表現和操守準則。
- ◆ 以良好／優良成績通過警長晉升考試，可獲提早升至高級警員服務滿 12 年的長期服務增薪點。這可激勵服務期少於 12 年的人員。然而，人員如在專業考試考取良好或更佳成績，則除可獲提高至等同服務滿 12 年的長期服務增薪點外，更可晉升為高級警員。
- ◆ 目前，警員通常在服務滿 18 年後獲晉升為高級警員，這方面可就配合新訂長期服務增薪點的發放時間作出調整，例如改為在服務滿 16 年之時。
- ◆ 長期服務章獎不會受這些安排影響。它以另一個機制運作，在服務期滿 18、25、30 及 33 年時頒發，而非透過發放長期服務增薪點作為職業發展的一環。

遞增薪點及大致相若的對比指標

14. 紀常會(**建議 8.4**)的建議未能符合期望，適當界定警務人員遞增薪級的基準。前線警務人員有需要了解其遞增薪級的基準及價值，以便在計及警務工作的特殊因素、輪班工作、辛勞及較長工作時數(警務人員每星期工作 48 小時，而文職職系則為 44 小時)等情況後，可把本身的薪酬與一般職系公務員作大致相若的對

比。當局在 2006 年的薪酬水平調查中把一般職系公務員的遞增薪級與香港市場情況作出對比，進行了有效的研究，有關結果並獲得行政長官會同行政會議確認。這次職系架構檢討令人失望，是因為它未能適當地處理對比指標與警務人員的特殊因素。職方認為紀常會在這次檢討提出的建議首先需透過大致相若的比較來加以闡明；

- ◆ 警員與助理文書主任職系大致相若：24,729 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。警員的頂薪點應再增一個薪點，以修正與文職職系比較時的增薪不利情況。
- ◆ 警長與文書主任職系大致相若：32,447 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。警長的頂薪點應由紀常會所建議的警務人員薪級表第 23 點，進一步提高三個薪點至第 26 點，以修正與文職職系比較時的增薪不利情況。
- ◆ 警署警長與高級文書主任大致相若：42,080 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。警署警長的頂薪點應再增一個薪點，以修正與文職職系比較時的增薪不利情況。

其次，在上述比較中未有充分處理的特殊因素，是非常重要的部分，有需要充分研究及納入考慮。

充分肯定警長職級的經驗

15. 警長職級十分着重監督和指導工作，以確保前線警務工作的質素。警長的職業概況(服務年期及年齡)顯示大約 70% 的警長不會進一步晉升至警署警長級。檢討報告書在研究警長的遞增薪級時有所不足。警員、警長及警署警長的頂薪點有需要保持足夠的差距。簡而言之，紀常會似乎沒有充分研究警長職級的遞增薪幅，這可能是因為該會誤以為警長職級是警員與警署警長之間一個直通薪級的職級，但事實卻不然。另一方面，紀常會可能純粹因提高其他紀律部隊警長級一個薪點，而以同一方式處理警隊的警長級，卻沒有注意到因而造成的不利情況。紀常會有需要根據

各紀律部隊本身的特點，研究每一紀律部隊的情況。就職業晉升機會的因素而言，警務人員的職業發展受到 55 歲退休及警署警長空缺有限這兩方面所局限。警長職級人員有必要獲得肯定及鼓勵，其頂薪點應提高三個薪點至大約 32,000 元〔即根據警署警長頂薪點(警務人員薪級表第 31 點：40,900 元)與警員頂薪點(警務人員薪級表第 15 點：23,805 元)之間的中間點，釐定為警務人員薪級表第 26 點(32,255 元)。〕

- ◆ 假如警署警長的頂薪點能如上文第 14 段所建議的提高至警務人員薪級表第 32 點，則警長的頂薪點應提高至警務人員薪級表第 27 點(33,720 元)，而警署警長的起薪點亦應提高至警務人員薪級表第 25 點(31,285 元)。

遞增薪級－處理不利情況及冗贅的警務人員薪級表

16. 紀常會只繼續容許各職級內存在遞增薪級不公平的情況，而沒有處理職制中不公平及管理不善之處。除了警署警長與督察級重疊的數個薪點外，初級警務人員的遞增薪點間的增幅介乎 2.34% 至 3.47%，較現時總薪級表的為少。總薪級表的遞增薪點間提供 4.57% 至 6.24% 的增幅，較初級警務人員的多出一倍。主任級警務人員的遞增薪點間的增幅分布並不平均，介乎 3.1% 至 5.26%，大多低於 4%；而總薪級表的則大多超過 4%，介乎 3.58% 至 4.73%。警務人員薪級表遞增薪點增幅較低的情況並不合理，而且遞增薪點分布不均的模式對警隊各職級之間造成分化。職方承認過去 20 年的每年薪酬調整和以整數為本的計算機制，使警務人員薪級表的遞增薪點偏離根本和欠缺支持論據。因此，是時候透過每次職系架構(每 6 年一次)以下列的標準百分比來合理調整警務人員的遞增薪點：

- ◆ 警員至高級警司級的遞增薪點間的增幅應劃一為 4%。

17. 紀常會的建議(建議 8.1 及 8.2)承認警務人員薪級表存在冗贅遞增薪點，以及有需要把最低入職學歷要求設定為中學會考五科及格。職方認為現時的警務人員薪級表可純粹透過把增薪點重新編號來修正；

- ◆ 刪除警務人員薪級表第 1、1a 及第 2 點。

- ◆ 警務人員薪級表第 3 至 54a 點則按紀常會的建議，把薪點重新編號為警務人員薪級表第 1 至 53 點。

主任級職級(督察至高級警司級)

18. 紀常會(**建議 8.6**)以過於簡單的方式看待各紀律部隊職級的角色及職責。就單一部門一個職級內的不同職位及職責應用「平均計算方法」，是可以接受的，但紀常會將之應用於各紀律部隊的職位或總薪級表的遞增薪點，則並非合理的方法。警隊的主任級職級不應直接與這些職級比較，我們強烈反對紀常會表達的那些思想局限的觀點(**第 1.18(b)段**)。正如警隊職方在提交給紀常會的意見書中表示，警務人員的指揮角色及警務工作的特殊因素需要獲得適當的肯定。警務工作的特殊因素包括：

- 香港警隊在香港的地位及角色(作為最先和最後的倚傍力量)；
- 執行警務工作和執法的專業知識；
- 所面對的危險和辛勞；
- 紀律和責任承擔；
- 個人生活受到的限制和不定時工作及出勤對生活的干擾；
- 組織架構因素(兼任職務、事故的行動指揮工作、隨時候命，以及策劃緊急應變計劃)。

19. 為使這次職系架構檢討提供的未來路向(涵蓋未來 6 年)能對特別適用於警隊的指揮職責因素予以肯定，調整督察至高級警司的頂薪點是可接受的方法，以使

- ◆ 警隊職級較一般紀律部隊名稱等同的職級最少高一個薪點。

督察職級－督察至高級督察

20. 紀常會試圖獨斷地在這次職系架構檢討提出建議，以改變督察－高級督察職級直通薪級的現行安排(**建議 8.5**)。雖然有關建議只擬應用於新招聘的人員，但會要求督察須通過專業考試，而

非透過服務表現及經驗，才可達至相等於高級督察薪酬的頂薪點。這建議會使未能考取專業資格以晉升為高級督察的督察級人員被削減 4 個督察薪級的薪點。長久以來，督察及高級督察一直被視為合併編制，即督察及高級督察會互相交替職位和執行同一工作、職務及職責。紀常會的這項建議雖可提升督察至高級督察職級的專業精神及推動力，但它必須能確保督察及高級督察職級的增薪制度行之有效。該建議需要作進一步的改善，這可根據下列各點達至：

- 督察及高級督察職級繼續為合併編制；
- 透過現職人員可獲豁免的原則，對新入職人員實施必須通過檢定考試才可獲晉升至高級督察的規定；
- 透過把增薪薪級提高兩個薪點來改善高級督察薪級，從而提供足夠的增薪點反映處於該層級人員的服務年資及經驗。

首長級警務人員－增薪點

21. 首長級警務人員是警政工作的專家，他們在事業發展的較後期晉升至這些職級。相對於首長級一般職系人員在 60 歲退休，首長級警務人員須於 55 或 57 歲(警務處高級助理處長及以上職級)退休，使其可獲發放的增薪點有限。首長級警務人員在其職級服務滿第 0、2、4、6 年時，可獲發放增薪點，這表示許多首長級警務人員在退休前不會獲發放其職級的各個增薪點。紀常會提出把頂薪點設在服務滿第 6 年的建議，較現時頂薪點設在服務滿第 5 年的規定更為不利。對比之下，有關職制較適合政務職系首長級人員，因他們較早有職業晉升機會，故從首長級薪級第 1 點擢升至首長級薪級第 3 點時，可在每一職級的 5 或 6 年服務期內獲得增薪點。無一方案可適合所有的情況。為了消除不公平的情況及承認各職制有所不同，增薪點應根據下列三個方案作出調整：

- ◆ 維持現狀，各職系的首長級人員在服務滿第 5 年時可獲發放頂薪點，即在第 0、1、3 及 5 年每兩年獲發放一個增薪點；
或

- ◆ 在第 0、2、3 及 4 年獲發增薪點；或
- ◆ 總警司至警務處高級助理處長職級的人員每年可獲發增薪點。

首長級職級的增薪點及與文職職系的對比指標

22. 紀常會就首長級職級所提出的建議(第 11.6 條)並不符合現時的職業晉升情況，亦沒有反映警務工作的特殊因素改變和增加的情況。警隊高層指揮中首長級職級的政策及管理職責，可能與其他部門及政策局的文職和紀律部隊首長級職級大致相若或更為複雜。但除了這些職責外，首長級警務人員還須加上適用於警務人員的特殊因素及指揮官角色，這明確的增薪優勢必須透過增薪級作出反映。警隊指揮官的獨特工作，是須就大型事故及行動額外肩負指揮職責。要維持警隊指揮職級的效率，便必須確保首長級警務人員較其他公務員隊伍的首長級職位具有下列增薪優勢：

- ◆ 考慮到警務工作和指揮職責的特殊因素，以及與其他公務員職系／職級相類似的管理職能－提供增薪優勢；
- ◆ 警務處高級助理處長和助理處長的增薪應較其他職系高出 3%；
- ◆ 總警司的增薪優勢應由 3% 增至 5%。

士氣問題

23. 紀常會未有適當地注意和深入研究警隊士氣低落的問題，警隊上下對於政府這位僱主的信心程度已經減弱。不過，警隊成員一直忍耐着，並以認真盡責、敬業樂業的態度繼續執行職務，關心社會各界。職方繼續本着真誠，期望取得一個公平和合理的結果，可惜人員逐漸發覺他們的努力純粹被當作是理所當然的東西。

24. 2008 年 12 月 6 日舉行的撲滅罪行委員會聯席會議旨在尋求方法，使香港成為一個安全、和諧的家，並特別着眼於法律方面，以及青少年罪案和青少年濫用藥物、家庭暴力、「搵快錢」

罪案、詐騙、爆竊、家居保安和商業罪案等問題。香港需要紀律良好、士氣高昂和專業的警察服務，而提供服務的警隊成員無須再為其工作的薪酬和按年遞增薪級而擔憂。

25. 早前，職方已就人員士氣低落的問題提交意見書(分別為**2008年3月3日的職方文件第4號**和**2008年8月26日的補充信件**)，意見書的內容與2004年和2007年的員工意見調查相符。調查的結果顯示人員的士氣低落，只有少於四成的警隊成員感到滿意，整體的數字偏低。(2004年和2007年兩項調查的研究方法稍有不同，但結果均一致顯示警隊士氣非常低落。2004的調查中只有28.8%受訪者對員工士氣感到滿意，而2007年的調查則只有37.1%。)這情況顯示有需要非常審慎地考慮警隊的士氣問題。公務員事務局局長須考慮即時以正面方法，提升警隊的士氣，以及為警隊提供有效及能夠持續至2013年的職制。職系架構檢討於2008/09年度完成時必須公開地處理職方在本文件提及其有所保留事項，並採取行動。紀常會在是次職系架構檢討中採用「以足夠薪酬福利聘用合適才幹的人士」，以及一個適用於各個紀律部隊的通用方案來貶低警隊，這可能會帶來令士氣更加低落，從而影響香港警隊效率的風險。警隊管理層就2004年及2007年的員工意見調查提供了兩份參考文件。2004年及2007年的意見調查分別指出「員工薪酬」和「薪酬」是士氣低落的主要成因。員工的觀點須透過警隊諮詢聽取，亦是各職方總區代表、所有職員關係聯繫及報告討論的熱門話題。員工對職系架構檢討的觀點和意見概要現載於附件「B」。

工作時數

26. 紀常會並無適當地處理有關工作時數的問題，亦不應任意向警隊施加一套有關於日後考慮減少工作時數的規定。警察工作一向被視為壓力沉重，而警務處處長必須平衡行動效率和警務人員的生活與工作。當部署、策略和警隊行動有所改變時，將有可能在不影響服務的同時容許減少工作時數。在1998年至2001年期間，警隊嘗試把工作時數由51小時減至48小時。是次職系架構檢討和紀常會不應向警務處處長施加任何限制，以影響其考慮和着手推行把工作時數減至低於48小時的試驗計劃。警務工作的壓力最為沉重和需要體力勞動。因此，規定工作時數應進一步減

至每周 44 小時(懲教署：49、香港海關：51、消防處：54、入境事務處：44)。職方認為在這次職系架構檢討後，應隨即詳細研究縮減每周工作時數至 44 小時的未來路向。在取得建議後，有關事宜應再提交紀常會審議，以期盡早實行。此事無須等待下次職系架構檢討在 2012 年進行時才作處理。

醫療

27. 紀常會觀察到當局未能提供適當的醫療支援，特別是因公受傷警務人員的醫療問題亟需公務員事務局局長即時處理。有關問題是如何為我們的同僚提供有效和更佳的治療和支援。(每年因公受傷的同僚達 1 200 人左右，其中約 700 人是在執行拘捕或類似行動時受傷的。)這個問題已拖延了很久，因此公務員事務局局長必須採取行動，優先予以解決。紀常會建議的臨時措施包括讓警務人員在公立醫院和診所獲優先診治，或特別制訂集體醫療保險為警務人員提供醫療保障。這些措施是務實的解決方法。職方期望當局早日為警隊制定具體方案及盡早改善這方面的問題。我們促請紀常會在未來 12 個月內檢討有關事宜的進展。

轉制和實施

28. 當局必須釐清轉制和實施的日期。這是各人員關心的事項，特別是到達頂薪點已有多多年，以及於 2008/09 年度退休的人員。檢討報告書已於 2008 年 11 月 27 日完成，在處理釐清事項及作出修訂後，應於 2008/09 財政年度實行。如把建議暫緩至日後本港經濟「回復穩定發展」才予執行，便應在實行時把生效日期追溯至報告書發表日期，才屬公平合理。

29. 有關修訂警務人員增薪架構的轉制安排必須肯定紀常會的建議目標，即是在執行當日，會為超過八成人員的事業帶來影響。人員將於執行日期轉往新的警務人員增薪架構，然後在下一個或將來的增薪日期跳升到更高的支薪點。

財政影響

30. 我們相信政府的財政狀況基本上穩健，可實行職系架構檢討就警務人員所作的建議，更可在投資基建項目及其他計劃的同

時，對人也作出適當的投資。政府現時正繼續就新基建項目、建築工程、新設的首長級文職職位提供資源及經費。警務人員事業的基礎建設與香港的保安和穩定同樣重要。鑑於上次檢討(1988 年的凌衛理檢討)至今已延遲多時，因此當局必須展開檢討周期，並實施更合適的職制。當局(公務員事務局局長)可與警務處處長緊密合作，共同在現時環境決定職系架構檢討所需的撥款額和來源。

31. 2008 年 11 月 27 日，公務員事務局局長表示她會提出初步暫緩執行任何牽涉額外財政開支的建議，直至香港的經濟回復「平穩發展」。她在檢討報告書公開之前，以及在向人員進行真正的諮詢前，單方面作出這項決定，實在令人感到遺憾。我們完全明白社會對本港經濟的關注，也可以理解作出有關預警的背景。我們尋求盡快落實職系架構檢討。

警察評議會職方
2009年2月(修訂本)

警評會職方 – 摘要
(香港警隊職系架構檢討 – 2007 年 11 月至 2009 年 2 月)

提交日期	發件人	收件人	詳情
2007 年 11 月			<ul style="list-style-type: none"> 立法會公務員及資助機構員工事務委員會-職系架構檢討(立法會 CB(1)206/07-08(03)號文件)
2007-11-19	紀常會	警評會職方	<ul style="list-style-type: none"> 致函職方，邀請職方出席 2007 年 11 月 23 日有關展開職系架構檢討的簡介會
2007-12-05	警評會職方	紀常會	<ul style="list-style-type: none"> 致函主席，表示歡迎展開職系架構檢討
2007-12-14	紀常會	警評會職方	<ul style="list-style-type: none"> 致函職方，提供紀常會 2008 年的委員名單
2007-12-21	紀常會	警評會職方	<ul style="list-style-type: none"> 回信及邀請職方就職系架構檢討提出意見
2008-02-01	紀常會	警評會職方	<ul style="list-style-type: none"> 致函職方，表示紀常會會考慮有關入職資格的建議
2008-03-03	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，並附上警評會職方所提建議的摘要(中英文本) 警評會職方文件第 1 號職系架構檢討意見書(中英文本) 警評會職方文件第 2 號職系架構檢討意見書(中英文本) 警評會職方文件第 3 號職系架構檢討意見書(中英文本) 警評會職方文件第 4 號職系架構檢討意見書(中英文本)
2008-03-18	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，說明職方對職系架構檢討的期望
2008-06-30	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，附上第 1 號文件的補充資料(中英文本)
2008-07-09	紀常會	警評會職方	<ul style="list-style-type: none"> 來信表示提交意見書的限期設定為 2008 年 7 月 18 日
2008-07-11	紀常會	警評會職方	<ul style="list-style-type: none"> 邀請警評會職方出席 2008 年 8 月 26 日的非正式會議
2008-07-17	警評會職方 警評會職方 (警司協會)	紀常會 紀常會	<ul style="list-style-type: none"> 就提交第 5 號文件去信紀常會主席(中英文本) 警評會職方提交文件第 5 號職系架構檢討意見書(中英文本) 就提交第 6 號文件去信紀常會主席(中英文本) 警評會職方提交文件第 6 號職系架構檢討意見書(中英文本)
2008-07-24	警評會職方	紀常會	<ul style="list-style-type: none"> 致函紀常會主席，要求舉行更多諮詢會議(中英文本)

2008-07-29	紀常會	警評會職方	● 覆函拒絕在 2008 年 8 月 26 日之前進一步舉行會議(中英文本)
2008-08-14	警評會職方	紀常會	● 致函紀常會主席重申有需要舉行更多諮詢會議(英文本)
2008-08-21	紀常會	警評會職方	● 覆函拒絕舉行進一步的諮詢會議(英文本)
2008-08-25	警評會職方	警務處處長	● 致函警務處處長，表達警評會職方的意見及職方對紀常會的失望(英文本)
2008-08-26	警評會職方	紀常會	● 致函紀常會主席，附上第 2 及 3 號文件的補充 資料(英文本) ● 致函紀常會主席，附上第 4 號文件(內容有關士氣)的補充 資料(英文本)
2008-08-27	警評會職方	紀常會	● 致函紀常會主席提議進一步舉行諮詢會議的詳情
2008-09-02	紀常會	警評會職方	● 覆函提供進一步諮詢會議的詳情
2008-09-03	警務處處長	警評會職方	● 警務處處長在覆函中表示在職系架構檢討事宜上支持警評會職方
2008-09-03	警評會職方	紀常會	● 致函紀常會主席，表達職方對諮詢時間不足感到失望
2008-09-08	警評會職方	警務處處長	● 致函警務處處長，表達職方對職系架構檢討諮詢的意見
2008-09-08	警評會職方	紀常會	● 就諮詢事宜去信紀常會主席
2008-09-09	警評會職方	紀常會	● 致函紀常會主席，提供 2008 年 9 月 6 日上午舉行的會議的摘要
2008-09-10	紀常會	警評會職方	● 回覆警評會職方 2008 年 9 月 8 日的信件
2008-09-12	警評會職方	紀常會	● 致函主席，提供第 2 及 3 號文件的補充資料，並附上直至高級警司級的薪酬調整要求
2008-09-16	警評會職方 (警司協會)	紀常會	● 就首長級警務人員的薪酬調整要求去信主席
2008-09-24	警評會職方	紀常會	● 致函紀常會主席，就(擬議的)薪酬表作出澄清
2008-09-24	警評會職方	紀常會	● 致函主席，就薪酬調整要求提供補充資料
2008-09-24	警評會職方	警務處處長	● 就職系架構檢討事宜去信警務處處長
2008-10-03	警務處處長	警評會職方	● 回覆職方，支持職方提出的薪酬調整要求
2008-10-06	紀常會	警評會職方	● 回覆職方 2008 年 9 月 24 日的信件，邀請職方出席 2008 年 10 月 15 日的另一會議
2008-10-09	警評會職方 (警司協會)	紀常會	● 致函紀常會主席，就高級警務人員及首長級警務人員的擬議薪酬調整要求提供補充資料及作進一步的澄清
	警評會職方	紀常會	● 致函紀常會主席，同意在 2008 年 10 月 15 日會面，並提供 2008 年 9 月 9 日及 2008 年 9 月 18 日會議的摘要

2008-10-09	警評會職方	警務處處長	● 請警務處處長就職方提出的警務人員薪酬調整要求表明其立場
2008-10-24	警評會職方	紀常會	● 致函紀常會主席，表達對職系架構檢討的諮詢過程感到失望
2008-10-24	警評會職方	紀常會	● 致函俞宗怡女士，表達職方對范鴻齡處理職系架構檢討的表現感到失望
2008-10-24	警評會職方	范鴻齡	● 致函范鴻齡，表達職方對其表現感到失望及要求他退位讓賢
2008-10-24	警評會職方	警務處處長	● 感謝警務處處長的支持，請處長提供於 2008 年 10 月 13 日發給紀常會的信件的副本
2008-10-29	警評會職方	紀常會	● 致函紀常會署理主席，要求他檢討整個諮詢過程，因諮詢工作成效不彰
2008-10-31	警務處處長	警評會職方	● 回信並提供其在2008年10月13日發給紀常會的信件副本 (警評會職方在 2009 年 1 月 8 日曾就提供該信副本給公務員事務局局長而聯絡警務處處長)
2008-11-03	警評會職方	紀常會	● 致函紀常會署理主席，要求他在 2008 年 11 月 6 日接收從警務人員收集得的職系架構檢討意見信
2008-11-06	警評會職方 警評會職方	紀常會 紀常會	● 致函紀常會署理主席，把 19,220 封在警隊「一人一信」運動中收集得的信件轉交給他 ● 把(從「一人一信」運動收集得的)信件交給紀常會主席，申明警務人員對職系架構檢討所持的立場
2008-11-06	紀常會	警評會職方	● 回覆職方的信件(2008 年 10 月 24、29 日及 2008 年 11 月 3 日)，拒絕重新研究職方就職系架構檢討提出的關注事項，但表示可安排禮節性探訪署理主席。
2008-11-07	公務員事務局局長	警評會職方	● 公務員事務局局長表示備悉職方的關注事項
2008-11-13	警評會職方	紀常會	● 致函署理主席，同意出席禮節性探訪
2008-11-25	紀常會	警評會職方	● 致函邀請職方出席 2008 年 11 月 27 日下午舉行的招待會
2008-11-27	公務員事務局局長	警評會職方	● 公務員事務局局長俞宗怡會見紀律部隊評議會職方及警評會職方(上午會議)，告知職方紀常會會向管理層提交職系架構檢討報告書，以及她決定公布暫緩執行需要額外財務開支的建議。 ● 紀常會署理主席張震遠與紀律部隊評議會職方、廉政公署職方及警評會職方會面(下午會議)，簡介及派發職系架構檢討報告書。 ● 公務員事務局局長邀請職方就報告書發表意見，提交意見的截止日期為 2009 年 2 月 28 日。

2008-12-12	警評會職方	公務員事務局局長	● 致函公務員事務局局長，表達職方對職系架構檢討報告書感到失望，並要求就對職系架構檢討的關注與公務員事務局局長會面。
2008-12-12	警評會職方	立法會	● 警評會職方就訂於 2008 年 12 月 15 日舉行的會議向立法會公務員及資助機構員工事務委員會提交資料文件
2008-12-15			● 立法會公務員及資助機構員工事務委員會討論職系架構檢討報告書
2008-12-15	公務員事務局局長	警評會職方	● 通知警評會職方紀常會的新任委員名單
2008-12-17	警務處處長	所有人員	● 警隊管理層就紀常會的職系架構檢討報告書在警隊上下展開廣泛的諮詢
2008-12-18	公務員事務局局長	警評會職方	● 公務員事務局局長就警評會職方 2008 年 12 月 12 日的信件作出初步回覆
2009-01-08	警評會職方	警務處處長	● 警評會職方徵求警務處處長批准在有關職系架構檢討的會議和諮詢活動中引用其於 2008 年 10 月 13 日就職系架構檢討發給紀常會的信件內容
2009-01-12			● 公務員事務局局長因應警評會職方 2008 年 12 月 12 日的信件與警評會職方會面
2009-01-12	警評會職方	公務員事務局局長	● 警評會職方向公務員事務局局長提交有關警評會職方與紀常會就職系架構檢討進行討論的一些資料和一疊文件
2009-01-13	警評會職方	紀常會	● 警評會職方致函紀常會新任主席張震遠先生，要求就職系架構檢討舉行會議。
2009-01-16	警評會職方	立法會	● 警評會職方向立法會公務員及資助機構員工事務委員會提交第二份文件(警評會職方職系架構檢討文件 2)
2009-01-19			● 警評會職方出席公務員及資助機構員工事務委員會會議，並在會上發表警評會職方的意見。
2009-01-20	警務處處長	警評會職方	● 就警評會職方希望警務處處長將其於 2008 年 10 月 13 日就職系架構檢討發給紀常會的信件副本交公務員事務局局長一事，表示同意及跟進。
2009-01-21	警評會職方	紀常會	● 警評會職方再次致函紀常會主席張震遠先生，要求就職系架構檢討舉行會議。
2009-01-22	紀常會	警評會職方	● 薪諮會聯合秘書處以紀常會名義作出回覆，聲稱會安排與職方會面。
2009-01-23	警評會職方	公務員事務局局長	● 警評會職方要求公務員事務局局長在諮詢期完結前(即 2009 年 2 月 8 日)，就職系架構檢討與警評會職方展開適當的對話。

2009-01-23	警評會職方	保安局局長	● 警評會職方致函保安局局長，講述有關人員士氣的真實情況和人員對職系架構檢討的期望，並要求與李局長會面。
2009-02-02	警評會職方	18 區撲滅罪行委員會	● 警評會職方致函 18 區撲滅罪行委員會主席，隨信夾付警評會職方職系架構檢討文件 1 和 2(即提交立法會公務員及資助機構員工事務委員會的兩份文件)，向他們講述警隊現時面對困難的真實情況，並要求他們就職系架構檢討向政府發表意見。
2009-02-05			● 警評會職方與警務處處長會面，並應張琮瑤女士(保安局常任秘書長)的要求，讓其列席會議。
2009-02-06	警評會職方	公務員薪常會	● 警評會職方致函公務員薪俸及服務條件常務委員會主席羅家駿先生，詢問有關 2009 年入職薪酬調查的事宜。
2009-02-10	警評會職方	紀常會	● 警評會職方致函紀常會主席張震遠先生，建議於 2009 年 2 月 19 日會面。
2009-02-11	紀常會	警評會職方	● 薪諮會聯合秘書處以紀常會的名義堅持於 2009 年 2 月 17 日與警評會職方會面
2009-02-12	警評會職方	財政司司長	● 警評會職方致函財政司司長，發表警評會職方對 2009 年財政預算案的意見。
2009-02-12	警評會職方	保安局局長	● 警評會職方致函保安局局長，要求與他單獨會面。
2009-02-12	紀常會	警評會職方	● 紀常會同意於 2009 年 2 月 26 日上午與警評會職方會面
2009-02-12	荃灣區撲滅罪行委員會	警評會職方	● 荃灣區撲滅罪行委員會主席回覆警評會職方，表示支持警務人員在職系架構檢討中的立場和意見。
2009-02-13	公務員薪常會	警評會職方	● 公務員薪常會就 2009 年入職薪酬調查的覆函
2009-02-18	保安局局長	警評會職方	● 保安局局長覆函，表示保安局常任秘書長張琮瑤曾與警評會職方會面，故不建議與職方再次會面，並把有關職系架構檢討的關注事項轉交公務員事務局局長採取行動。

警察評議會職方 — 概要
職系架構檢討諮詢期間人員表達的意見

我們的職方協會總區代表已經進行廣泛諮詢，並收集了各個警區和主要單位人員的意見。警隊管理層亦已通過每月的《職員關係報告》和部門內部的諮詢過程，收集意見。職系架構檢討和警務人員薪級表的架構仍然是熱門的討論話題，在警務人員的心目中佔着重要的位置。職系架構檢討報告書的部分內容正確，但亦有些內容有待改善，另外有些地方則缺乏解釋不足，也有些地方並未包括在內。

「大部分初級警務人員對於職系架構檢討的過程冗長表示不滿，令他們大受影響……。紀常會未能合理地為警隊的按年遞增薪級釐定基礎。前線警務人員希望知道其按年遞增薪級的基礎和價值。」—東九龍

警員級人員長期受不利的工作晉升機會所影響，這情況令我們的人員與其他紀律部隊比較時處於不利位置，特別是享有更佳晉升機會的懲教署和入境事務處。人員大致上支持和同意有關改善處於事業發展中期警員的長期服務增薪點數目，但他們卻不知道這如何能真實地反映警隊有別於與其他紀律部隊的專業精神。此外，執行安排亦須更妥善地與這職級人員的實際工作模式配合。

「我們完全支持提升頂薪點和把長期服務增薪點由兩個增至四個的建議。不過，人員認為為年資滿 30 年的人員加設的長期服務增薪點時間太長，而且不適用於 25 歲後才加入警隊的人員。」—刑事部

「大部分警員／高級警員均對建議的薪酬調整百分比感到滿意。他們歡迎引入提早晉升和提早發放長期服務增薪點的措施，以提升工作動力，以加強處於事業發展中期的前線警務人員的經驗和士氣。不過，事業發展中期應界定為提供第 12 年至 25 年服務。」—新界北

誠然，很多人員都認為當局檢討警隊職制的時間過長，他們對秘書處的工作最為失望，其次是紀常會的檢討結果和建議。報告書中欠缺詳盡的資料來分清各支紀律部隊的工作，因此，我們難以理解有關警隊的大量資料和詳情是於何時提供的。

「人員大致上不滿意職系架構檢討報告書，因為其中許多建議均流於表面和不夠清晰。」－保安部

「紀常會的建議與警隊管理層所提交的意見書之間存在很大分歧。報告書被視為過於簡單，內容空洞，未能正視警隊薪酬架構的主要問題、肯定警務工作的特殊因素，以及確認過去多年來的轉變。」－新界北

「(關於職系架構檢討過程的)摘要第3段指出，紀常會致力提供足夠機會，讓職管雙方發表意見。……這番話看似冠冕堂皇，但事實上，在整個諮詢過程中，對話十分有限，這着實令人失望。上一次的檢討於廿年前進行，因此，今次的檢討自然會要求各成員在整個過程中採取積極和探究的態度。不過，結果是這難免令人相信紀常會只是單靠檢討上次檢討的結果，一點也沒有留意理據充分的意見書。」－警察學院

「人員大都認為紀常會在警隊職系架構檢討中採取一個簡單甚至是精簡的取向，又認為有關的建議只是為問題提供短期的答案，不夠前瞻性，白白浪費一個為薪酬架構和其他對警隊息息相關的事項進行有意義檢討的機會。」－港島

「警隊職系架構檢討的結果令人失望，特別是未能改善警隊與其他紀律部隊的薪酬對比關係，這着實令人感到灰心。」－行動部

很多警務人員純粹感到他們的努力被當作是理所當然的東西。警務工作範圍廣泛，與其他紀律部隊截然不同。因此，職系架構檢討報告書以警隊的與別不同和獨特的工作〔**第 2.11(c)段**〕來代表所有紀律部隊人員的某些職責是不恰當的。紀常會必須明白和適當地分清各支紀律部隊的工作和職責，以及警隊作為公務員一分子，但有別於其他紀律部隊的獨特角色。

「為了反映警隊面對日益增加的挑戰和困難，人員認為警隊較其他紀律部隊享有薪酬優勢的理據充分。報告書和建議的薪級表未能完全肯定警隊的特殊因素。」－刑事部

「檢討的結果令人失望，因為它未能適當地肯定警隊擴大了的職責範圍和工作量。雖然報告書建議提高警隊各個職級的頂薪點，但事實是其他紀律部隊的頂薪點也同時獲得提高，這一點顯示紀常旨在尋求安撫七個紀律部隊有關加薪的訴求，而不是採取公正無私和客觀的態度來進行有關檢討。」－警察學院

「人員欣悉紀常會建議定期進行職系架構檢討，以便合理釐定警隊的職系架構，避免現時的失實情況。不過，紀常會的建議與警隊管理層和職方所提交的意見書卻出現分歧，人員對此感到失望和憤怒。他們知悉紀常會是在意識到所謂的金融海嘯來臨之後，才提交該份非常有限的報告……報告的內容和建議未能提供一套有效的措施來激勵低落的士氣。」－新界北

紀常會職系架構檢討報告書在概述紀律部隊固有特點的推論(第 2.10 段)時，犯了一個錯誤，就是把所有東西視為一個整體。這是不對的，而且令警隊難以接受。有關檢討必須更仔細地就各支紀律部隊進行研究，因為並非所有紀律部隊都擁有這些固有特點，而且也肯定屬於不同水平。**因此，當局需要設立一個衡量制度，以便公平和合理地分清各支紀律部隊的特點。**只有警隊才擁有『警務工作的特殊因素』，因為警隊自 1997 年起取代了軍隊的角色，加上其在香港的地位和角色(作為率先回應和最終求助的機構)、警務和執法工作須具備多方面的專業知識，以及組織架構因素(兼任職務、事故的行動指揮工作、隨時候命，以及策劃緊急應變計劃)。與其他紀律部隊比較，警隊須面對整體較高程度的危險和辛勞，遵守更多有關紀律和問責性的既定守則，以及個人生活受到更多限制。警隊較其他紀律部隊有更多機會受不定時工作時間表和出勤對生活的干擾。

「職系架構檢討報告書已清楚顯示紀常會沒有考慮警務工的獨特性。有意見認為紀常會應考慮多項重要因素，例如專業知識、特別訓練、辛勞、壓力、潛在危險、權利和自由受到限制(不能像市民大眾，甚至是其他政府僱員般享有同等權利和自由)、警隊須嚴守紀律，最重要的是市民對維持本港穩定和安全方面有很高期望。部分人員建議列出自凌衛理檢討至今，警務人員基本薪金所包括與職務有關的所有津貼和金額，以便與其他紀律部隊進行公平的比較。」－西九龍

「特殊因素」的薪酬成分必須獲合理地考慮。職系架構檢討的建議為警隊與其他紀律部隊和文職職系之間提供的薪酬對比關係不足。紀常會的意見和想法不一致，而且沒有充分地在職系架構檢討報告書(第 8.22 至 8.25 段)中列出。紀常會一方面同意警隊(當中約八成為初級警務人員)在多個方面的獨特性，但另一方面卻又舉了一個例子說明(各級)警務人員所受的限制與 400 個公務員職系中一小撮行政、資訊及其他高級職級人員所受的限制無異。鑑

於初級警務人員須受觀點限制，情況與高級政府職位人員相同，因此初級警務人員期望當局會適當地肯定他們在公務員隊伍中的獨特地位。人員的論據是提供一個能妥善地配合警隊職制和獨特地位，而不是切合各個部隊需要的按年遞增薪級，這可能有別於其他紀律部隊的按年遞增薪級，但卻符合市民大眾的長遠利益(第8.24段)。

紀常會的建議對警長級人員的內部薪酬對比關係造成不利影響。因此，有關修訂紀常會就警長級人員增薪結構所提出的建議，已成為廣受評論的議題。

「紀常會一直只是空談，報告書第1.18段已清楚表明：每支紀律部隊都有本身獨特之處。在這背景下，我們(紀常會)有以下意見……我們不可能也不宜直接比較各個紀律部隊，或直接比較紀律部隊與文職職系。因此，紀常會不宜為警長薪酬加設模擬上限，以避免入境事務處(或其他部門)人員可能就不平等表達不滿，而紀常會在為警長級人員建議更實際的薪酬調整時，亦不應覺得其雙手被綁。」－警察學院

「對於紀常會毫不重視其指揮角色及相關職責，警長級人員感到全然失望」
－ 港島總區

「如建議完全落實，警長最終較高級警員高出少於3,000元的薪酬差距，相對於警長較高級警員所須額外承擔的角色及職責，兩者並不相稱。警員認為在考慮晉升事宜時，這點會使他們失去上進動力，特別是加上空缺不足及競爭激烈等情況。」－行動部

「對於警員／警長及警長／警署警長之間的薪酬差距被大幅收窄令警長最為不滿，人員完全理解和認同警長的感受。他們認為，職系架構檢討報告對警長的經驗、專業，以及其對警隊及社會的貢獻，並無予以足夠的肯定及反映。部分警長更憤而表示寧可降至不用承擔任何督導職責的職級，因為該等職責只換來微薄的增薪及些微的晉升機會(約70%的警長在服務警隊期內不會獲晉升至警署警長)。」－西九龍總區

「警長對於只獲提高一個頂薪點感到十分失望，因為這大幅收窄警長與高級警員之間的薪酬差距。這建議並無理據支持，而且會降低警員尋求晉升至警長的意欲。所有人員均認同警長在維持前線警察服務質素方面擔當重要角色，並認為警員、警長和警署警長的頂薪點之間必須有充足的薪酬差距。」－保安部

「警長在督導前線工作、維持警察服務質素和與公眾接觸等方面均為警隊的骨幹。他們的職責持續增加，而且被指派督導前線工作，只建議提高其一個薪點，令人非常失望。如提高薪級是鼓勵現職警長士氣和激勵警員尋求晉升的重要元素，各職級人員均贊同有需要大幅提高警長的薪級。」 - 支援部

紀常會提出的調整警隊增薪制度方法及方式欠缺深思熟慮、理據和解釋，引起不少批評意見，尤其是有關各職級的遞增薪點，以及督察至高級警司級的薪酬；

「紀常會現獨斷地建議刪除督察級四個遞增薪點，實際上是把督察及高級督察分為兩個不同職級。這建議並無理據支持。」 - 西九龍總區

「紀常會只繼續容許各職級內存在遞增薪級不公平的情況，而沒有處理職制中不公平及管理不善之處。警務人員薪級表的遞增薪點較現時總薪級表的為少，總薪級表的遞增薪點間提供 4% 至 5% 的增幅。」
- 東九龍總區

「大部分人員對於頂薪薪酬與其他紀律部隊的相同感到失望。督察至高級警司級人員的獨特指揮角色及警政工作的特殊因素必需予以肯定，所以警察職級應較其他一般紀律部隊的職級存在若干額外增薪優勢。」 - 新界北總區

公務員事務局局長建議暫緩執行職系架構檢討報告中牽涉額外財政開支的建議，這引起強烈的負面回應。近期的職員關係報告重點提到，由於職系架構檢討毫無進展，人員日益感到無法忍受：

「近期的警隊職員關係報告反映出人員對紀常會的建議及公務員事務局局長提出暫緩執行有關建議表示失望和不滿。人員反對當局以金融危機為藉口，拖延執行職系架構檢討的建議。」

「人員亦強烈要求當局設定時限和清楚說明有關建議將在何具體條件下予以執行。」

「各職級人員繼續討論紀常會的報告，並愈加關注該報告的內容有欠根據，而公務員事務局局長提出的不恰當意見令情況更形惡劣。該報告應當釐定警務人員的長遠(6 年)薪酬趨勢，但看來卻只顧考慮目前的金融危機，而這兩者並非必然相關。」

因此，人員期望現時的諮詢可正面影響公務員事務局局長，使她能充分考慮員工和管理層的意見。」

「職系架構檢討仍是非常熱門的話題。由於就有關檢討尋求圓滿方案的進展緩慢，人員的不滿及失望情緒與日俱增。

現正進行為期三個月的諮詢期看來只是故意拖延的計策，在員工期望有關檢討能盡早完成之時，為當局進一步拖延有關事宜提供方便之門。當局顯然低估了人員對職系架構檢討所產生的不滿情緒的強度和深度。人員的友好態度及容忍度迅速下降。當局應注意有關跡象。」

「由於高級警員與警長之間的薪酬差距收窄至前所未見的程度，警長級人員表示非常失望。紀常會的建議有需要就警長的薪級作出改善。所有其他只獲(建議)提高一個薪點的人員亦感到失望，因他們認為他們理應獲得更大幅的調整。」

「看見頂薪薪酬與其他紀律部隊相若職級人員相同，督察級人員(高級督察)亦表示失望。這平均分擔職責的方式似乎過於概括，使警務人員薪級表的獨特性看來已不存在。這通用處理方法並不恰當，因為各紀律部隊的角色和職責相當不同。警隊在這些職級應有足夠的薪酬優勢，以肯定警政工作的特殊因素。紀常會建議的方法存在不少缺點，故需制定一個合乎邏輯理性的制度，以比較各紀律部隊的工作。」

「職系架構檢討繼續是人員的熱門討論話題。人員認為政府理所當然地視警隊為「最先和最後的倚傍力量」，但卻無警務人員適當獎勵，警長級人員尤其認為有關檢討沒有公平地研究其職級的薪酬遞增。」

「關於公務員事務局局長建議當局暫緩執行牽涉額外財政開支的建議，直至經濟回穩，人員對此表示失望。大部分人員全力支持警隊職方提交的意見書及警隊管理層提出的建議，即警務工作的特別性質理應在職系架構檢討中獲得適當的肯定。警長尤其最為不滿……在諮詢期間，部分人員表示職方協會不應阻止人員透過公開行動來提出建議。」

警隊職方很想得知公眾對職系架構檢討的意見，故現正積極接觸社會各界。我們曾在 1 月 19 日的立法會公務員及資助機構員工事務委員會上，以及社區層面和地區撲滅罪行委員會的討論中，與立法會議員接觸。他們現普遍理解職系架構檢討是關乎架構和較長遠的事宜，與每年按市場情況調整薪酬的措施有別，我們對此感到鼓舞。他們明白到，上次檢討至今已有二十年，故現時有需要處理有關問題。前線警務人員對檢討報告和紀常會工作所顯示的不滿程度和警隊士氣低落的情況，已備受社區領袖關注。他們

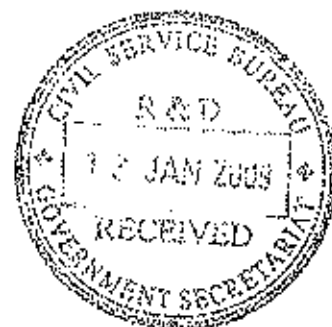
質疑職系架構檢討報告的質素，並促請公務員事務局局長採取行動以糾正有關問題。他們承認，警隊如此低落的士氣，加上與當局在薪酬和工作條件方面尚未解決的糾紛，會對本港社會的安全及穩定構成危險。他們十分明白其社區在 2009 年所面對的種種挑戰，並期望當局，特別是公務員事務局局長，能與前線警務人員進行公開務實的對話，以尋求解決方法。他們明白時間十分重要，亦相信當局有資源保證他們社區的警政工作，方法是為警務人員帶來公平合理的檢討結果，使他們可把全部精神轉回警政工作上，而不用憂慮士氣及職系架構檢討的問題。各社區領袖能完全分辨出警察服務、警隊在撲滅罪行方面的複雜工作及在其他各方面的種種任務，與一般公務員職系及其他紀律部隊的工作有別。

「本人對有關事宜(職系架構檢討)非常關注，故此盡早回覆……本人明白
警隊的士氣是影響警隊撲滅罪行效率的重要元素。

本人注意到，紀常會的建議與警隊管理層及職方的意見存在分歧，
令警隊職方感到「極度失望和憤怒」，這情況不容忽視。為此，
本人積極鼓勵職方與當局在職系架構檢討作出任何最終決定前，
繼續及直接進行溝通。」

- 荃灣區撲滅罪行委員會 2009 年 2 月 12 日

香港中環雪廠街 11 號
中區政府合署(西座)10 字樓
公務員事務局局長
俞宗怡女士, GBS, JP



俞局長：

紀律部隊職系架構檢討報告書

就二零零八年十一月二十七日紀律人員薪俸及服務條件常務委員會（以下簡稱紀常會）向行政長官所呈交有關紀律部隊的職系架構檢討報告書，並責成公務員事務局詳細研究其中內容，和諮詢所有相關人士。入境處四個職工會在深入研究報告書內容及諮詢同事的意見後，除了對報告書內小部分內容表示肯定外，對紀常會幾乎沒有回應入境處四個工會的訴求表示失望，和對紀常會把職系架構檢討簡單和錯誤地視作一次薪酬檢討的處理方法表示憤慨，亦有故意誤導市民之虞。

有關紀律部隊職系的檢討，對上一次只是在二十年前發生過，同事們對今次檢討存有合理的關注和期望。在職系架構檢討進行期間，我們積極因應社會、經濟和政治轉變及公眾期望等，在工作性質、內容、工作量、責任承擔上所產生的重大改變，並向紀常會就若干事項提供合共九份建議書及一份在更換主席後要求會面的信件，現一併附上給你參考（附件一）。

四會認同檢討報告書內對入境處人手資源緊絀的肯定

報告書中提到紀常會在透過探訪和會見前線人員及審議書面意見後，認同部門人手緊絀是同事們的主要壓力來源，甚至影響他們的身心健康和社交及家庭生活，同時也導致他們的例假積存總額和未獲補償的逾時工作時數餘額偏高。紀常會同情入境處人員的處境，並鼓勵部門檢討人手資源及調配情況，在有需要和足夠理由下，可向當局要求增撥資源，以便應付不斷增加的工作。我們對於部門在人力資源上獲得公允的評價和正面的認同感到振奮和鼓舞。

對於部門人手調配問題，四會代表早已在二零零七年初聯名向立法會保安事務委員會提交意見書，並在五月八日獲應邀參與會議和討論相關事項，包括入境管制站的人手調配情況、人手短缺所引致

的問題和員工積存假期總額等。我們熱切希望在透過紀常會對部門人手資源的認同情況下，俞局長會正面地處理部門的資源申請，使我們能應付已大量增長的工作，以紓緩同事們現在所承受的重大壓力。

對職系架構檢討的訴求

但報告書中提到對入境事務主任職系和入境事務助理員職系的建議跟我們的訴求有極大差異。顯然地是紀常會忽略了對兩個職系作出架構檢討的急切需要，而只在薪酬上提出調整。對此，四會表示極度不滿和遺憾。我們認為在充分的理據和數字的支持下，紀常會竟然漠視我們的建議。在今次諮詢過程中，同事一直要求我們四會為他們傳達以下的三個要求：

1. 提高新入職入境事務主任和入境事務助理員的起薪點，以達致與其它紀律部隊一致

以入境事務助理員職級而言，他們的入職學歷跟其他比較為高，但所得薪酬則相對地低了一個薪級點，實在不合邏輯及違反常理；至於入境事務主任入職薪酬亦應相對的與其他紀律部隊看齊，以現時情況，同一學歷者，都比其他紀律部隊低兩個薪級點，使入境處繼續淪為第三流紀律部隊，給部門帶來負面的形象，這是我們所不能接受的。

2. 提高現時入境事務助理員、高級入境事務助理員及總入境事務助理員的頂薪點，以達致與其它紀律部隊一致

入境處員佐級是守衛著香港的出入境大門的最前線工作人員，他們為香港的安定繁榮所作出的貢獻，功不可沒。他們的薪酬待遇不應低於其它紀律部隊。再者，在過去 20 年，不論總入境事務助理員、高級入境事務助理員和入境事務助理員的工作都有了很大的變化，他們的職責和職能均有所增加。正如其它紀律部隊相同職級一樣，他們所承受的責任和因工作量大幅增加所帶來的壓力與其它部隊比較，亦不遑多讓；故入境事務助理員職系各級人員的薪酬，應獲得提高至與其它紀律部隊一樣的頂薪點。

3. 入境事務主任與高級入境事務主任實施直通職級，以達致與現有警隊、廉署和消防處消防主任職系的直通職級的安排一致

直通職級的安排多年來在警隊、廉署和消防處消防主任職系行之有效。紀常會在報告書中並沒有提供拒絕接納我們建議入境事務主任與高級入境事務主任實施直通職級的合理解釋，只說直通職級安排是基於歷史原因，而隨着時間的過去和情況轉變，這些原因現已不再適用。但紀常會卻沒有因此取消現行直通職級的安排，反而建議通過資歷檢定考試優化有關的安排，並解釋這方法更能任人唯才和充分反映職能上的分工。列陳的論點實在是自相矛盾，而且紀常會也沒有交代為何這優化後的直通職級安排不能伸延至入境處推行。

直通職級的安排能裁減架構層，提升工作效率，對同事、部門、廣大市民以至政府都有莫大裨益。在市民方面，部門可以透過工作流程再造 (Business Process Reengineering)，重新審視兩個職級在每個組別的工作範疇和相關的工作程序，使有關工序精益求精。從而令市民更能享受到優質的入境處服務。對部門而言，直通職級的安排是唯一可以消除入境事務主任晉升高級入境事務主任需時的屏障，長遠有助招聘和挽留人材，令部門能妥善地紓緩和解決部門的繼任問題。而在現時的職級架構下，入境事務主任要透過競爭晉升 (competitive promotion) 才能升為高級入境事務主任。相反地，警務處的督察 (Inspector) 及消防處的消防隊長 (Station Officer) 可以透過直通職級的安排，便能晉升一級。雖然紀常會提議對直通職級的安排作出修改，引入考試及格並工作满某個年期，便可晉升一級，但不公平的晉升制度始終存在。相反，若將優化後的直通職級安排伸延至入境處推行，始能大大提升主任級士氣。最後，部門亦可通過直通職級，簡化現時工作流程，使一個個案由兩個職級的同事減為一個職級處理，從而刪減大約 80 個職位。使特區政府公務員人數上升的壓力得以減輕。因此，我們強烈要求俞局長能積極考慮在入境處全面推行直通職級。

職系架構檢討建議的實施

我們留意到俞局長因應環球金融危機對香港經濟可能帶來的衝擊，向行政會議提出“暫緩執行”任何牽涉額外財政開支的建議，直至香港的經濟回復平穩發展。我們在對此建議理解的同時，必須重

申同事對紀常會的建議存有合法的期望。因此任何同事都不應因轉制而蒙受損失，故此俞局長應為職系架構檢討報告書訂立生效日期，我們建議可參考每年薪酬趨勢調查生效日期而訂為 2009 年 4 月 1 日，並應具有追溯效力。

總結

在這次職系架構檢討中，我們一直強調以「科學論證、務實理性」的態度去表達及爭取我們的訴求，但結果卻是令人失望和憤慨，就連基本在薪酬的起薪和頂薪點都不能和其它紀律部隊看齊。這無異是繼續將我們視為第三流的紀律部隊，這是我們不能接受的。

我們希望俞局長也能本着「科學論證、務實理性」的原則，拿出你的勇氣和承擔，把已存在二十年對同事的屈辱和不公平糾正過來，還我們一個公道！



入境事務主任協會主席
李學廉先生



香港入境事務助理員工會主席
劉玉輝先生



香港入境事務人員協會主席
王堂勝先生



香港入境處員佐級總會主席
朱偉庭先生

副本送： 紀律人員薪俸及服務條件常務委員會主席
保安局局長
入境事務處處長

二零零九年一月八日



IMMIGRATION SERVICE OFFICERS ASSOCIATION

入境事務主任協會

紀律部隊職系架構檢討意見書

自 1988 年凌衛理報告書以來，政府一直未為紀律部隊進行獨立薪酬檢討。經各紀律部隊職方多番要求及爭取，政府終於答允為紀律部隊進行獨立職系架構檢討，並邀請紀律部隊人員薪俸及服務條件常務委員會（以下簡稱紀常會）為紀律部隊進行有關檢討。自凌衛理報告書以後，部門因應社會、經濟和政治轉變及公眾期望等，在工作性質、內容、工作量、責任承擔上產生了巨大轉變。

一、工作性質、內容、工作量、責任承擔的轉變

1. 工作性質及內容

- 按照政府政策，入境處負責執行有效的出入境管制，防止及偵查相關罪行；為市民簽發身份證及旅行證件及提供出生、死亡及婚姻登記服務。入境處作為香港整體保安第一度防線，鞏固香港國

際都會及世界金融中心地位；

- 入境事務隊人員在入職時須接受嚴格訓練，員工品行及個人行為受到部門訓令/守則所限制。
- 入境事務隊人員不定期地被派調到不同崗位工作及須輪班工作。被派駐各管制站的員工更須使用 2 至 3 小時到偏遠的地點工作；
- 因應特發工作需要，在接獲短時間或沒有預先通知的情況下，員工須經常加班及延長工作時數以處理積壓的工作或人潮；
- 在各大節日如聖誕、農曆新年、十一黃金週等假期，往往就是入境處最繁忙的時候。員工必須取消休假、逾時工作以應付大量出入境旅客。長遠而言，嚴重影響家庭和個人社交生活及進修；
- 為執行有效的出入境管制及處理各項不同類別簽證的申請，員工須具備國際視野，觸覺敏銳及具備各行各業不同的知識；
- 旅遊業為本港主要經濟收入來源，入境處身負旅遊大使的使命。員工須懂得平衡，在執行有效入境管制同時，更要提供便捷服務給到訪的旅客；
- 特遣隊的成立為保障本地勞工免受不公平的競爭，打擊非法勞工；
- 1997 年，入境處處處理大量與香港回歸祖國有關的工作；

- 根據《基本法》賦予的權力簽發香港特別行政區護照；
- 獲中央政府授權為香港居民處理所有與中國國籍有關事宜；
- 為特區護照持有人向多個國家爭取免簽證待遇；
- 處理居港權問題，簽發居留權證明書予內地居民來港定居；
- 駐京辦、駐粵辦的成立，加強香港特區與內地機構溝通；
- 協助在外香港居民小組成立，為身在外地的香港居民提供協助，多次派員赴外地協助遇事居民，如南亞海嘯、台灣車禍等。
- 為加強香港競爭力，入境處先後推出多個輸入人才及投資移民計劃；
- 2003年，入境處為全港七百萬市民更換智能身份證；

2. 工作量及壓力

- 香港作為亞洲金融中心及旅遊城市，旅遊業為本港主要經濟收入來源。「自遊行」的實施、針對非本地孕婦來港產子而執行的入境措施、各種不同類別的投資及招攬人才計劃的推出、非洲及南亞裔人士尋求庇護及覆核個案不斷增加，以及協助境外港人求助個案不斷增加等等。以上種種工作令同事承受沉重的工作壓力，加上人手不足同事經常超時工作，導致逾時工作時數及例假日數

都到達上限。累積逾時工作時數及例假日數為各紀律部隊之冠；

- 在沉重的工作壓力下，容易患上情緒病及精神病。資料顯示在過去 3 年入境處共有 43 名人員經診斷後，證實患上情緒病或精神病，患病比率為紀律部隊中最高；
- 為應付大量的工作，同事經常超時工作，休息時間不足，日積月累，導致員工患病機會大大提高。世界衛生組織醫學報告指出長期通宵工作，患癌病機較高。

3. 工作危險

- 前線人員每日接觸來自世界不同地方旅客，當中有疾病帶菌者(流感患者)，員工可能在沒有防備下受感染；
- 入境事務隊人員經常在打擊黑工及遣返被拒絕入境人士行動中受到襲擊而受傷，數字正不斷上升；
- 2001 年入境事務大樓縱火案，導致一位英勇同事殉職及多人受傷，足見入境處工作危險性不比其他紀律部隊低；
- 港人在外遇事求助個案大增，入境事務隊人員須前往不同地區為遇事港人提供協助。如印尼動亂、南亞海嘯等，任務存在很高的危險；

4. 責任承擔

- 市民對紀律部隊的期望和要求不斷提高，作為主任級人員須進一步對下屬執行職務的行為表現，負責督責及監管；
- 入境處對所提供的各項服務都定下服務承諾，監督人員須確保所提供的服務能在承諾限期內完成，不期然產生無形壓力；
- 各種法例的制訂，如私隱條例、竊聽條例等，大大提高入境事務隊人員在執法時的困難及法律承擔。例如近年大量非洲及南亞裔人士到港尋求庇護以「禁止酷刑」公約為理由申請覆核個案倍增及居留權的訴訟影響等；
- 處理沉重的工作量須先進科技的輔助，入境處自九十年代利用資訊科技輔助處理與出入境檢查(如 e 道)、簽發簽證、旅行證件和身份證等有關的工作。督導人員不單須具備豐富的相關知識，亦必須迎接挑戰，掌握各項軟件應用系統的知識；
- 主任級人員在處理旅客提出尋求庇護的要求時，往往涉及敏感的政治內容及層面，工作極具敏感性；
- 入境事務處處長是《基本法》所列明的主要官員之一，入境處執行《基本法》第 24 條有關居留權、第 31 條有關出入境自由、第

154 條有關簽發香港特別行政區護照及其他旅行證件及對世界各國實行出入境管制，第 155 條有關與各地區締結互免簽證事宜及獲授權為香港居民處理所有與中國國籍有關事宜等工作，足見入境處工作在香港特區政府政策中責任重大。

5. 公眾因應經濟和政治轉變而對入境處的期望

- 入境處對香港繁榮穩定作出極大貢獻，入境處一直為香港把守著邊關。拒絕讓不受歡迎人物入境，維護本港治安及政治穩定；
- 旅遊業為本港主要經濟收入來源，自「自遊行」政策的實施，訪港旅客大幅增長，為香港經濟注入強心針。入境處須為旅客提供優質服務，方便旅客、商人及投資者訪港，為香港帶來經濟效益；
- 為加強香港競爭力，入境處因時制宜推出不同的輸入人才及投資移民計劃，吸引專業知識和技能人才來港就業或投資；
- 入境處以敏銳觸覺，關著不斷轉變的世界局勢、經濟及政治環境，隨時制定新入境政策；
- 維護本地工人利益，致力打擊非法勞工；
- 按《基本法》所定繼續為香港居民簽發高度防偽身份證及旅行證件，爭取更多國家的免簽證待遇，提升香港市民的世界形象；

- 隨著市民對政府要求日高、經濟增長、科技發展、邊境交通不斷增加，以及國際間各方面的聯繫、影響繼續加強，社會對入境處所提供的服務的要求及入境處工作的複雜程度，亦會隨之而提高，這大大增加部門人手及員工精神上的壓力。

二、對紀律部隊職系架構檢討的期望及要求

1. 薪酬

- 提高入境事務主任入職薪酬，紀常會雖表示今次紀律部隊職系架構檢討範圍不包括入職薪酬，但現時入境事務主任入職薪酬，同一學歷比其他紀律部隊(主任級)少兩個薪級點，對招聘優秀人才，士氣都有極大影響；
- 檢討現時各職級的薪酬，各主任級的薪級須以提升至切合以職論薪的原則；

2. 士氣

- 正視入境處人手短缺問題，向政府反映事實，增撥資源；
- 改善薪酬及服務條件，對長期服務的人員設立長期服務增薪點，來激勵服務年資長的員工。以跳薪點鼓勵員工報考升級試。

3. 晉升

- 為了增加基層入境事務主任士氣，要求合併入境事務主任及高級入境事務主任兩個職級。比較警隊及消防處，在公平的薪級原則上，入境事務主任職級確可以取得合理的對待；
- 升級試合格獲加增薪點，以激勵上進心。

4. 工時檢討

- 入境處的工作性質獨特，以管制站為例，每位旅客須經入境事務隊人員檢查證件，工作不能積存。由於近年訪港旅客大幅增加，當值的入境事務隊人員以專業的知識，檢查到訪的每位旅行，減少休息時間執行管制任務，弄至身心俱疲；
- 根據部門訓令，駐守管制站的入境事務隊人員須於正式當值

時間十五分鐘前，身穿整齊制服向上級報到，聽取訓令。該十五分鐘並不計算在工時內。

5. 吸引及挽留人才

- 自政府引入公務員「易入易出」概念，推行公務員公積金計劃，取消長俸制度。新舊員工薪酬、福利有一定的差距。在經濟好轉的時間將出現大量員工流失。較佳的薪酬及福利，有助於招聘及挽留較優秀的人才；

三、總結

總括第一段所表述的各種因素，足見入境處的工作不但與市民的生活息息相關，更執行《基本法》所載有關條文，為香港繁榮穩定作出極大貢獻。入境事務隊人員面對沉重的工作量及壓力、重大的責任承擔及市民不斷提升的要求及期望，如未能提供吸引人的薪酬、晉升機會，難以招聘及挽留優秀人才，導致人才流失。

本會期望部門能正面向紀常會反映第二段所述的要求，最終期望紀常會能接納本會的意見。

入境事務主任協會執行委員會

2007 年 12 月 16 日

入境事務處處長, IDSM
黎棟國先生

黎處長：

入境處職系架構檢討
四會聯合建議

前言

職系架構檢討工作已在部門如火如荼地進行。我們四個工會(入境事務主任協會、香港入境事務助理員工會、香港入境事務處人員協會及香港入境處員佐級總會)組成的聯席專責工作事務委員會，已於 2007 年 11 月 27 日向部門管方及各紀律部隊同事發表了聯合共識及聲明。其後各自工會因應會員訴求亦分別向部門管方及所屬會員發表了書面意見書，有關意見書發表後，發現在員佐級職系工會的意見比較分歧，故聯席專責工作事務委員特別於 2007 年 12 月 28 日召開緊急會議。在以團隊精神和為部門內紀律部隊職系及職級的同事爭取合理的薪酬評價大前題上，我們以求同存異、實事求是的原則，最終達成了一致的意見。

一) 員佐級職系關注事項

- 1) 保持現有部隊內員佐級三個職級 IA、SIA 及 CIA 的分工。
- 2) 部隊在 2003 年實施職級重組計劃下，將 SIA 及 CIA 的工作責任加重，自此職務和權責起了極大的轉變。SIA 擔任了部份當時 CIA 的工作，例如機場入境檢查；而 CIA 肩負部份 IO 的工作，例如在管制站擔當助理通道督導主任(ACS)及管理下屬的工作。透過是次檢討，對現有的 SIA 及 CIA 職級同事因過去責任的增加，薪酬未被適當提高，處方應向紀常會提出特別處理。
- 3) 相比 1988 年凌衛理薪酬檢討後，現有三個員佐級職級的工作性質、職務和權責已改變及增加。我們對這三個職級的薪酬有以下建議：
 - i) 提高現有 IA 同事(持相同學歷者)入職的起薪點與其他紀律部隊一致。同時，個別同事的入職起薪點亦應根據不同學歷程度去釐定。
 - ii) 由於 IA 同事流失率高，為了挽留人才及培育基層接班，建議分別於不同年資內額外增加一個增薪點：
 - a) 於訓練學院完成專業訓練並結業後；
 - b) 於部隊服務滿一年後；

c)於部隊服務滿二年後；及

d)於部隊服務滿五年後，並通過經部門提供工作相關
資歷考試(Qualifying Examination)後。

iii) 為了激勵士氣，應適當提高 IA、SIA 及 CIA 同事頂薪
點，並與其他紀律部隊一致。

4) 因應部門的發展和工作的複雜性及敏感性，建議在 CIA 級
之上新增一個職級。

5) 為了提高部隊整體專業形象和因應工作及職權上的改變，
建議員佐級職系在現有名稱上作出修改，建議如下：

現有職系名稱	建議職系名稱	建議簡稱
Immigration Assistant 入境事務助理員	Immigration Inspector 入境事務督察	ImI

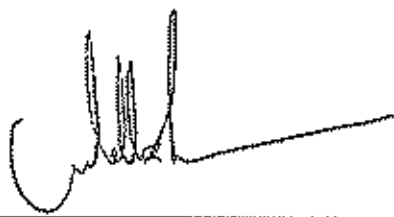
二) 主任級職系關注事項

- 1) 提高現有主任級入職的起薪點，達至與其他紀律部隊一致。
- 2) 提升基層入境事務主任士氣，建議合併 IO 及 SIO 兩個職
級，並以現有警隊和消防處的直通職級(Through Rank)的安
排作為基礎。

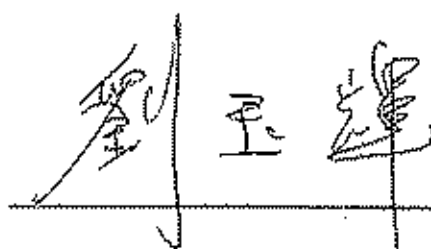
- 3) 相比 1988 年，主任級的工作性質、職務和權責方面已有極大的轉變和加重，現時主任級內所有職級的薪酬應作出合理增加，建議在現有每個職級頂薪點上適當提高，並與其他紀律部隊一致。

三) 總結

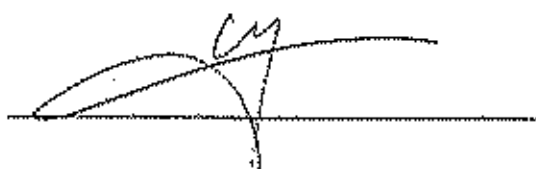
為了爭取落實所有建議，我們四會將繼續以務實理性的態度與部門管方及紀常會保持良好的溝通及交換意見。我們更期望以上各項建議能得到部門、紀常會和政府完全接納。



入境事務主任協會主席



香港入境事務助理員工會主席



香港入境事務處人員協會主席



香港入境處員佐級總會主席

二零零八年一月十六日



IMMIGRATION SERVICE OFFICERS ASSOCIATION

入境事務主任協會

入境事務處處長, IDSM
黎棟國先生

黎處長：

入境事務主任協會

紀律部隊職系架構檢討第二號意見書

入境事務主任協會繼上月十六日向部門提交紀律部隊架構檢討意見書(即第一號意見書)後，現再提交第二號意見書，以便向紀律人員薪俸及服務條件常務委員會進一步反映入境事務主任職系(以下簡稱主任職系)對是次檢討的訴求及期望。

(一) 劃一紀律部隊主任職級的入職起薪點

(1) 公平原則

「沒有梧桐樹，引不來金鳳凰」，為使各紀律部隊可以公平地招聘人材，在不同學歷不同起薪點的前題下，紀律部隊各入職職級的起薪點必須劃一，才不會導致人材偏重於某個部隊，不利於個別部門的發展。

(2) 均衡原則

劃一入職的起薪點，既反映特區政府的公平性，更顯示出特區政府重視每個紀律部門的獨特性，並認同各部隊在維持香港的安定繁榮分別所作出的貢獻。

(二) 提高主任職系各個職級的薪酬

主任職系在過往的二十年，無論在工作性質、工作量及責任承擔等均有著極大的轉變。這種轉變，在協會第一號意見書中已經有詳細闡述。在與其他紀律部隊的薪酬表相同一致的大前題下，建議提高所有主任職級的薪酬，以認同入境處同事多年來默默耕耘及對特區政府的繁榮安定所作出的貢獻。

(三) 服務年資滿 18，25，30 和 33 年，可獲額外增薪一點

爲了全面提升士氣，建議服務年資滿 18，25，30 和 33 年的紀律部隊同事，並於相關年資當年工作表現獲評爲良好，可獲額外增薪一點。此建議亦適用於員佐級職系。

(四) 實施由主任至高級主任的直通職級(Through Rank 以下簡稱爲 TR)

(1) 背景

按現時情況，七個紀律部隊中只有警隊及消防處兩個部門有 TR 的制度，其

他紀律部隊並沒有上述機制。因此，建議的 TR 方案可參考消防處及警務處的藍本。有關的參考藍本已詳載於本意見書附件內。

(2) TR 的好處

- (a) 由於主任級同事在無需晉升的情形下可以到達高級主任職級，在薪酬福利相應提高下，可以徹底提升士氣，解決挽留人才的問題；
- (b) 為新入職的同事提供一個更明確的事業發展前途；
- (c) 透過 TR 的考試機制，提升主任級同事的專業能力；
- (d) 藉著 TR 的職系重組和責任分配，提高服務承諾和水平。

(3) 入境處的 TR 方案

入境處的 TR 方案，絕不應只建基於同事們的升級加薪，以及開設更多高層職位的訴求。相反，入境處是透過落實 TR 的機制，提升主任職系人員的專業能力，從而提高整體服務水平。

目前，主任職級人員是透過晉升遴選機制，以確保高級主任職級人員的質素。在 TR 的機制下，主任職級人員須透過年資和基準考試，達到高級主任職級人員的應有水平。

部份適用於高級主任職級的工作，不會由於引進 TR 而有所改變。例如法庭

檢控官、高級福利主任、系統管理人員等。簡而言之，不涉及監管紀律人員的工作崗位，無需升格。

但是，牽涉監管工作的人員，例如管制站目前的更份主管是高級主任，在 TR 實施以後，理應升格為總主任職級，而管制部的組別主管即總主職級亦應同樣升格為助理首席主職級。這個升格，是基於監管上的需要，亦同樣適用於調查分科有關組別。至於實際轉變安排，部門管方應與職方共同商討，取得共識，然後制定並落實有關的具體安排。

在架構重整的方向上，協會認為入境處將來在界定主任和高級主任的分工上，可以依照警務處的做法，根據工作的複雜性將不同的組別分類。例如在管制部，機場科的複雜性和敏感度在正常的情形下，會比邊境科和海港科為高，所以，在兩個職級的崗位分佈上，高級主任在機場數目應佔多數，而其他兩個科別則相反。在簽證政策部，應可參照相同的理念實施上述建議。

在工作程序的檢討上，原本是高級主任負責的工作，在 TR 的情形下，應該可以繼續由高級主任擔任。由於高級主任將來仍屬個案主任，換言之，在 TR 實施後審批簽證以至個人證件的數量和速度應可大大提高。同樣地，在管制部，拒絕入境的工作，亦可由高級主任決定。將來更份主管(總主任職級)只負責審批主任級所提請的特別個案，以及高級主任的個案覆檢。在新的安排下，應該可以縮短可疑的旅客在接受進一步審查的等候時間。

基於上述的改動，整體組別分科以至科別都可能有需要進行重組，以落實引進 TR 的政策。在分科以至更高層的職級變更，協會抱持開放的態度，並支持部門實事求是地增加高層管理職位，以配合主任職系的整體發展。

(4) TR 的實施

(a) 考試制度

為確保高級主任的質素不因 TR 而下降，協會建議部門應重新設立適用於入境處的專業考試制度。但在過渡期間，協會認為已考取高級主任升級試的同事應可獲得豁免。數字顯示，目前主任職級人員，約有一半已通過上述考試的資格。

(b) 增薪點

頂薪點的主任級同事，若考試合格(或獲得豁免)，應在 TR 實施時，立即跳升至高級主任起薪點。

在 TR 的機制實施後，如考獲高級主任資格的同事，擁有五年資歷並在其中三年週年評核報告獲評核 Very Effective Rating，可以跳升至高級主任起薪點。沒有考試或未能取得合格而達到主任級頂薪點的同事，在實施 TR 一年後，在週年評核報告獲得(Very Effective Rating)，並獲推薦，可以有一個增薪點，至高級主任頂薪點為止。

(c) 晉升安排

目前主任職級七年年資可以獲得晉升高級主任的資格在 TR 實施後應該取消，而總主任職級相對亦應只可以由高級主任晉升。

入境事務主任協會

執行委員會

副本送：紀律人員薪酬及服務條件
常務委員會主席
紀律部隊評議會(職方)
政府紀律部隊人員總工會

二〇〇八年二月十二日

附件

消防處及警務處的直通職級(TR)藍本

消防處的藍本

目前，消防處在執行滅火或救援工作時，由消防隊長(Station Officer)或高級消防隊長(Senior Station Officer)帶隊。在表面上，高級消防隊長和消防隊長在分工上並無分別。消防隊長通過年資及部門考試機制，便可晉身高級消防隊長職級。由於消防工作危險性較大，所以政府以致公眾對消防處的直通職級(TR)安排並無爭議。

警務處的藍本

警務處的直通職級(TR)安排與消防處大不相同。基本上，警務處會安排較容易的工作崗位或責任較輕的副手崗位，交由督察級人員擔任，而將職務較複雜或責任較重的崗位，交由高級督察擔任。不過，這個安排並非一成不變。

在實際運作上，一般新入職的見習督察，都會調派軍裝巡邏小隊任指揮官(Patrol Sub-unit Commander)，然後經過兩年左右的歷練，再調派其它崗位。

相反，在刑事偵緝部，無論從分區(Division)值日調查隊(Divisional Investigation Team)，以至區專責調查隊，如區反黑組(District Anti-triad squad)

或區情報組(District Intelligence Squad)以至總區重案組(Regional Crime Unit)，大體上都用高級督察擔任專責工作。

至於警察機動部隊(Police Tactical Unit)小隊長(Platoon Commander)通常由高級督察擔任，而副隊長(2nd in-charge)則由督察擔任，這個組合反映了在直通職級制度下，高級督察和督察在權責上有着不同程度的劃分。

不過，上述的簡單劃分，其實仍有機制性的配套安排。例如，在軍裝部，在助理指揮官(行動)(總督察職級)下有若干巡邏小隊，隊長由督察(包括見習督察)擔任，他同時亦擔任指揮行動支援組指揮官(Operational Support Sub-unit Commander)。這個崗位通常由高級督察擔任負責協調支援以至監督巡邏小隊的工作。在日常工作上，在助理指揮官(行動)直接指揮和監督的情形下，行動支援組和巡邏小隊各司其職，平起平坐。但在助理指揮官(行動)不在場的情形下，行動支援組的高級督察，通常會名正言順地代行上司的任務，分派並指示督察的實戰工作。

又例如分區值日調查隊在高級督察不足的情況下，可能會由督察出任調查隊隊長(見習督察也有機會擔任這個職位，但比較罕見)。這樣罪案支援隊(Crime Support Sub-unit)的高級督察就會協助助理指揮官(罪案)(總督察級)訓練新人，並為案件的調查方向與進度提供意見。

整體而言，在警隊的直通職級上，高級督察和督察的工作分配和責任分擔，

有著明顯的分別。故本會相信警隊現行直通職級的機制，會比較適合作為入境處實施直通職級方案的藍本。

致：入境事務處處長

白韞六 I.D.S.M.先生

香港入境事務處
員佐級職系架構檢討意見書



香港入境事務助理員工會

2008年4月7日

前言

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前 言

自 1988 年凌衛理報告書及 1991 年紀律人員薪俸及服務條件常務委員會第一號報告書後，經歷約廿年時間，紀律部隊至今才有機會就個別部隊內各職系之職能及權責再作檢討。

此報告書是依據凌衛理報告書作藍本，就 1988 年至 2007 年間，香港入境事務處員佐級職系架構及職能的改變，工作壓力及數量增加等資料，向紀律人員薪俸及服務條件常務委員會提交本會意見。

香港入境事務助理員工會
主席 劉玉輝

第一章：引言

- 1.1 過去 20 年，入境事務處從回歸前至回歸後十年，除經歷政權轉移的改變外；前線工作人員同時須重新認識及執行中國國籍法及香港基本法，維持香港特別行政區的經濟繁榮，保持香港的國際形象；面對不斷增加的工作量及來自四方八面的壓力，前線員工仍保持高效率及高警覺性，提供優質服務予全港市民及來自世界各地的旅客。
- 1.2 本報告書將就入境事務處員佐級(Rank & File)職系(即入境事務助理員 Immigration Assistant、高級入境事務助理員 Senior Immigration Assistant 及總入境事務助理員 Chief Immigration Assistant)自 1988 年凌衛理報告書至今，各職級的權責及工種轉變作檢討。

第二章：入境事務處的工作

2.1 由於入境事務處之工作較敏感，在經過香港主權於 1997 年回歸中華人民共和國後，入境處在香港亦同時擔當一個非常重要的角色：

1988 年凌衛理報告書內容	2007 年的主要職責
按照政府政策執行入境管制	按照特區政府政策執行入境管制
限制移民入境的人數	限制移民入境的人數
為真正的遊客和商業來訪者提供方便	為真正的遊客和商業來訪者提供方便
調查及檢控與入境有關的違法行為	調查及檢控與入境有關的違法行為
保障本地工人免受海外勞工不公平的競爭	保障本地工人免受海外勞工不公平的競爭
防止不受歡迎人士進入(入境)和通緝犯離境	防止不受歡迎人士進入(入境)和通緝犯離境
為本港市民簽發身份證、護照和其他旅行證件	為本港市民簽發高防偽性智能身份證及其他身份證明文件
辦理出生、死亡和婚姻註冊	簽發電子護照和其他旅行證件
根據英國國籍法的規定辦理入籍和登記手續	辦理出生、死亡和婚姻註冊
簽發入境批准和護照	根據中國國籍法的規定辦理加入、退出及恢復中國國籍申請
代表英國政府提供廣泛的領事服務	簽發入境許可證
	辦理居留延期
	審核及簽發外傭入境許可
	審理內地人才計劃
	審理及簽發內地優秀人才入境計劃
	審核及簽發香港特別行政區居留權證明書
	核實永久性居民身份證資格
	審理資本投資者入境計劃
	審理中華人民共和國香港特別行政區亞太經合組織商務旅遊證
	駐京辦
	駐粵辦
	港人在外求助小組
	審理工作假期計劃

第三章：入境事務助理員的權責及工種轉變

3.1 入境事務助理員之權責隨時代轉變而不斷變更，由以往的協助形式演變成今天須經常獨立處理個案或接收不同類的申請：

1988 年的職責	2007 年的職責
看守被扣押及被拒入境人士	看守被扣押及被拒入境人士
管制站人流控制	管制站人流控制
抽查過境車輛以防止非法入境者進入香港	抽查過境車輛以防止非法入境者進入香港
協助調查有關涉及或干犯入境事務條例之個案	調查有關涉及或干犯入境事務條例之個案
拘捕觸犯入境事務條例之人士	撰寫有關涉及或干犯入境事務條例之個案調查報告
負責搜查懷疑觸犯入境事務條例之人士及其行李	向懷疑觸犯入境事務條例之人士進行會面紀錄
核對申領身份証人士之指紋	核對申領身份証人士之指紋
遣送觸犯入境事務條例之人士	負責搜查懷疑觸犯入境事務條例之人士及其行李
拘捕非法黑工	拘捕觸犯入境事務條例之人士
	核實申請人申請回港証、特區護照等証件所須提交之文件、証件正本
	遣送觸犯入境事務條例之人士
	遣送經由法庭發出遞解令之人士返回原居地
	負責各出入境管制站職員通道之檢查工作，防止未獲批准人士經有關通道出入管制站禁區
	拘捕非法黑工

第四章：高級入境事務助理員的權責及工種轉變

4.1 高級入境事務助理員之權責由主要處理出入境旅客之檢查工作至現在所有處理的旅客數量及工種之伸延，隨著科技日新月異，高級入境事務助理員的工作亦起了極大轉變及難度：

1988 年的職責	2007 年的職責
處理各管制站出入境旅客之檢查工作(除機場入境大堂外)	處理所有管制站出入境旅客之檢查工作(包括機場入境大堂)
防止非法入境者進入香港	防止非法入境者進入香港
防止不法之徒/非法入境者使用他人或偽做證件出入香港	防止不法之徒/非法入境者使用他人或偽做證件出入香港
協助調查有關涉及或干犯入境事務條例之個案	負責調查有關涉及或干犯入境事務條例之個案
拘捕觸犯入境事務條例之人士	拘捕觸犯入境事務條例之人士
負責搜查懷疑觸犯入境事務條例之人士及其行李	負責搜查懷疑觸犯入境事務條例之人士及其行李
遣送觸犯入境事務條例之人士	遣送觸犯入境事務條例之人士
於管制站擔綱助理值日官	於管制站擔綱助理值日官
撰寫有關涉及或干犯入境事務條例之個案調查報告	撰寫有關涉及或干犯入境事務條例之個案調查報告
向懷疑觸犯入境事務條例之人士進行會面紀錄	向懷疑觸犯入境事務條例之人士進行會面紀錄
負責各出入境管制站職員通道之檢查工作，防止未獲批准人士經有關通道出入管制站禁區	負責各出入境管制站職員通道之檢查工作，防止未獲批准人士經有關通道出入管制站禁區
遣送經由法庭發出遞解令之人士返回原居地	遣送經由法庭發出遞解令之人士返回原居地
拘捕非法黑工	拘捕非法黑工
	負責帶領小隊進行調查有關涉及或干犯入境事務條例之個案
	核實申請人在領取特區護照時所須提交之文件、證件正本

第五章：總入境事務助理員的權責及工種轉變

- 5.1 總入境事務助理員為入境事務處於 1991 年推行職級架構重組而新開設取代助理入境事務主任，主要執行一些例行性質的職務；但隨著入境事務處於 2003-2004 年進行之員佐級職系重組後，總入境事務助理員之職權已大幅度增加，甚至要處理部份原由入境事務主任負責之工種，下表可見有關之轉變：

(助理入境事務主任)	(總入境事務助理員)	
	1991 年的職責	2007 年的職責
機場入境大堂旅客入境檢查	機場入境大堂旅客入境檢查	於詢問處解答市民有關入境事務處各項服務之查詢
擔任機場入境大堂助理值日主任	擔任機場入境大堂助理值日主任	於旅遊證件組負責處理特別個案，海外申請，加急個案，及擔當隊長角色
撰寫被拒入境個案報告	撰寫被拒入境個案報告	處理僱主聘請外地傭工(包括新聘請及延期等)申請
於詢問處解答市民有關入境事務處各項服務之查詢	於詢問處解答市民有關入境事務處各項服務之查詢	處理持單程通行證進入香港而於香港居住滿七年後之申請居留權核實個案
接受及核對英國護照申請人須提交之證件正副本	接受及核對英國護照申請人須提交之證件正副本	處理各類訪港簽註之申請及簽發個案
處理各項有關入境事務之申請，如外地傭工等		處理各類申請在港居留之個案，如延期、依親、就學等
		於不同科別擔當小隊隊長，並同時須撰寫下屬評核報告
		擔任管制站助理值日主任
		撰寫有關涉及或干犯入境事務條例之個案調查報告
		於管制站擔當助理通道督導之工作，處理出入境旅客，如遺失身份證、逾期居留、無效或沒有證件、經塗改的證件等個案(上述工作原屬入境事務主任負責處理，工會對管方的安排持保留態度，細節方面仍與管方磋商中)

第六章：數據分析

- 6.1 入境處每年所處理的旅客按年遞增，與 1987 年相比，2007 年旅客增長達百分之五百，而每名員工工作量則增加百分之二百。

紀律人員人數	1987 2,561		2008/3/1 5,035	
	工作量 一項數	每人的工 作量	工作量 一項數	每人的工 作量
旅客流量	34.02(百萬)	13,284	217.8(百萬) (2007)	43,257 (2007)

第七章：員工士氣

- 7.1 過去廿年，在經歷特區政府主權回歸之前後，入境處的工作亦起了極大轉變，特別在員佐級職系；隨著特區政府對公務員所作的一籃子政策，包括文職化、資源增值等，與及入境處內的職級重組計劃，員佐級同事所面對的工作，不論在質與量均大大提高，更甚者需要處理部份主任級工作。
- 7.2 在維持香港特別行政區的安定繁榮，前線員工須面對的各項挑戰及沉重壓力，特別在工作量的不斷增加，但在人手增補未能配合的情況下，各同事仍堅守崗位；但奈何工作表現未獲認同，此點在薪酬差距上可見一斑，因入境處員佐級同事薪酬不論在入職點及頂薪點均較其它紀律部隊為低。
- 7.3 在人手招聘方面，由於整體經濟好轉情況下，新入職同事流失率亦相應地提高，達百分之十以上，對部門發展帶來負面影響。
- 7.4 以上種種因素，令入境處前線員工在因應人手短缺、工作未獲認同時，仍須為市民提供高質素服務，大大打擊員工士氣。

第八章： 入境事務助理員工會的意見

8.1 提高薪酬

提高入境處員佐級同事的入職點與其它紀律部隊相同，提高員佐級各職系的薪酬，避免出現嚴重人材流失，浪費培訓資源。

8.2 增加職級

入境處員佐級各職級在經歷廿年後，權責上出現不少轉變；從而引致須處理部份主任級的工作，為更加清晰地釐定各職級之職權，故本會建議在員佐級職系中增加新職級，並重新制定各職級之工種及權責。

8.3 提高士氣

除提高薪酬外，建議不論職級，在服務年資滿十八、廿五、三十、及三十三年後，如表現良好並獲長期服務獎，應額外給予一個增薪點。

8.4 重新正名

入境處員佐級職系之工種隨時代轉變，同時亦須在短時間內作出決定是否讓旅客進入香港等，故本會認為“助理員”(Assistant)一詞已不合時宜，故實有重新正名之必要，如：

- (a) “入境事務員”(Immigration Inspector)(簡稱:ImI)；
- (b) “入境事務員”(Immigration Controller)(簡稱:ImC)。

入境事務助理員工會
執行委員會

副本送： 紀律人員薪俸及服務條件常務委員會
紀律部隊評議會(職方)
政府紀律部隊人員總工會



IMMIGRATION SERVICE OFFICERS ASSOCIATION

入境事務主任協會

紀律人員薪俸及服務條件常務委員會
范鴻齡主席, SBS, JP

范主席：

入境事務主任協會

紀律部隊職系架構檢討第三號意見書

首先本會感謝 貴委員會在上月十八日邀請會面，然而就 貴委員會並沒有正面回應我們部份重要的訴求，本會感到非常憤懣。

這次紀律部隊職系架構檢討，本會及本處部門內的所有工會都一直強調「公平」原則，這是我們的理念，也是我們堅持可以從而達到四贏的規範。但 貴委員會似乎完全漠視我們這些合理的訴求，代之是以非理性的解釋和搪塞詞如：警察與消防的直通職級安排是歷史遺留下來的問題；紀常會並不認同入境處及其他紀律部隊可享有同等待遇；以及以行政程序的角度，因應預設的重重關卡，去「勸喻」我們放棄上述訴求，這些回應使我們感到非常不公平的對待。

會面結果既傷害了我們的感情，也使我們不能不懷疑 貴委員會對是次檢討

是否有預設立場，以及是否有認真解決問題的誠意。為此，本會現在再次重申我們的訴求，並更仔細地闡述我們的理據，希望貴委員會能本著文明和公義的準則，持平地加以考慮我們的訴求，並獲最終接納。

(一) 實施由主任至高級主任的直通職級的好處 (Through Rank, 以下簡稱為 TR)

現時警隊及消防處兩個部門都實行督察級與高級督察級 TR，從這兩個部門的良好發展和所屬職級員工的高昂士氣，可見有關制度多年來行之有效。因此，TR 同樣地也適用於入境處和其他紀律部隊，並定必能為市民、部門、同事及政府帶來以下四贏的局面：

(1) 對市民的好處

目前，入境事務主任 (Immigration Officer, 以下簡稱 IO) 除了負責督導及管理下屬外，主要工作還包括在各管制站執行旅客出入境管制，負責審理簽證、旅遊證件、登記身份證及延期居留等申請，及調查干犯入境條例的案件等。在出入境管制方面，IO 除了是隊長外，還要對有懷疑的旅客作進一步訊問的工作。在一般情況下，遇到複雜個案，IO 審理後會向高級入境事務主任 (Senior Immigration Officer, 以下簡稱 SIO) 作出建議，然後再由 SIO 作出決定。由於當中涉及兩個不同主任職級 (IO & SIO)，處理個案時間必然相對較長。

實施 TR 後，部門將實行企業流程再造工程 (Business Process Reengineering)，

簡化工作流程，由現行兩個職級的同事處理一宗個案，簡化為一個職級。

直通職級的 IO/SIO 將會同時負責訊問、審核及決定的工作。這將大大縮短任何個案的處理時間，為所有市民和旅客提供更快捷和有效的服務。

(2) 對部門的好處

i. 加強工作效率

實施 TR 後，工作流程得以簡化，一宗個案由兩個職級 (IO+SIO) 處理改為由一個職級 (IO/SIO) 完成，這將加強工作效率，令部門的資源能更有效地調配，落實部門長遠的拓展計劃。市民亦因而可以享有比 TR 以前更快捷和更有效率的服務。

ii. 解決繼任問題

TR 的實行，長遠而言能有助招聘和挽留人材，令部門能妥善地解決現在極為嚴峻的繼任問題。現時主任職系共有 9 級，但近年來 IO 入職年齡平均為 26 歲，一位 IO 平均要等候 13.6 年才有機會晉升為 SIO，致使他們沒有足夠時間在 55 歲退休前獲得晉升至管理層。現時獲晉升至總入境事務主任 (Chief Immigration Officer，以下簡稱 CIO) 的平均年齡為 47.3 歲，距離處長還有 6 級，但只餘下七至八年便行將退休，在如此短暫的時間，即使獲得晉升至首長級，也不能確保足以推行相對穩定的入境政策。由此可見，在沒有 TR 安排的情況下，對部門的繼任安排和長遠發展有極負面的影響和潛藏的嚴重破壞力！故此，TR 必須被接納及儘快推行，透過部門企業流程再造

工程, 讓有潛質的同事可以爭取表現機會而獲得儘早提升, 避免因爲人事更替做成政策不穩, 窒礙部門的正常運作和發展。

(3) 對同事的好處

TR 的實施, 反映特區政府能公平地給予所有紀律部隊相同的晉升機制, 並認同入境處同事對部門、政府及香港的貢獻。這樣不單可以提升在職同事的士氣, 令他們對部門更有歸屬感, 也可讓各紀律部隊在招聘上作公平競爭, 並相對地可以挽留人才。我們認爲適當的人才在適當的部門工作, 人力資源得以正常發展, 最終得益者必定是政府和市民大眾。

(4) 對特區政府的好處

通過 TR, 工作流程得以簡化, 一個個案由兩個職級的同事減爲一個職級處理, 故可刪減百多個“IOs/SIOs”的職位, 爲特區政府減輕公務員人數上升的壓力。雖然 CIO 的人數需要相應增加, 致使每位 CIO 帶領“IOs/SIOs”人數的比例合理化, TR 的實施實際只需約五千多至六千萬元。這樣合理的開支卻能爲市民、部門、同事及特區政府帶來莫大的裨益, 並糾正多年來對入境處的不公平對待, 從而消弭了長達二十年的怨氣。故此, TR 的推行實是合情和合理的, 並且是急不容緩。

在推行 TR 的同時, 將加入新的考試機制, 提升主任級同事的專業能力。本會亦已向部門建議取消 IO 工作七年可無須通過考試也獲考慮晉升的規定,

以確保 SIO 的質素不會因 TR 而下降。在這一安排上，主席閣下和其他委員在當日會議上都表示認同。

(二) 劃一紀律部隊主任職級的入職起薪點

每一支紀律部隊對維持香港的安定繁榮同樣作出了貢獻，而入境處的貢獻已詳列於本會第一號意見書上，在此不再贅述。現時入境處主任職級的入職起薪點是低於其他紀律部隊，特區政府必須公平地劃一所有紀律部隊（包括警隊）入職職級的起薪點。

在會面時，葉國謙議員曾以我們的工作時數較其他紀律部隊少（消防處救護主任及政府飛行服務隊除外）作為我們有較佳平均時薪的意見，我們亦已在會上解釋了原因。在此再次詳細解釋有關原因如下：

- (1) 由於我們的日常工作是要配合訪港旅客的需要，因此管制站更份編排不能常規化；
- (2) 管制站的工作是高度密集，執行職務時每位同事更需要極高的專注力；
- (3) 我們並沒有如其他紀律部隊可以有一些備用時間和空間稍作休息。

因此現時的工作時間已是我們所能付出時數的極限。我們因辛勞而產生的壓力和損耗，已使我們傷患人數急劇增加，並有頗多同事在精神上出現問題，這是客觀的事實，並已取得貴委員會認同。

劃一起薪點才可使各紀律部隊在公平的原則下，招聘合適的人材，避免導致偏重於某個部隊，不利於個別部門的發展。

(三) 提高主任職系各個職級的薪酬

自 1988 年凌衛理報告書以後，經歷二十年，由於政治、經濟及社會上的改變，主任級的工作性質、職務、權責及工作量方面已有極大的轉變。因此，主任級所有職級的薪酬應合理地提高，並與其它紀律部隊一致，從而合理地反映同事們對香港安定繁榮所作出的貢獻。紀常會若繼續漠視入境處的訴求，不公平地維持入境處同事們入職較低的薪酬，不重視我們的貢獻，我們定會作出相應的行動表達不滿和抗議。

(四) 縮減工時

入境處的工作性質獨特，工作是連續性的和無間斷的，簡直是「開工做到收工」。在回歸後，工作量繼續增加，個案日益複雜和敏感，每週四十四小時的工時，已令到同事們承受極大的壓力。入境處同事確診為患有精神或情緒問題的百份比為 0.9%，是各紀律部隊之冠，也是警隊 (0.2%) 的 4.5 倍。無間斷式工作對同事們健康所做成的傷害，可見一斑。為了確保同事們身心健康，紓緩他們承受的壓力，本會認為工時實在有下調的需要。

(五) 彈性處理退休問題

基於以上所述傷病困擾的原因，本會建議可以授權部門酌情准許傷病同事提前退休。同樣，若果同事在退休時希望延長服務年期，為使部門可彈性處理人手安排，避免青黃不接，亦應授權部門酌情准許同事延遲退休一至兩年，以確保整體服務水平。

(六) 總結

在維持香港的安定繁榮上，所有紀律部隊都各有獨特的角色和崗位，不屈不撓和努力不懈地為市民提供優質服務。本會再次重申，我們的訴求均是合情和合理的。本會強烈要求 貴委員會把握這個歷史時刻，對過去不公平的做法加以糾正，使入境處同事們獲得公正合理的評價和待遇。

入境事務主任協會
執行委員會

副本送：入境事務處處長
紀律部隊評議會(職方)
政府紀律部隊人員總工會

二〇〇八年五月三日



香港入境事務處人員協會



香港入境處員佐級總會

紀律人員薪俸及服務條件常務委員會
范鴻齡主席

范主席：

您好！因應紀律人員薪俸及服務條件常務委員會正對所有紀律部隊進行全面的職系架構檢討，香港入境事務處人員協會和入境處員佐級總會（下稱兩會）作為入境事務處內其中兩個工會，在過去的幾個月裏，兩會代表在諮詢會員們意見和整理有關資料後，向委員會提交一份兩會對於職系架構檢討的建議書（請參閱附件）。

兩會很感謝范主席和其他委員們，在百忙中兩次與工會代表們面對面地交換意見，並細心聆聽了我們的訴求。兩會希望通過這份建議書，讓范主席和其他委員們進一步了解我們的工作轉變，從而對我們員佐級同事多年來所付出的努力，有一個公正和持平的肯定！

最後，如果委員會對我們的意見有任何疑問，歡迎提出，兩會定會全力解答和配合，謝謝！

祝 工作愉快！



香港入境事務處人員協會
主席 王堂勝



香港入境處員佐級總會
主席 朱偉庭

二零零八年五月七日

副本呈送：入境事務處白韞六處長



HKIDRFU
香港入境處員佐級總會

紀律部隊職系架構檢討

香港入境事務處員佐級職系
兩會聯合第一號意見書



香港入境事務處人員協會



香港入境處員佐級總會

香港入境事務處 紀律部隊職系架構檢討 員佐級職系第一號意見書

引言

自一九八八年凌衛理報告書發表後，至今已相隔十九年，於香港入境事務處員佐級職系架構內，不論在工作性質、職務、職責和工作量方面，均有巨大的轉變及倍數的增加，本會希望藉此次的紀律部隊職系架構檢討，能對我們一直默默的付出作一個總結及肯定，從而對我們員佐級同事的努力有一個公正、持平的認同！

我們將於下文逐一講述及解釋我們的意見。

一) 工作性質

- 有關入境處的工作範疇十分廣泛，任何香港市民的出生、死亡、結婚證書、身份証、旅遊證件、出入境檢查、偵查、檢控、拘捕等等，都是入境處的工作範疇；

- 作為香港特區整體保安的第一度防線，堅負鞏固特區的安定繁榮的重要責任；
- 負責執行有效的出入境管制，防止及偵查相關的罪行；
- 特遣隊的工作，負責打擊非法勞工，保障香港特區的本
地勞工權益；並於假期前後負責支援各出入境管制站；
- 為在境外身陷困境的香港居民提供援助；
- 為執行有效的出入境管制，負責處理各項不同類別的簽
証申請；
- 負責收押、看守及遣送違反居留條件的人士；
- 負責酷刑聲請的個案；
- 負責打擊偽造證件及偽証集團等非法行為；
- 負責打擊非法移民，例如假結婚的個案，遣送非法入境
者；
- 負責執行內地孕婦來港產子的政策；
- 駐京辦、駐粵辦的成立，為加強與內地機構的溝通；
- 處理與中國國籍法相關事宜；
- 入境處為特區護照持有人成功向多個國家爭取免簽證待
遇；
- 負責處理居港權的問題；
- 為加強香港特區的競爭力，先後推出多個輸入人才及投

資移民計劃；

二) 工作量

- 入境處的工作量，單以處理出入境旅客數字的增幅，從客觀的數據內已能清楚反映出來；
- 入境處處處理各項申請的增幅，從客觀的數據內能清楚反映出來；
- 入境處的一些特別及突發的新工作項目，原本應屬短期措施，但已延續多年，令工作量不斷加重；

由於上述等的因素，我們的工作量不斷增加，但一直以來人手未有相應的配合增加，同事需經常超時工作及取消休假，方勉強應付現時的工作量，從我們所累積逾時工作及假期時數為各紀律部隊之冠足以可作出印証，但數字上仍未計算同事無申報的逾時工作時數。

三) 工作危險性

- 部隊的前線同事每日接觸來自世界不同地方旅客，當中有不同疾病的帶菌者，例如嚴重如 SARS 病毒患者、愛滋病患者、甚至較輕的流感患者等，我們同事在沒有可能防備及不知情的情況下容易受到感染；

- 部隊的同事經常在打擊黑工行動中受到襲擊而受傷；
- 部隊的同事在看守或遣返被拒絕入境人士時，隨時會遭受到襲擊或反抗而受傷；
- 部隊的同事為在香港境外身陷困境的香港居民提供協助，須前往不同的地區為遇事港人提供協助，如印尼動亂、南亞海嘯等，任務存在極高的危險性；
- 2001 年入境事務大樓縱火案，導致一位英勇同事殉職及多人受傷，足見入境處工作危險性不比其他紀律部隊低；

四) 責任承擔

- 香港特區其中一項主要經濟收入來源來自旅遊業，部隊在執行職務捍衛香港特區安全的第一度防線外，並向旅客提供有效及便捷的出入境檢查；
- 部隊的工作涉及大量的敏感性資料或是個人的資料，必須小心處理以免資料外洩；
- 入境處對所提供的各項服務都定下服務承諾，我們部隊的同事須確保所提供的服務能在承諾限期內完成；
- 市民對紀律部隊的期望和要求不斷提高，我們部隊的同事在執行職務時的行為及操守，均受嚴格的監管；
- 現今科技一日千里下，我們部隊的同事需不斷學習新的

科技，增進知職，務求與世界接軌；

- 我們部隊的同事在執行工作時，往往涉及敏感的政治內容及層面，工作極具敏感性；
- 我們部隊的同事在有需要時必須隨時召喚上班，甚至臨時取消休假以處理突發的事故；
- 入境事務處處長是《基本法》所列明的主要官員之一，入境處執行《基本法》第 24 條有關居留權、第 31 條有關出入境自由、第 154 條有關簽發香港特別行政區護照及其他旅行證件及對世界各國實行出入境管制、第 155 條有關與各地區締結互免簽證事宜及獲授權為香港居民處理所有與中國國籍有關事宜等工作，足見入境處在香港特區政府佔一個很重要的角式。

五) 裝備

- 我們部隊在裝備上加設了裝備，例如胡椒噴霧、伸縮棍、盾牌，更加入防暴訓練，以應付突發事件。

六) 工作壓力及所面對的問題

- 大部份員佐級同事日常當值期間，連最基本要解決的洗手間生理需要亦失去自主權，如有需要時必須通過報

名制度，然後經安排方能如廁，期間少則需等候十數分鐘甚或超過半小時，這是嚴重影響同事的身體健康；

- 部隊內負責出入境檢查的員佐級同事，持續性、密集性、不斷地重覆相關工作，但必須長期處於高度警覺性，工作異常緊張；
- 由於市民、旅客不斷要求快，令工作的迫切性構成強大的壓力；
- 日常工作排山倒海般而來，完不了的工作壓力、壓迫感十分嚴重；
- 由於工作繁重，絕大部份的工作必須即時處理，員佐級同事經常在未預知情況下必須加班工作，逾時工作嚴重，這亦是各紀律部隊之冠，當中仍未計算一些無申報的逾時工作時數，這影響正常的家庭生活及日常的社交活動，導致家庭生活及工作失去平衡；
- 員佐級同事的職業病問題十分普遍；
- 員佐級同事遇事希望請假，甚至一個月前遞交的假期申請，往往亦未能獲得批准，結果導致假期累積達致上限，這亦是各紀錄部隊之冠；
- 部隊平均每一年內有超過半年時間是凍結假期申請，除非有特殊原因，否則員佐級同事有假放不得；

- 部隊內每一個管制站輪班的更份眾多，為各紀律部隊之冠，就以羅湖管制站為例，更份多達十多種，不同的更份上下班時間不同，轉更亦十分頻密，日夜顛倒，追更的情況亦普遍；
- 由於更份眾多，員佐級同事的用膳時間不定；
- 由於部隊的工種繁多，部隊內的員佐級同事亦需輪調崗位，每每需於短時間內適應及執行不同的崗位工作；
- 部隊內的員佐級同事必須不斷提升知能，以應付日新月異的世界環境轉變，方能更有效執行職務；
- 部隊內的員佐級同事需輪調崗位，工作地點與居所距離不會是崗位調派的考慮因素，因此員佐級同事往往需二至四小時不等的交通時間；
- 由於出入境人流眾多，導致工作環境惡劣，空氣混濁；
- 部隊內的員佐級同事經常受到無理的辱罵；
- 世界衛生組織醫學報告指出長期通宵工作，患癌病機較高；

基於上述的種種因素，資料顯示在過去3年入境處共有43名人員經診斷後，証實患上情緒病或精神病，患病比率為紀律部隊中最高；

七) 士氣

- 由於部隊的工作極度繁重，人手亦嚴重不足，加上上述第五點的種種問題，部隊內的員佐級同事可以說是全無士氣，大家只是堅守我們的責任及信念，咬緊牙關地完成我們的工作。

八) 晉升

- 由於現時為數不少的員佐級職系同事學歷或經驗均可以達晉升入境事務主任的條件，為提高員佐級同事的士氣，本會建議取消公開招聘入境事務主任職位，改之以從員佐級職系同事在職滿三年，經考核而晉升入境事務主任職位，這不單有助提高員佐級同事的士氣，更可挽留人才，而從員佐級職系晉升入境事務主任，因有基層的工作經驗，亦有助日後的工作及管理；

九) 工作時數檢討

- 入境處的工作性質獨特，以管制站為例，每位旅客均必須經我們部隊的同事逐一不漏地檢查證件，而工作絕不能積存；
- 由於近年訪港旅客大幅增加，我們部隊的同事需減少休

息時間以執行管制任務；

- 根據部隊的訓令，駐守管制站的部隊的同事須於正式當值時間十五分鐘前，身穿整齊制服向上級報到，但該十五分鐘並不計算在工時內；
- 員佐級同事沒有重叠的交更時間，同事需在下班後，用私人時間交還、放回裝置；
- 絕大部份管制站的位置遠離市區，在崗位調派上亦不會考慮同事的住處，我們部隊的同事在交通往返時間上往往需二至四小時；

十) 員佐級同事工作比對

職級	現時主要工作	1988 凌衛理檢討時 主要工作
入境事務助理員 (簡稱 IA)	<ul style="list-style-type: none">● 調派作實地調查，搜查樓宇，車輪及船隻；● 調查及撰寫調查報告有關涉及違反入境事務條例的個案；	調派作實地調查，搜查樓宇，車輪及船隻，將身份證申請書與人事登記處紀錄的資料核實。在管制站，IA 須執行守衛和押解的工作，看守黑

- | | |
|--|---|
| <ul style="list-style-type: none"> ● 負責搜查懷疑或涉及違反入境事務條例的人士及行李； ● 拘捕及遣送觸犯入境事務條例的人士； ● 將身份證申請書與人事登記處紀錄的資料核實； ● 在管制站，IA 須執行守衛和押解的工作，看守黑名單上人物的羈留中心等； ● 檢查來往香港與中國兩地的旅客及車輪； ● 於管制站人流控制； | <p>名單上人物的羈留中心等，及檢查來往香港與中國兩地的旅客及車輪，及對抵港的越南難民進行初步的審查。</p> |
|--|---|

	<ul style="list-style-type: none"> ● 於分區辦事處擔任櫃檯工作，辦理有關回港証、簽證身書的申請事宜； ● 增加了裝備，例如胡椒噴霧、伸縮棍、盾牌，更加入防暴訓練，以應付突發事件； ● 負責各出入境管制站職員通道的檢查工作。 	
高級入境事務助理員 (簡稱 SIA)	<ul style="list-style-type: none"> ● 負責在所有管制站(包括凌衛理報告書內原由助理入境事務主任 	駐守管制站的 SIA 負責執行出入境管制工作(機場的入境管制除外)，包括審查旅客地位、身份及來港

負責的機場入境管制)執行入境管制的工作，包括審查旅客地位、身份及來港的真正目的，他們檢查旅行證件，識別監察名單上人物及其他不受歡迎的人士，並採取適當的行動，按照法例及指示，許可旅客入境及訂定居留條件；

● 酬情裁決權；

負責帶領小隊進行調查涉及違反或觸犯入境事務條例的個案。

的真正目的，檢查旅行證件、識別及舉報逾期居留者，主動進行監視、拘留及拘捕黑名單上人響。在實地調查中，他們擔任隊長，負責帶領一隊IA，進行搜捕非法入境者，逾期居留及違反入境事務條例的人士。

總入境事務助理員
(簡稱 CIA)

- 於管制站負責助理通道督導主任工作；
 - 於管制站負責即時處理一些簡單直接個案；
 - 酬情裁決權；
 - 擔任助理值日主任；
 - 帶領 IA 或 SIA 為小隊隊長，並需撰寫隊員的評核報告；
 - 在總部各組別及分區辦事處擔任櫃檯工作，辦理有關入境事務的各項申請，包括初步接見申請人、簽證、延長
- 此職位於凌衛理報告書時並未設立。
 - 此職位於第一號報告書(一九九一年六月)有表述：擔當目前由助理入境事務主任所執行的大部分工作。
 - 於凌衛理報告書時助理入境事務主任的工作：負責在機場執行入境管制的工作。他們檢查旅行證件，職別黑名單上人物及其他不受歡迎的人士，並採取適當的行動，按照法

	<p>居留期限等；</p> <ul style="list-style-type: none"> ● 於詢問處解答市民對有關入境事務處各項服務的查詢； ● 負責基因測試抽取工作。 	<p>例及指示，許可旅客入境及訂定居留條件。助理入境事務主任亦會在總部各組別及分區辦事處擔任櫃檯工作，辦理有關入境事務的各項申請，包括初步接見申請人、簽證、延長居留期限等。</p>
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- 青山灣入境事務中心，原由懲教署負責管理被羈留人士，約於 2009 年起，將由入境處接回自行負責管理。

十一) 對紀律部隊職系架構檢討的期望及要求

- 兩會要求部隊內員佐級同事的起薪點及頂薪點與其他部紀律部隊一致；
- 由於我們現時員佐級內三個職級的工作性質、職務、職責和工作量方面相對一九八八年凌衛理報告書內的工作

情況已有極大的轉變及倍數的增加，本會建議每個職級應增加合理增薪點，以合理地反映我們實際工作上的付出；

- 由於 IA 同事流失率高，為了挽留人才及培育基層接班，建議分別於不同年資內額外增加一個增薪點：

a)於訓練學院完成專業訓練並結業後；

b)於部隊服務滿一年後；

c)於部隊服務滿二年後；及

d)於部隊服務滿五年後，並通過經部門提供工作相關資歷考試(Qualifying Examination)後。

- 保持現有部隊內員佐級三個職級 IA、SIA 及 CIA 的分工；
- 因應部門的發展和工作的複雜性及敏感性，建議在 CIA 職級之上增加一個新職級；
- 為提高士氣，建議不論任何職級，在服務年資滿十八、二十五、三十及三十三年後，獲額外給予一個增薪點；
- 部隊在 2003 年實施職級重組計劃下，將 SIA 及 CIA 的工作責任加重，自此職務和權責起了極大的轉變。SIA 擔任了部份當時 CIA 的工作，例如機場入境檢查；而 CIA 肩負部份 IO 的工作，例如在管制站擔當助理通道督導主任(ACS)及管理下屬的工作。透過是次檢討，對現有的 SIA

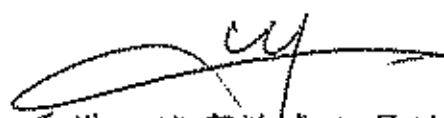
及 CIA 職級同事因過去責任的增加，薪酬未被適當提高，希望紀常會作出特別處理；

- 兩會建議應增加部隊整體薪酬，因歷年來的薪酬調整未能合理地回報及反映我們紀律部隊的獨特性及重要性；
- 兩會認為我們現時的工作時數有下調的需要。
- 為了提高部隊整體專業形象和因應工作及職權上的改變，建議員佐級職系在現有名稱上作出修改，建議如下：

現有職系名稱	建議職系名稱	建議簡稱
Immigration Assistant 入境事務助理員	Immigration Inspector 入境事務督察	ImI
	Immigration Controller 入境管制員	ImC

十二) 總結

兩會將繼續以務實及理性的態度與紀常保持良好的溝通及交換意見，兩會期望以上各項建議能得到紀常會和政府完全接納。


香港入境事務處人員協會主席
王堂勝


香港入境處員佐級總會主席
朱偉庭

二零零八年五月七日

香港金鐘道 89 號
力寶中心第 2 座 7 樓 701 室
紀律人員薪俸及服務條件常務委員會主席
范鴻齡議員, SBS, JP

范主席：

入境處職系架構檢討

四會聯合聲明

就紀律部隊評議會（職方）及政府紀律部隊人員總工會與貴委員會於 9 月 13 日的會面，我們對貴委員會關於入境處職系架構檢討的初步建議感到非常憤怒。我們曾多次以書面形式及於會面中向貴委員會表達我們的訴求，並提供充分的理據；但貴委員會仍然漠視我們的建議。我們希望貴委員會能再慎重考慮我們的訴求。

我們現重申以下數點：

- 提高現有入境事務主任和入境事務助理員的起薪點，以達致與其它紀律部隊一致。入境處在這二十年裏，無論在職責範圍、工作性質、所須承擔的責任、工作的複雜性和敏感性，以及工作量都有重大的變化和增加。但同事的入職薪酬，以同一學歷者，都比其它紀律部隊低一至兩個薪級點，這無疑是對入境處同事不公平的做法，對招聘及挽留人才有極大不良影響。所以我們強烈要求貴委員會利用這次職系架構檢討，將這個存在已久的不公平待遇，加以糾正，令主任級和員佐級同事的入職薪酬提升至與其他紀律部隊相同。
- 提高入境事務助理員、高級入境事務助理員及總入境事務助理員同事的頂薪點，以達致與其它紀律部隊一致。入境處員佐級是守衛著香港的出入境大門的最前線工作人員，他們為香港的安定繁榮所作出的貢獻，功不可沒。他們的薪酬待遇不應別於其它紀律部隊。我們認為 1988 年凌衛理報告中所採用的內部對比機制，在二十年後的今天，並未能充分和有效地反映員佐級同事所承受的責任和因工作量大幅增加所帶來的壓力。我們敬請貴委員會正視入境處在回歸後工作日趨多元化和在工作上的質與量大幅增加。提升員佐級各職級同事的薪酬，使他們与其它紀

律部隊一致，獲得劃一的頂薪點。

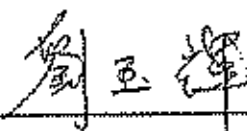
- 入境事務主任與高級入境事務主任實施直通職級，以達致與現有警隊、廉署和消防處消防主任職系的直通職級的安排一致。我們在過往會面中和用書面形式已多次闡釋在入境處實行直通職級的理據。這種在警隊、廉署和消防處消防主任職系行之有效的制度，對個人、部門、政府以至廣大市民都有莫大裨益，我們強烈希望 貴委員會應接納我們合理的訴求，在入境處全面推行直通職級。

剛過去的奧運及殘奧馬術賽，與及 2007 年慶祝回歸十週年和 2006 年世貿部長會議能在香港順利完成，其中，入境處同事都默默地堅守工作崗位，為了應付這些艱巨的任務，我們只能透過人手內部調派、取消休假等解決。當有關任務完成後，入境處並未能如警隊高調地向市民大眾作出匯報，但我們沒有埋怨，因為我們知道不同紀律部隊有不同的工作崗位，互相配合及支援，從而建立起被受市民大眾信賴的紀律部隊聲譽及形象。

在職系架構檢討中，我們入境處同事以務實理性的態度去表達及爭取我們的訴求，但結果卻是令人失望和憤怒，就連基本在薪酬的起薪和頂薪點都不能和其它紀律部隊看齊。務實理性的態度既然不能令 貴委員會接納我們簡單而公平的訴求，只有逼使我們以其它激進方式去爭取。我們期望一個雙贏的結局，我們只希望 貴委員會能秉着「公平」、「公正」的原則慎重地再次考慮我們的訴求。



入境事務主任協會主席
李學廉先生



香港入境事務助理員工會主席
劉玉輝先生



香港入境事務人員協會主席
王堂勝先生



香港入境處員佐級總會主席
朱偉庭先生

2008 年 10 月 3 日

副本送： 公務員事務局局長
保安局局長
入境事務處處長
紀律部隊評議會（職方）
政府紀律部隊人員總工會

香港禮賓府
中華人民共和國
香港特別行政區行政長官辦公室
曾蔭權先生

曾行政長官：

入境處職系架構檢討

您好！我們是代表入境處職方的四個工會。就紀律人員薪俸及服務條件常務委員會（以下簡稱紀常會）進行有關紀律部隊職系架構的檢討，我們曾多次以書面形式及於會面中向紀常會表達我們的訴求，並提供充分的理據，但紀常會仍然漠視我們的建議，令我們感到十分失望和憤怒。故我們希望行政長官能協助處理，避免問題繼續惡化。

職系架構檢討的背景

自 1988 年凌衛理報告書以來，政府一直未為紀律部隊進行獨立薪酬檢討。經各紀律部隊職方多番要求及爭取，政府終於答允為紀律部隊進行獨立職系架構檢討，並邀請紀常會進行有關檢討工作。在凌衛理報告書中，入境處被列為第三等紀律部隊，同事的起薪點及頂薪點均低於其它紀律部隊。這種不公平、不合理的情況一直維持至今。

對職系架構檢討的訴求

自凌衛理報告書以後，部門因應社會、經濟和政治轉變及公眾期望等，在工作性質、內容、工作量及責任承擔上產生了巨大轉變。就是次職系架構檢討，我們一直要求：

1. 提高新入職入境事務主任和入境事務助理員的起薪點，以達致與其它紀律部隊一致。入境處在這二十年裏，無論在職責範圍、工作性質、所須承擔的責任、工作的複雜性和敏感性，以及工作量都有重大的變化和增加。但同事的入職薪酬，以同一學歷者，都比其它紀律部隊低一至兩個薪級點，這無疑是對入境處同事不公平的做

法，對招聘及挽留人才有極大不良影響。所以我們強烈要求紀常會利用這次職系架構檢討，將這個存在已久的不公平待遇，加以糾正，令主任級和員佐級同事的入職薪酬提升至與其它紀律部隊相同。

2. 提高入境事務助理員、高級入境事務助理員及總入境事務助理員同事的頂薪點，以達致與其它紀律部隊一致。入境處員佐級是守衛著香港的出入境大門的最前線工作人員，他們為香港的安定繁榮所作出的貢獻，功不可沒。他們的薪酬待遇不應有別於其它紀律部隊。

3. 入境事務主任與高級入境事務主任實施直通職級，以達致與現有警隊、廉署和消防處消防主任職系的直通職級的安排一致。這種在警隊、廉署和消防處消防主任職系行之有效的制度，對個人、部門、政府以至廣大市民都有莫大裨益，我們強烈要求，在入境處全面推行直通職級。

總結

剛過去的奧運及殘奧馬術賽，與及 2007 年慶祝回歸十週年和 2005 年世貿部長會議能在香港順利完成。其中，入境處同事都默默地堅守工作崗位，為了應付這些艱巨的任務，我們只能透過人手內部調派、取消休假等解決。當有關任務完成後，由於入境處的工作具敏感性，並沒有如警隊般高調地向市民大眾作出匯報，因為我們知道不同紀律部隊有不同的工作崗位，互相配合及支援，從而建立起被受市民大眾信賴的紀律部隊聲譽及形象。

在職系架構檢討中，我們入境處同事以科學論證、務實理性的態度去表達及爭取我們的訴求，但結果卻是令人失望和憤怒，就連基本在薪酬的起薪和頂薪點都不能和其它紀律部隊看齊。紀常會主席范鴻齡先生持續漠視我們的建議，只推卸於二十年前的凌衛理報告，推搪是歷史遺留下來的問題，拒絕我們的訴求，迫使我们最近要通過傳媒向市民大眾討公道。

我們希望 行政長官能以「公平」、「公正」的原則協助處理我們的訴求。

敬祝工作愉快！

李學廉

入境事務主任協會主席
李學廉先生

劉玉輝

香港入境事務助理員工會主席
劉玉輝先生

王堂勝

香港入境事務人員協會主席
王堂勝先生

朱偉庭

香港入境處員佐級總會主席
朱偉庭先生

2008 年 10 月 27 日

副本送： 紀律人員薪俸及服務條件常務委員會主席
公務員事務局局長
保安局局長
入境事務處處長
紀律部隊評議會（職方）
政府紀律部隊人員總工會

香港金鐘道 89 號
力寶中心第 2 座 7 樓 701 室
紀律人員薪俸及服務條件常務委員會代主席
張震遠太平紳士

張主席：

入境處職系架構檢討 四會聯合聲明

我們是代表入境處職方的四個工會。就紀律人員薪俸及服務條件常務委員會（以下簡稱紀常會）進行有關紀律部隊職系架構的檢討，我們曾多次以書面形式及於會面交談中向前紀常會主席范鴻齡先生表達我們的訴求，並提供充分的支持理據，范先生不單漠視我們的建議，更沒有給予我們合理的解釋，會面結果實在令我們感到十分失望和憤怒。迫使我们最近於 10 月 10 日通過傳媒向市民大眾討回公道（見附件一）；並於 10 月 27 日去信行政長官（見附件二），要求行政長官出面糾正，避免問題繼續惡化，嚴重影響入境處紀律部隊同事的士氣。

我們慶幸張先生剛獲委任為紀常會的代主席，我們希望你能一改前主席充耳不聞的作風，並重新檢視及處理我們的訴求。一直以來，我們堅持的訴求是正視入境處過去 20 年的屈辱，以公平的標準對待我們，以下 3 點正是我們一直爭取的訴求：

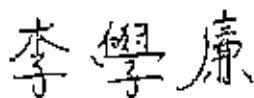
1. 提高新入職入境事務主任和入境事務助理員的起薪點，以達致與其它紀律部隊一致。入境處在這二十年裏，無論在職責範圍、工作性質、所須承擔的責任、工作的複雜性和敏感性，以及工作量都有重大的變化和增加。但同事的入職薪酬，以同一學歷者，都比其它紀律部隊低一至兩個薪級點，這無疑是對入境處同事不公平的做法，對招聘及挽留人才有極大不良影響。所以我們強烈要求紀常會利用這次職系架構檢討，將這個存在已久的不公平待遇，加以糾正，令主任級和員佐級同事的入職薪酬提升至與其它紀律部隊相同。
2. 提高入境事務助理員、高級入境事務助理員及總入境事務助理員同事的頂薪點，以達致與其它紀律部隊一致。入境處員佐級是守衛著香港的出入境大門的最前線工作人員，他們為香港的安定繁榮所作出的貢獻，功不可沒。他們的薪酬待遇不應有別於其它紀律部隊。

3. 入境事務主任與高級入境事務主任實施直通職級，以達致與現有警隊、廉署和消防處消防主任職系的直通職級的安排一致。這種在警隊、廉署和消防處消防主任職系行之有效的制度，對個人、部門、政府以至廣大市民都有莫大裨益，我們強烈要求，在入境處全面推行直通職級。

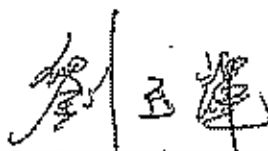
在職系架構檢討中，我們入境處同事以「科學論證、務實理性」的態度去表達及爭取我們的訴求。我們深信持續的溝通和諮詢，將有助於今次職系架構檢討的成功推行。所以，若有需要，我們隨時準備與張主席會面。

最後，我們希望張主席能以「公平」、「公正」的原則處理我們的訴求。

敬祝工作愉快！



入境事務主任協會主席
李學廉先生



香港入境事務助理員工會主席
劉玉輝先生



香港入境事務人員協會主席
王堂勝先生



香港入境處員工級總會主席
朱偉庭先生

2008 年 10 月 31 日

附件一： 關於入境處職系架構檢討的剪報
附件二： 10 月 27 日給行政長官的信件

副本送： 香港特別行政區行政長官
公務員事務局局長
保安局局長
入境事務處處長
紀律部隊評議會（職方）
政府紀律部隊人員總工會

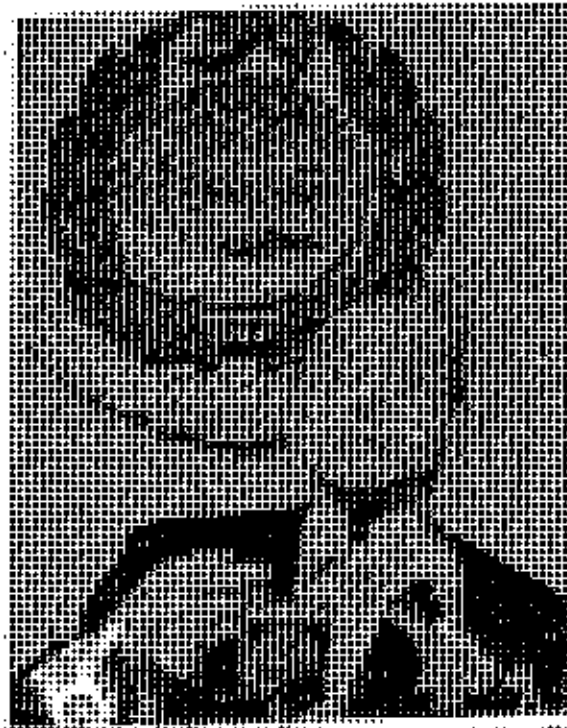
入境處工會促薪酬看齊紀律部隊



爭取薪酬

入境處4個職工會共數十名理事，昨日一起出席記者會，爭取薪酬與其他紀律部隊看齊。

(陳朝昇攝)



入境處人員協會主席梁建平表示，工資造吳令人乎流失愈見嚴重，今年3月至9月已有30名佐級人員離職，不少更是年資已達6至7年，轉往其他政府部門文職工作，「他們是帶埋經驗走，對部門影響大」。

(葉玉堂攝)

【明報專訊】代表5000多名入境處員工的4個工會，不滿意紀律人員薪酬偏低，將向僱務條件委員會（紀委會）主席范鴻齡，指他最遲提升該處主任級和員佐級人員入職起薪點，並至和其他紀律部隊「睇齊」，計劃一旦紀委會提交一份對入境處不公平的職系架構檢討報告，便會組織上兩遊行抗議。

「睇唔係廿多年的屈辱！」入境事務主任協會副主席倪錦水直言。1988年《凌衛理報告》把當時「人民入境事務處」定為第三層紀律部隊，令他們「低人一等」。入職條件問是會考5科及格，其他紀律部隊員佐級人員入職起薪有14,685元，入境事務

助理只有14,275元，差距在主任級更為明顯，入境事務主任的起薪點是27,155元，警員則有29,400元。

范鴻齡拒解決「歷史遺留問題」

入境事務處人員協會副主席梁建平表示，工資造吳令人乎流失愈見嚴重，今年3月至9月已有30名佐級人員離職，不少更是年資已達6至7年，轉往其他政府部門文職工作，「他們是帶埋經驗走，對部門影響大」。

工會指出，范鴻齡只會會見入境處4個工會一次，

有止多番表示起薪點是「歷史遺留下來的問題」，他不肯解決。

對於入境處人員是眾多紀律部隊中工資最少，每周只工作44小時，入境事務助理員工會主席劉玉桂反駁指出「我們返工時間全是工作時間」，他稱入境處人員每天處理大量旅客，去洗手間也要登記安排，最繁忙時如廁只能用3分鐘。

入境處發言人表示，處方理解各級工會代表和同事在稅務處情緒，深信職工會會採取合法的行動，去表達他們對職系架構檢討各方面合情合理的訴求。

入境處工會擬遊行爭加薪

【新報訊】入境處四個工會昨日發表聯合聲明，要求紀律人員薪俸及服務條件常務委員會，把入境處職員的起薪及頂薪點，與其他紀律部隊看齊，並且引進「直通職級」機制，優化高級職位的晉升渠道。

本身是入境事務主任協會副主席的紀律部隊評議會主席團成員倪錫水指出，工會代表一直以溫和方式提出訴求，但紀委會主席范鴻齡缺乏談判誠意，迫使工會計劃把行動升級，不排除月內發起遊行。

紀委會拒改升職機制

紀委會正檢討紀律部隊的職系架構，料本月底至下月初將發表檢討報告；屆時各紀律部隊的待遇框架可獲釐清。入境處四個工會除會去信行政長官和約見保安局局長外，不排除和其他紀律部隊召開聯席會議商討對策，謀劃下一步合適的行動。

倪錫水指，紀委會的回應令人遺憾，工會將不再主動約見紀委會主席范鴻齡，未來可能組織休班職員參與遊

行，要求紀委會重新檢討入境處的職系架構；工會保證，絕不會發起非法行動，避免影響對市民的服務。

他又說，入境處四個工會代表曾在今年4月18日與范鴻齡會面，其後范鴻齡直言不會考慮引進「直通職級」機制，但沒回應調高起薪及頂薪點的訴求；直至9月19日，范鴻齡與紀評會和政府紀律部隊人員總工會見面，也沒當面否定職方訴求，卻在事後透過各入境處部門的上級，表達紀委會拒絕職方提出的薪酬意見。

倪錫水指，范鴻齡多次以1988年刊出的《凌衛理報告書》為由，指入境處職員的待遇早於當時被訂下框架，時至今日不得修改。

不過，倪錫水怒斥，《凌衛理報告書》已過時，在這20年間，入境處除了處理出入境安檢外，還要非關歸籍活動、外交、處理、罷工等重要事件，其工作量和涵蓋層面與當年大相逕庭，也有增無減，故此有必要提升入境處各級職員的薪酬，與其他紀律部隊的待遇水平一致，才屬公平。

新 報

入境處工會要求行政局
1987年10月1日
入境處工會要求行政局
1987年10月1日
入境處工會要求行政局
1987年10月1日

文匯報

蘋果日報

入境處爭取檢討薪酬架構

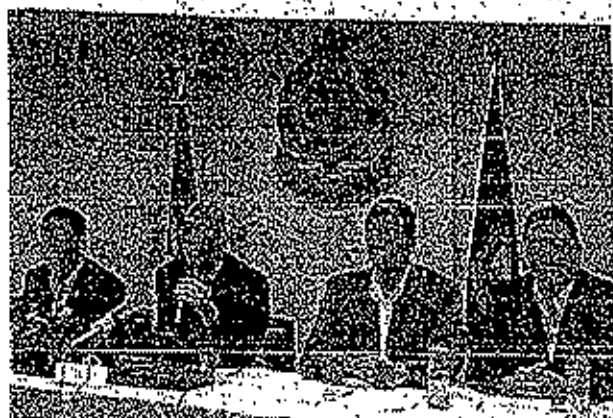
保安局介紹消防裝備



入境處工會爭合理職薪點

【本報訊】四個入境處工會昨日發表聯合聲明，要求將入境處人員的起薪和頂薪點與其他紀律部隊看齐，並爭取主任職系全面實施「直通職級」。入境事務主任協會副主席倪錫水說，紀律人員薪俸及服務條件常務委員會（紀常會）持續漠視他們的建議，只推銷於二十年前《凌衡理報告》「歷史遺留下來的問題」，若無積極回應，不排除發起遊行示威，表達不滿。

紀常會現正進行紀律部隊職系架構檢討，預料十月下旬向政府提交報告，本港紀律部隊的晉升模式和薪級都不同。



倪錫水（左二）稱，若薪委會沒有回應，不排除發起遊行示威（本報攝）

紀常會關於入境處職系架構檢討的初步建議，入境事務主任和入境事務助理員的起薪點，以及入境事務助理員、高級入境事務助理員和總入境事務助理員的頂薪點，相對其他紀律部隊低一至兩個薪級，而且紀常會認為入境處應引入「直通職級」，可維持現有的晉升模式。

入境事務主任協會、入境事務助理員工會、入境處事務人員協會和入境處員工總會對紀常會的建議感到憤怒，認為不獲尊重，昨日聯合發表聲明抗議。倪錫水說，這二十年內，入境處的職能不斷改變，增加口岸，入境人數不斷增加，政府又經常推出臨時措施，要求入境處配合，如公布瘋犬內地兒童來港驗骨，大大增加職員的工作量，若以工時被其他紀律部隊壓倒為由，不作薪級調整，是不公平原則。

倪錫水引述紀常會主席范鴻齡說，一九八八年《凌衡理報告》的內部對比機制已確定入境處職員的薪級，以及晉升模式，「這是歷史遺留下來問題，無法改變」。倪錫水表示，四個工會強烈反對其說法，完全沒有誠意，二十年前的機制難以有效地反映現時職員的工作量和壓力，認為紀常會的回應是侮辱。

劉玉輝表示，工會還要求紀常會在主任級職系實施「直通職級」，改變現時的晉升模式，范鴻齡又推銷於「歷史問題」，完全無心作出改變。他說，除了警隊和消防主任級職系採用「直通職級」，以年資取代漫長的考試，其他部門並無實施。

大公報

Officers plan rally over pay rejection

Phyllis Tsang

Immigration staff will stage a protest march early next month to show anger and disappointment after their demands for a pay rise were rejected.

This was announced yesterday after a meeting of about 50 members of four immigration unions.

Immigration Services' Officers' Association vice-chairman Ngai Sik-shui said it was shameful that the standing committee reviewing disciplined services' salaries "totally neglected our requests".

"We will hold a march to express our demands," he said.

Unionists will also draft a letter to Chief Executive Donald Tsang Yam-kuen to express their concerns.

The unions said the march would be organised so that it would not disrupt immigration services.

The immigration staff unions are the second branch of the uniformed services calling this month to stage a protest in response to the grade structure review of the disciplined services. Firefighter unions say they may hold a protest march later this month.

A standing committee, chaired by Henry Fan Hung-ling, is working on a



rank back should immigration officers get a pay rise. Send only comments to talkback@hkupress.com

review of the disciplined services grade structure and will submit a report to Mr Tsang early next month.

Immigration unions are fighting for their starting salaries to be brought closer to those of customs and correctional services staff.

The starting salary rates for immigration assistants and officers are HK\$14,275 and HK\$24,050 a month respectively, which is HK\$500 to HK\$3,000 lower than equivalent ranks in the other two forces.

Mr Ngai quoted Mr Fan as saying at a meeting of the standing committee that it would not make any change in the salary differential between immigration staff and other agencies, regarding this as a "historical issue" that the committee would not touch on.

Unionists said adjusting the pay scales was justified because their work had changed a lot in the past decade.

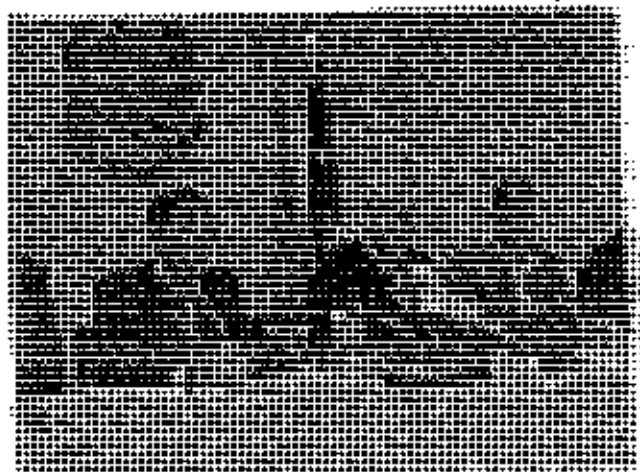
Apart from immigration control, they issue passports and make visa arrangements, which they did not have to handle in colonial times when the pay scales were set up.

An Immigration Department spokeswoman said it understood the feelings among staff, and believed they would take any action legally in a fair and responsible way.

Meanwhile, firefighter unionists met Permanent Secretary for Security Chang King-yiu yesterday to express their demands on pay rates and equipment.

Fire Services Department Staffs General Association chairman Yuen Fong-him said members were calling for a reduction in working hours from 54 to 48 hours a week, and a promise from the Security Bureau that it would speed up purchase of fire equipment.

The bureau said it would "continuously discuss" manpower, training and equipment issues with unions.



入境處工會要求
薪級看齐其他部隊

【本報訊】入境處員工不滿薪級偏低，昨日舉行集會，要求政府改善待遇。工會表示，入境處員工的工作性質與其他執法部門無異，但薪酬卻低得多，這是不公平的。他們要求政府重新檢討入境處的薪級制度，使其與其他執法部門看齐。

【本報訊】消防局員工昨日與保安局局長會面，表達對薪酬及工作時間的要求。消防局員工表示，他們的工作非常艱辛，但薪酬卻相對較低，且工作時間過長。他們要求政府改善他們的待遇，包括增加薪酬及減少工作時間。

星島日報

S.C.M.P.

入境處工會力爭增薪

【商報專訊】記者劉定安報道：入境處 4 個工會赴紀律部隊職系架構檢討報告快將完成，昨日以該處薪級較其他紀律部隊為低，認為受到不公平對待為理由，要求紀委會將入境處人員的起薪及頂薪點，與其他紀律部隊看齊。另外，消防處職工總會亦與保安局常務秘書面，表達消防目前人手短缺，休息時間不足等情，希望爭取減工時至與其他紀律部隊一樣，及改善消防裝備。兩個紀律部隊工會均稱，不排除會遊行示威，但強調不會影響服務。

處與其他紀律部隊看齊

香港入境事務主任協會、入境事務助理員工會、入境事務人員協會，及入境處員工佐級總會等 4 個入境處工會，昨日召開緊急聯席會議後會見傳媒。發言人入境事務主任協會外務副主席倪錫永表示，他們已去信紀律人員薪俸及服務條件常務委員會（紀常會）主席范鴻齡，要求紀常會將入境處人員的起薪及頂薪點，與其他紀律部隊看齊。倪錫永稱，以入境事務主任及助理員為例，即使擁有同一學歷，起薪點仍比其他紀律部隊低 1 至 2 個薪級點。

倪氏稱，早前已多次致函給范鴻齡及會面，但倪引述其答覆是「歷史留下來」的問題，不會改變。他稱，自 20 年前的「凌德理報告書」發表後，入境處

被列為「乙組」紀律部隊，人工係其他紀律部隊一截，但工作量卻有增無減，故認為這是一種侮辱。

處方盼理性表達訴求

至於「直通職級」措施方面，倪錫永稱，現時警隊、廉署及消防主任的安排一致，已證實行之有效，希望可將此制度擴至入境處、消防救護主任、導政、海關等紀律部隊人員。

入境處發言人回應稱，處方理解職工及同事的情緒，相信職工會會理性表達訴求，並會緊守工作崗位；倪錫永強調，行動絕不會影響市民服務。

另外，消防處職工總會 7 名代表，昨早與保安局常務秘書范鴻齡會面。總會主席袁晃源表示，消防目前人手短缺，休息時間不足，希望爭取每星期工作，由 54 小時減至 48 小時，與其他紀律部隊看齊，並改善消防員的裝備及人手。

當局同意添置裝備

范鴻齡會後表示，局方理解工會訴求，承諾會作出跟進。對於減少工時，他引述局方稱，會先研究紀律部隊職系架構檢討報告，再決定會否減工時；至於增加人手方面，當局會要求公務員事務局跟進；至於官員亦同意要添置添置新的消防設備，同時簡化申請程序。袁稱，不排除會發起遊行。

香港商報

成報

紀律部隊掀爭薪潮

【本報訊】紀律部隊爭取薪酬福利一波未平一波又起，繼消防人員後，代表入境處五千名人員的四個工會亦發出怒吼，指該處員佐級人員的起薪點及頂薪點，較其他部隊低一點，主任的起薪點，更低兩點，要求與各部隊「睇齊」，否則不排除在不影響服務的情況下進行遊行及示威。

紀律部隊薪俸及服務條件常務委員會（紀常會）正進行職系架構檢討，其中包括研究不同部隊的薪酬及福利。

入境處四個工會約四十名代表昨就此舉行聯席會議，身兼四個工會發言人的入境事務主任協會外務副主席倪錫水表示，他們除希望將薪級點與其他部隊看齊；又希望入境處做效警隊、消防處及廉政公署，於主任級職系實施直通升遷制。

執委高呼還我公平

倪又引述紀常會主席范鴻勳表示，「歷史遺留落嘅嘢問題唔處理」而拒絕訴求，認為說法令人反感，對入境處「不公平、不公道」，是將「廿年嘅屈辱」延續，令該處淪為三級紀律部隊，出席會議的執委更呼喊「還我公平」口號。

四個工會正考慮去信特首及約見保安局長表達不滿，若紀常會報告最終未能反映工會訴求，不排除將行動升級，包括在不影響服務的情況下，進行遊行及示威。

消防工會表達訴求

另外，消防處職工總會七名代表昨亦約見保安局常任秘書長張瑞瑤，討論裝備、人手及工時等問題。職工總會主席黃晃鏗會後表示，局方認同消防人員的工時有下調空間，將參考紀常會即將發表的職系架構檢討報告，研究如何實行。

另外，職工將會將於下周發起簽名運動，向公務員事務局表達訴求。

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紀律部隊爭薪一浪接一浪 入境處人員擬遊行示威

【本報訊】紀律部隊爭取薪酬福利一波未平一波又起，繼消防人員後，代表入境處五千名人員的四個工會亦發出聲明，指該處員生級人員的起薪點及頂薪點，較其他部隊低一點，主任的起薪點，更低兩點，要求與各部隊「聯齊」，否則不排除在不影響服務的情況下進行遊行及示威。

紀律部隊薪率及服務條件常務委員會（紀常會）正就職系架構進行檢討，包括研究不同部隊的薪酬及福利。

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倪又引述紀常會主席范鴻齡稱，「歷史遺留薪級問題唔處理」而拒絕訴求，說法令人反感，對入境處「不公平、不公義」，是將「廿年嘅屈辱」延續，令該處淪為三級紀律部隊，出席會議執委更呼喊「還我公平口號」。

四個工會正考慮去信特首及約見保安局長遊不瀟，若紀常會報告最終未能反映工會訴求，不排除將行動升級，包括在不影響服務的情況下，進行遊行及示威。

消防員工時有下調空間

另外，消防處職工總會七名代表昨亦約見保安局常任秘書長張瑞瑞，討論裝備、人手及工時等問題。職工總會主席袁晃謙會後表示，局方認同消防人員的工時有下調空間，將參考紀常會即將發表的職系架構檢討報告，研究如何實行。此外，職工總會將於下周發起簽名運動，向公務員事務局表達訴求。

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高官有無做好自己份工？

詳情瀏覽on.cc《做好呢份工》專欄

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香港禮賓府
中華人民共和國
香港特別行政區行政長官辦公室
曾鈺權先生

曾行政長官：

入境處職系架構檢討

您好！我們是代表入境處職方的四個工會。就紀律人員薪俸及服務條件常務委員會（以下簡稱紀常會）進行有關紀律部隊職系架構的檢討，我們曾多次以書面形式及於會面中向紀常會表達我們的訴求，並提供充分的理據，但紀常會仍然漠視我們的建議，令我們感到十分失望和憤怒。故我們希望行政長官能協助處理，避免問題繼續惡化。

職系架構檢討的背景

自 1988 年凌衛理報告書以來，政府一直未為紀律部隊進行獨立薪酬檢討。經各紀律部隊職方多番要求及爭取，政府終於答允為紀律部隊進行獨立職系架構檢討，並邀請紀常會進行有關檢討工作。在凌衛理報告書中，入境處被列為第三等紀律部隊，同事的起薪點及頂薪點均低於其它紀律部隊。這種不公平、不合理的情況一直維持至今。

對職系架構檢討的訴求

自凌衛理報告書以後，部門因應社會、經濟和政治轉變及公眾期望等，在工作性質、內容、工作量及責任承擔上產生了巨大轉變。就是次職系架構檢討，我們一直要求：

1. 提高新入職入境事務主任和入境事務助理員的起薪點，以達致與其它紀律部隊一致。入境處在這二十年裏，無論在職責範圍、工作性質、所須承擔的責任、工作的複雜性和敏感性，以及工作量都有重大的變化和增加。但同事的入職薪酬，以同一學歷者，都比其它紀律部隊低一至兩個薪級點，這無疑是對入境處同事不公平的做

法，對招聘及挽留人才有極大不良影響。所以我們強烈要求紀常會利用這次職系架構檢討，將這個存在已久的不公平待遇，加以糾正，令主任級和員佐級同事的入職薪酬提升至與其它紀律部隊相同。

2. 提高入境事務助理員、高級入境事務助理員及總入境事務助理員同事的頂薪點，以達致與其它紀律部隊一致。入境處員佐級是守衛著香港的出入境大門的最前線工作人員，他們為香港的安定繁榮所作出的貢獻，功不可沒。他們的薪酬待遇不應有別於其它紀律部隊。

3. 入境事務主任與高級入境事務主任實施直通職級，以達致與現有警隊、廉署和消防處消防主任職系的直通職級的安排一致。這種在警隊、廉署和消防處消防主任職系行之有效的制度，對個人、部門、政府以至廣大市民都有莫大裨益，我們強烈要求，在入境處全面推行直通職級。

總結

剛過去的奧運及殘奧馬術賽，與及 2007 年慶祝回歸十週年和 2005 年世貿部長會議能在香港順利完成。其中，入境處同事都默默地堅守工作崗位，為了應付這些艱巨的任務，我們只能透過人手內部調派、取消休假等解決。當有關任務完成後，由於入境處的工作具敏感性，並沒有如警隊般高調地向市民大眾作出匯報，因為我們知道不同紀律部隊有不同的工作崗位，互相配合及支援，從而建立起被受市民大眾信賴的紀律部隊聲譽及形象。

在職系架構檢討中，我們入境處同事以科學論證、務實理性的態度去表達及爭取我們的訴求，但結果卻是令人失望和憤怒，就連基本在薪酬的起薪和頂薪點都不能和其它紀律部隊看齊。紀常會主席范鴻齡先生持續漠視我們的建議，只推卸於二十年前的凌衛理報告，推搪是歷史遺留下來的問題，拒絕我們的訴求，迫使我们最近要通過傳媒向市民大眾討公道。

我們希望 行政長官能以「公平」、「公正」的原則協助處理我們的訴求。

敬祝工作愉快！

李學康

入境事務主任協會主席
李學康先生

劉玉輝

香港入境事務助理員工會主席
劉玉輝先生

香港入境事務人員協會主席
王堂勝先生

香港入境處員佐級總會主席
朱偉庭先生

2008 年 10 月 27 日

副本送： 紀律人員薪俸及服務條件常務委員會主席
公務員事務局局長
保安局局長
入境事務處處長
紀律部隊評議會（職方）
政府紀律部隊人員總工會

香港金鐘道 89 號
力寶中心第 2 座 7 樓 701 室
紀律人員薪俸及服務條件常務委員會代主席
張震遠太平紳士

張主席：

紀律部隊職系架構檢討

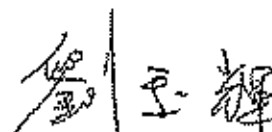
入境處員工四個工會感謝 貴委員會於十一月七日回覆收到我們對紀律部隊職系架構檢討的立場及訴求的信件。

貴委員會在回函中只表達將會充分考慮所有已收集的意見，但對於我們的立場及訴求卻未有正面回應，更沒有承諾會作出合理和適當的諮詢及安排會面，對此，我們深表失望。

我們現懇請 閣下及 貴委員會在檢討報告公布前儘快與我們四個工會展開會議，使彼此能深入探討二十年來入境處的苦況及困難，務求達至鴻溝消除。希望 閣下明白閉門造車，徒然增加彼此間不必要的猜疑，並進一步打擊整體員工的士氣，造成管、職，以致市民大眾三輸的局面。



入境事務主任協會主席
李學廉先生



香港入境事務助理員工會主席
劉玉輝先生



香港入境事務人員協會主席
王堂勝先生



香港入境處員工級總會主席
朱偉庭先生

副本送： 公務員事務局局長
保安局局長
入境事務處處長

二零零八年十一月十八日

香港中環雪廠街 11 號
中區政府合署(西座)10 字樓
公務員事務局局長
俞宗怡局長, GBS, JP

俞局長：

紀律部隊職系架構檢討報告書

入境處四個職工會(以下簡稱四會)於二零零九年一月八日向 俞局長提交書面意見後，我們並於一月十九日出席立法會「公務員及資助機構員工事務委員會」會議，表達我們對「紀常會」所撰寫「職系架構檢討報告」的意見。

在過去二十年期間，在沒有充裕資源配合下，入境處上下一心，以積極和勇於承擔的態度因應社會、經濟和政治轉變及公眾期望等，在工作性質、內容、工作量、責任承擔上努力回應各方面的要求和作出重大改變。我們的工作有助於提升香港經濟繁榮和維持內部穩定，成效是有目共睹，相關理據和事實資料已於諮詢期間分別提交「紀常會」考慮，並於二零零九年一月八日向局長再次提交和陳述。

「職系架構檢討」報告書內作出對入境處人手資源緊絀的肯定，「四會」在此對「紀常會」表示認同和感謝；但對「紀常會」沒有回應「四會」的三個合情合理的訴求表示失望。我們「四會」以下重申我們這三個訴求，有關理據在過去的信函已有論述，在此不贅述：

1. 提高入境事務主任和入境事務助理員的起薪點，以達致與其它紀律部隊一致；
2. 提高現時入境事務助理員、高級入境事務助理員及總入境事務助理員的頂薪點，以達致與其它紀律部隊一致；
和
3. 入境事務主任與高級入境事務主任實施直通職級，以達致與現有警隊、廉署和消防處消防主任職系的直通職級的安排一致。

在二零零九年一月十九日立法會「公務員及資助機構員工事務委員會」會議上，王國興議員曾表示對入境處人員的入職薪酬和員佐級人員的頂薪點比其它紀律部隊為低表示詫異。李鳳英議員更建議政府把各紀律部隊的工時和薪酬劃一，以免分化。

過去，在檢討過程裡，透過不同的會議、研討會／營等活動，我們得悉其它紀律部隊強烈要求下調現有工作時間，它們同樣理解和知道入境處在薪酬上要求劃一的訴求。我們五支紀律部隊：消防處、香港海關、懲教署、飛行服務隊和入境處在工時和薪酬劃一和爭取在所有紀律部隊主任職級全面實施「直通職級」的訴求上，立場是一致和團結的。

職系架構檢討建議的實施

對於政府因應環球金融危機對香港經濟可能帶來的衝擊，向行政會議提出“暫緩執行”任何牽涉額外財政開支的建議，直至香港的經濟回復平穩發展。我們在對此建議理解的同時，亦希望政府於適當時間和職方商討落實職系架構檢討報告書所提出調整各個職級頂薪點，有關安排對於有效提升和穩定紀律部隊同事士氣起着重要的影響。在此我們再次要求 俞局長應為職系架構檢討報告書訂立生效日期，我們建議可參考每年薪酬趨勢調查生效日期而訂為 2009 年 4 月 1 日，並應具有追溯效力。

總結

我們「四會」對於「紀常會」在是次檢討沒有為入境處同事過去不公平的對待而作出平反，繼續將入境處矮化為“最低等”的紀律部隊，入境處所有同事對於這種屈辱已到達了不能容忍的地步。

我們懇請 俞局長和政府當局以「科學論證、務實理性」的原則，用智慧、勇氣和承擔，把入境處的屈辱和不公平糾正過來，還我們一個公道！

李學廉

入境事務主任協會主席
李學廉先生

劉玉輝

香港入境事務助理員工會主席
劉玉輝先生

王堂勝

香港入境事務人員協會主席
王堂勝先生

朱偉庭

香港入境處員佐級總會主席
朱偉庭先生

副本送： 紀律人員薪俸及服務條件常務委員會主席
立法會公務員及資助機構員工事務委員會主席
保安局局長
入境事務處處長

二零零九年二月十七日

**Comments from the ICAC Departmental Grades Staff Committee
on the Report of the Grade Structure Review in respect of
the CACO and CACI grades**

The ICAC staff side is generally disappointed with the recommendations of the SCDS contained in the Report on Review of Grade Structure of Disciplined Services. In particular their comments are: -

Salary

2. The starting salary of ACACO and to a lesser degree, CACO(L) is low and not commensurate with their responsibilities, workload and the sensitive nature of their duties, in particular for those working in the Operations Department (Ops Dept). The salary could not attract good quality new recruits and may affect ICAC's succession.

3. SCDS's proposal to grant ACACO, CACI(MS) and CACO(L) one incremental jump of one salary point at the start of the second agreement will do little to address the retention problem of staff leaving the Commission on completion of the first contract. Also, this jump is one salary point less than what SCDS proposed to our counterparts in the Police and C & E. To do justice to officers in the three ranks, the incremental jump after the first agreement should cover 2 pay points. Moreover, officers in the said three ranks should be granted another incremental jump at the start of the third agreement in order to effectively address the retention problem.

Medical and Dental Benefits after Retirement

4. Basically staff are pleading for medical and dental benefits after retirement just like their civil service counterparts, failing which they would plead for financial subsidy in the form of a raise in the contract-end contract gratuity for them to procure an insurance coverage themselves.

Through Rank for CACO(M/L)

5. It is expected that all serving CACO(L) and ACACO should grandfather the through rank approach for CACO(M/L).

Implementation

6. Since the Government has put on hold the implementation of the recommendations in view of the present economic downturn, all the recommendations in the Report should be implemented as soon as the economy has returned to a steady state.

ICAC Departmental Grades Staff Committee
February 2009

**Introduction of a Two-tier Allowance for FSD Staff and
Review of the Remote Stations Allowance,
the Associated Additional Allowance,
and the Special Allowance for Overnight On-call**

(1) Two-tier allowance for FSD staff

In consultation with the FSD management, we have worked out, and obtained the SCDS' endorsement on, the details of a two-tier monthly allowance payable to eligible staff for performance of duties which require special competence and involve exceptional danger, risk and hardship. In gist, Tier 1 of the allowance (at 5% of GDS(R)1) would be granted to members of the Fireman grade who are qualified to perform conduit rescue, basic Special Rescue Squad and First Responder duties. Tier 2 (Technical Rescue) of the allowance (at the rate of 10% of GDS(R)1 for fire personnel and 5% of GDS(R)1 for ambulance personnel¹) would be granted to members of the Technical Rescue Cadre who are qualified to perform special search and rescue/life support duties in catastrophic incidents and emergencies². Tier 2 (Tactical Response) of the allowance (at 10% of GDS(R)1) would be granted to members of the Fireman grade in the Tactical Response Cadre and fire stations who are qualified to deal with hazardous materials, and chemical, biological, radiological and nuclear incidents. All the proposed recipients have to perform the relevant duties on a deployment basis for an aggregate of no less than 50% of their total working time per month in order to receive the allowance.

(2) Remote Stations Allowance, Additional Allowance and Special Allowance for Overnight On-call

Working together with the concerned departmental management, we have completed the review of the Remote Stations Allowance and the associated Additional Allowance, and the Special Allowance for Overnight On-call; and obtained the SCDS' endorsement on our recommendations. In gist, we recommend that these allowances should be retained on the basis of the existing criteria, their rates should be reviewed and adjusted as necessary on an annual basis in accordance with specified mechanisms, the eligibility of Component A of the Remote Stations Allowance (the compensation for physical and social hardship) should be extended to cover qualified disciplined services staff in CSD and the Police, and this Component should be calculated in accordance with a new prescribed formula.

1 Tier 2 (Technical Rescue) should be granted at 5% of GDS(R)1 in recognition of the special competence, specialist knowledge and exceptional danger, risk and hardship in performing the search and rescue/life support duties by the fire and ambulance personnel, and another 5% of GDS(R)1 in recognition of the special competence and specialist knowledge for operating various heavy, specialised, and highly complex search and rescue equipment by the fire personnel.

2 Such incidents include rescue at height, confined space/sewage/tunnel rescue, collapsed building rescue, major road traffic accident rescue, earthquake and tsunami, etc.

**Conversion Arrangement
for Affected Serving Directorate and Disciplined Services Staff**

We will adopt the following conversion arrangement for serving civil servants on the implementation date –

- (a) when both the minimum and the maximum points of the pay scales are raised for disciplined services personnel below the directorate level:
 - (i) where a civil servant's salary is less than the minimum of the revised scale, he should receive the new minimum,
 - (ii) where a civil servant's salary is equivalent to or above the new minimum he should advance to the next point on the pay scale, and
 - (iii) where the revised scale has a maximum which is two or more pay points higher than the old maximum, a civil servant who has served for one or more years on the old maximum should convert to two points above his existing pay point;
- (b) when only the maximum point of the pay scale is raised for disciplined services staff below the directorate level:
 - (i) where a civil servant's salary is less than the maximum of the old scale, he should convert to the same numbered point on the revised scale, and
 - (ii) where a civil servant has served on the maximum of the old scale, he should convert to the next higher numbered point on the revised scale; and
 - (iii) where the revised scale has a maximum which is two or more pay points higher than the old maximum, a civil servant who has served for one or more years on the old maximum should convert to two points above his existing pay point;
- (c) when new increments/incremental jumps are introduced for the civilian and disciplined services directorate ranks and for disciplined services staff below the directorate level: serving civil servants should be converted to the relevant increment point applicable to the rank on which they serve as if the new incremental arrangement had been in force from the first day of their appointment to the present rank. In other words, all years of in-rank satisfactory service should be taken into account for the purpose of determining the increment/incremental jump entitlement.

For the avoidance of doubt, where the pay scale of a rank is revised and new incremental jumps are introduced at the same time, the conversion arrangement set out above should take place concurrently, subject to the new maximum pay point of the rank concerned.