

# Chapter 11

## Disciplined Services Directorate Grades and Disciplined Services Pay Scales

### Overview

11.1 Including six Heads of Disciplined Services<sup>39</sup>, there were 128 directorate posts in the Disciplined Services remunerated under three disciplined services pay scales as at 1 January 2008. Details are summarised in *Table 11.1*. There are altogether 33 disciplined services directorate ranks as listed at **Appendix 26**.

*Table 11.1: Directorate establishment in the Disciplined Services as at 1 January 2008*

Disciplined Services	GDS(C) 1 IPS 45 PPS 55	GDS(C) 2 IPS 46 PPS 56	GDS(C) 3 IPS 47 PPS 57	IPS 48 PPS 58	GDS(C) 4	PPS 59	No. of Posts	No. of Ranks
Equivalent Points on Directorate Pay Scale	D1	D2	D3	D4/5	D6	D8	Total	
<i>General Disciplined Services (Commander) Pay Scale</i>								
CSD	3	4	1	-	1	-	9	5
C&ED	2	4	1	-	1	-	8	4
FSD	8	7	1	-	1	-	17	6
GFS	3	-	1	-	-	-	4	3
ImmD	2	6	1	-	1	-	10	4
<i>Sub-total</i>	<i>18</i>	<i>21</i>	<i>5</i>	<i>-</i>	<i>4</i>	<i>-</i>	<i>48</i>	<i>22</i>
<i>ICAC Pay Scale 45 and above</i>								
ICAC	-	9	4	1	-	-	14	6
<i>Police Pay Scale 55 and above</i>								
Police Force	45	14	4	2	-	1	66	5
<i>Total</i>	<i>63</i>	<i>44</i>	<i>13</i>	<i>3</i>	<i>4</i>	<i>1</i>	<i>128</i>	<i>33</i>

<sup>39</sup> The six posts are the Controller, Government Flying Service remunerated on GDS(C) 3; Commissioner of Correctional Services, Commissioner of Customs and Excise, Director of Fire Services and Director of Immigration remunerated on GDS(C) 4; and the Commissioner of Police remunerated on PPS 59. Separately, the post of Commissioner, ICAC is remunerated on Directorate Pay Scale D8.

11.2 Recruitment is not an issue as directorate officers are normally promoted through the non-directorate ranks. There is also no retention problem in the directorate grades as directorate officers generally view their career in the civil service as a life-long commitment. Their turnover rate is relatively low, other than normal wastage on retirement. For instance, the departure of all eight directorate officers who left in 2007-08 was due to retirement or completion of agreement. Natural wastage varies, depending on the age profile of the incumbents<sup>40</sup>.

11.3 Career progression of directorate officers differs among the grades. Promotion depends on merit of individual officers and the availability of vacancies at a senior rank, which is, in turn, affected by functional needs, rank ratio and age profile of the incumbents. Given the command structure, promotion to directorate ranks is subject to keen competition.

## **Analysis and Recommendation**

### ***Grade Structure Review on the Directorate Grades***

11.4 In tandem with the GSR of the Disciplined Services, the Standing Committee on Directorate Salaries and Conditions of Service (the Directorate Committee) has conducted a grade structure review on the directorate grades and ranks under its purview, covering the Heads of Disciplined Services. As the recommendations of the Directorate Committee may have a bearing on our consideration of the appropriate pay scales for the grades and ranks in the Disciplined Services, we have taken note of the following –

- (a) The Directorate Committee noted the long established relationship between the salary of the Heads of Disciplined Services and the comparable civilian directorate ranks in the civil service, and considered that the present salary levels of the Heads of Disciplined Services are appropriate and should be maintained.

---

<sup>40</sup> Some 55% of directorate officers in the Disciplined Services are within the age group of 51 to 55.

- (b) The Directorate Committee recommended that for officers on D1 to D8 of the Directorate Pay Scale, the current pay level be maintained, an additional increment of about 3% be added at the top end of each pay level for D1 to D8, and all increments be awarded on a biennial basis.

### ***Review of Directorate Ranks and Pay Structure in Disciplined Services***

11.5 Directorate officers in the Disciplined Services play a key leadership and management role in steering their departments to rise to new challenges, including enhanced cooperation with the Mainland and international authorities, political and legislative developments, rising public expectations, closer public and media scrutiny, civil service-wide reforms and efficiency measures, and the changing profile of workforce. The responsibilities of the directorate officers have increased in scope, volume and sophistication as a result of the many political, social, economic, legislative and organisational developments. Disciplined services directorate officers, similar to their civilian counterparts, are subject to public scrutiny and political pressure, with stringent rules restricting their personal activities such as investment, post-retirement employment and participation in political activities.

11.6 During the GSR, we have looked into the pay scales of all directorate grades and ranks in the Disciplined Services below the Heads of Services. We are guided by the consideration that the Disciplined Services are an integral part of the civil service. Responsibilities at the directorate levels in the Disciplined Services, similar to their civilian counterparts, are mainly focused on strategic, leadership and management roles, which are broadly comparable. We are also mindful that it has been the well-established practice that the pay of the disciplined services directorate bears close relativity with that of the civilian directorate grades. Having examined all relevant considerations, we recommend that the existing relativity between the pay of the disciplined services directorate with that of the civilian directorate be maintained. (**Recommendation 11.1**)

11.7 Taking into account the recommendations of the Directorate Committee and all other considerations, we recommend

maintaining the current pay level of the disciplined services directorate grades and ranks, and adding one more increment of about 3% at the end of each pay level (**Recommendation 11.2**). We also recommend standardising the grant of all increments in these directorate ranks to biennial basis. (**Recommendation 11.3**)

11.8 With the above improvements, increments for directorate officers at or below GDS(C) 3, IPS 47 and PPS 57 will be granted on a biennial basis after completion of two, four and six years of service, instead of the present arrangement of receiving increment after completion of two and five years of service. Due regard has also been given to the issue of retirement age in the Disciplined Services (paragraphs 3.53 to 3.57 in Chapter 3 are also relevant).

11.9 We have received various proposals to create new directorate ranks or posts. On the creation of new ranks, we have examined these requests and set out our views in the relevant Chapters. As regards the creation of new posts or the upgrading of existing ones, there is a well-established mechanism for the departmental management to pursue these proposals in consultation with relevant bureaux and departments. We would be pleased to consider any proposal from the Administration in due course.

## **The Disciplined Services Pay Scales**

11.10 As a result of our recommendations on the non-directorate ranks (Chapters 3 to 10) and the directorate ranks (paragraph 11.7), there will be corresponding changes to the disciplined services pay scales. In summary, we recommend extending the Rank and File pay scales by two pay points at the top end and the Officer cadre pay scales by one pay point at the top end, and adding one more increment of about 3% at the end of each salary scale of the disciplined services directorate ranks. With these improvements, we recommend the following changes to the disciplined services pay scales (based on the pay scales as at 1 April 2008) (**Recommendation 11.4**) –

- (a) for the GDS(R), adding two new pay points to the top end as GDS(R) 28 (\$30,540) and GDS(R) 29 (\$31,750);
- (b) for the GDS(O), adding one new pay point to the top end as GDS(O) 39 (\$100,780);
- (c) for the GDS(C), adding one new increment of about 3% each at the top end of GDS(C) 1, 2 and 3 respectively;
- (d) for the IPS, adding one new pay point between the existing IPS 44 and IPS 45 as IPS 44a (\$100,780), and adding an increment of about 3% each at the end of IPS 45, 46, 47 and 48 respectively; and
- (e) for the PPS, adding one new pay point between the existing PPS 54 and PPS 55 as PPS 54a on \$100,780, and adding an increment of about 3% each at top end of PPS 55, 56, 57 and 58 respectively.

The full sets of the revised pay scales incorporating the changes recommended in paragraphs 11.7 and 11.10 are set out at **Appendix 27**.

11.11 As a result of these changes, the gap between the new maximum non-directorate pay point and the bottom of the disciplined services directorate pay scales will be revised from the present 9.1% to around 5.6%.

## **Summary of Key Recommendations**

11.12 In summary, we recommend –

- (a) maintaining the existing relativity between the pay levels of the disciplined services directorate with that of the civilian directorate;
- (b) maintaining the current pay level of the disciplined services directorate grades and ranks, and adding one increment of about 3% at the end of each pay level;

- (c) standardising the grant of all increments in the disciplined services directorate ranks to biennial basis; and
- (d) revising the disciplined services pay scales as detailed in **Appendix 27**.