

17 March 1982.

His Excellency Sir Murray MacLehose, G.B.E., K.C.M.G., K.C.V.O.,
Governor of Hong Kong.

Your Excellency,

The Force Armourer and Armourer Grades

In our Second Report on Civil Service Pay (Report No. 5), in which we first reviewed the specialist civilian grades in the Royal Hong Kong Police Force, we deferred making a recommendation in respect of the Force Armourer grade pending the results of a job survey being conducted by the Administration. Subsequently, the Administration's survey was extended to include the related grade of Armourer. We have now received the results of the job survey in the light of which we have conducted a further review of the grades concerned.

Force Armourer grade

2. Force Armourer is a two-rank grade in the Royal Hong Kong Police Force. The main duties of the grade include the maintenance and repair of arms in the Police Force, the supervision and training of members of the Armourer grade in the Force, the custody and issue of arms and ammunition to police formations, and the provision of advice on the serviceability of arms and ammunition. The existing structure, establishment and pay scales of the grade are as follows :

| | <u>Establishment</u> | <u>Pay Scale</u> |
|-----------------------|----------------------|------------------|
| Force Armourer | 1 | MPS 37 - 39 |
| Senior Force Armourer | 1 | MPS 40 - 47 |

3. Posts in the Force Armourer grade were formerly filled only by expatriate officers who had an Army A1 Armourer Certificate or equivalent and who had served as Senior Non-commissioned Officers in the British Armed Forces. However, in 1979, suitably qualified Armourers I became eligible for appointment to the grade and as a result, entry to the grade is now open to local officers.

4. Before our First Report on Civil Service Pay (Report No. 2), the pay scales of the Force Armourer and

Senior Force Armourer were linked to those of Chief Inspector of Police and Superintendent of Police respectively. However, this link was broken with the introduction of the Disciplined Services Pay Scale.

5. The job survey of the Force Armourer grade has found that the grade has no constabulary duties and is not required to exercise police powers. Moreover, the role of Force Armourers is essentially confined to technical maintenance of arms and the "stores" duties of issue and receipt. In the light of these findings, we consider that the previous pay relationship with police ranks should not be restored and that instead, the Force Armourer grade should be transferred to the Technical Inspectorate and Related Grades group and its pay scales set in relation to those of comparable ranks in that group.

6. We therefore propose that the pay scales of the Force Armourer grade should be revised as follows :

| | <u>Existing</u> | <u>Proposed</u> |
|-----------------------|-----------------|-----------------|
| Force Armourer | MPS 37 - 39 | MPS 38 - 41 |
| Senior Force Armourer | MPS 40 - 47 | MPS 42 - 47 |

In recommending a pay scale of MPS 42 - 47 for the Senior rank, we have taken account of the Senior Force Armourer's duties and responsibilities as the sole adviser to the Police Force on the serviceability, maintenance and repair of arms and ammunition.

Armourer grade

7. Armourer is a common grade with posts in the Royal Hong Kong Police Force, the Correctional Services Department and the Royal Hong Kong Regiment (Volunteers). The duties of Armourers include the maintenance and repair of arms and issue and receipt of arms and ammunition. The existing structure, establishment and pay scales of the grade are as follows :

| | <u>Establishment</u> | <u>Pay Scale</u> |
|--------------|----------------------|------------------|
| Armourer III | 12 | MPS 9 - 14 |
| Armourer II | 4 | MPS 15 - 24 |
| Armourer I | 4 | MPS 25 - 33 |

In addition to the above there is a rank of Regimental Armourer in the Royal Hong Kong Regiment (the Volunteers). This rank is regarded as equivalent to the rank of Armourer I but has a pay scale of MPS 25 - 36 in recognition of the degree of overall responsibility for arms and ammunition exercised within the Regiment.

8. Entry to the Armourer grade is by means of a Technician Apprenticeship scheme conducted by the Police Force in conjunction with the Public Works Department. However, the job survey of the Armourer grade has revealed serious recruitment problems in that the existing Armourer III pay scale is proving unattractive to candidates who have successfully completed their apprenticeship.

9. We consider that having regard to the qualifications and training required for appointment to the grade, i.e. an Ordinary Certificate in Mechanical Engineering plus completion of an approved apprenticeship, the pay scale of the Armourer III rank should be raised from MPS 9 - 14 to MPS 11 - 15 in line with the pay scales of ranks in the Technical Inspectorate and Related Grades group requiring similar qualifications and training. As a consequence, the minimum of the pay scale of the Armourer II rank should be raised from MPS 15 to MPS 16, We therefore recommend that the pay scales of the Armourer grade be revised as follows :

| | <u>Existing</u> | <u>Proposed</u> |
|---------------------|-----------------|-----------------|
| Armourer III | MPS 9 - 14 | MPS 11 - 15 |
| Armourer II | MPS 15 - 24 | MPS 16 - 24 |
| Armourer I | MPS 25 - 33 | MPS 25 - 33 |
| Regimental Armourer | MPS 25 - 36 | MPS 25 - 36 |

Dates of Implementation

10. The Force Armourer grade is outstanding from our review of Police Force Specialist civilian grades in Report No. 5. We therefore recommend that our proposals for the grade, if accepted, be implemented with effect from 1 October 1979. The Armourer grade was previously reviewed in our Report No. 2 and in this case therefore, our recommendations, if accepted, should take effect from a current date.

We have the honour to be
Your Excellency's Obedient Servants,

(S. Y. Chung)
Chairman

19 March 1982.

His Excellency Sir Murray MacLehose, G.B.E., K.C.M.G., K.C.V.O.,
Governor of Hong Kong.

Your Excellency,

The Railway Officer Grade

The modernisation of the Kowloon-Canton Railway, the first stage of which is due to be completed in May, will result in higher train frequencies, shorter journey times and a significant increase in passenger and freight capacity. This in turn will lead to an increase in the responsibilities of certain categories of railway staff. In our letter of 13 May 1981, we submitted proposals in respect of the Locomotive Driver grade to take account of the effects of the modernisation programme, and this letter contains our recommendations for the Railway Officer grade.

2. The Railway Officer grade plays a major role in the management and operation of the Kowloon-Canton Railway. The qualification for entry to the grade is a school certificate and the existing structure, establishment and pay scales are as follows :

| <u>Rank</u> | <u>Establishment</u> | <u>Pay Scale</u> |
|------------------------|----------------------|------------------|
| Railway Officer III | 186 | MPS 6- 20 |
| Railway Officer II | 57 | MPS 21 - 26 |
| Railway Officer I | 14 | MPS 27 - 31 |
| Senior Railway Officer | 6 | MPS 32 - 38 |
| Chief Railway Officer | 1 | MPS 39 - 47 |

We have recently received the results of a study conducted by the Administration which reveals that while the pay scales and structure of the Railway Officer grade are generally satisfactory, there is a need for improvement in two areas. First, there are retention problems in the Railway Officer III rank, particularly in the first six months of service. Secondly, the modernisation of the KCR will lead to an increase in the levels of responsibility to be exercised by senior staff in the grade, and it is considered that an additional rank of Principal Railway Officer should be created.

Railway Officer III rank

3. Railway Officers III are employed on a wide range of duties at railway stations or on trains. The great majority of the rank are either Train Guards or Station Assistants (including Booking Clerks, Platform Inspectors, Passenger and Ticket Controllers). As mentioned in paragraph 2, there is a relatively high level of wastage from the Railway Officer III rank and we have been informed that over 200 additional posts of Railway Officer III will be required to deal with the increase in passenger and freight traffic. There is therefore a need to ensure that the pay scale of the rank is adequate both to attract and retain sufficient numbers of staff. Since the existing wastage problem tends to occur mainly in the first six months of service, we consider it presents a case for an adjustment in starting pay rather than in maximum pay.

4. In our view, the duties of Railway Officers III, which on occasions include dealing with emergencies and controlling large crowds of passengers with no immediate direct supervision or guidance available, involve a degree of initiative above that normally expected of a school certificate entry rank. Taking this factor into account and having regard to the existing retention difficulties, we propose that the starting pay of Railway Officer III should be raised by two points, i.e. from MPS 6 to MPS 8.

5. In the course of our review, it was suggested to us that Railway Officers III should be afforded a higher entry point than MPS 8 having regard to the starting pay for similar jobs in the Mass Transit Railway Corporation. However, there are major differences between the MTR and civil service pay structures and, in addition, the MTR stipulates a minimum age and previous working experience among its normal entry requirements. We nevertheless accept that, in view of the need to recruit a large number of Railway Officers to implement the KCR modernisation programme, some additional provision may be necessary. We would therefore recommend following the procedure outlined in paragraph 41 of our First Report on Principles and Practices (Report No. 1). That is to say, as a short-term measure, the Administration should consider offering candidates with previous relevant experience a limited number of additional increments.

6. We note that, in the course of examining the duties of Railway Officer III, the Administration has identified a number of less demanding jobs. We endorse the proposal that Railway Officers III performing these jobs should be replaced by Clerical Officers II, a step which should assist in easing the problem of staffing the Railway Officer III rank.

Principal Railway Officer rank

7. The study of the Railway Officer grade has also shown

that the modernisation of the KCR will lead to an increase in the level of responsibility to be exercised in three areas of the Traffic Division, namely Train Planning and Operations, Terminals, and Marketing. In two particular instances, to which we refer below, this increase in responsibilities is considered to justify a rank above the existing Chief Railway Officer level and the Administration has proposed that a new rank of Principal Railway Officer be created.

8. The Train Planning and Operations Section is at present headed by an officer in the one-post rank of Chief Railway Officer. The Chief Railway Officer is now responsible for the operation of some 46 passenger trains a day, but his responsibilities will increase substantially in both quality and quantity on the introduction of the electric train services. The duties of the post will then involve the planning and control of some 420 passenger trains a day with 16 in each direction every hour. There will also be an increase in freight trains and the installation of the 25 kv overhead line and sophisticated signalling equipment will increase responsibilities in the field of safety requirements.

9. In the case of the Terminals and Marketing Sections of the Traffic Division, we note that implementation of the modernisation programme will lead to a considerable increase in passenger and freight traffic : the number of passengers carried daily is forecast to triple to 164,000 by 1983 and the volume of freight traffic is expected to rise by 300%. At the new stations there will be spaces for restaurants, shops and banks, as well as advertisement facilities, which will need to be adequately controlled and supervised. It is expected that railway commercial activities will produce a revenue of \$172 million by the end of the current financial year and \$333 million in 1983/84 as compared to the present annual revenue of \$76 million. Among other things, this increase in activity will require the reorganisation of the Terminals Section into a Passenger Terminals Section and a Freight Terminals Section, each headed by a Chief Railway Officer.

10. In the light of the foregoing, we are satisfied that the creation of a senior rank is warranted; first, to exercise the increased responsibilities to be exercised by the officer heading the Train Planning and Operations Section and secondly, to plan and co-ordinate all the commercial operations of the Terminals and Marketing Sections. We therefore endorse the proposal to create a rank of Principal Railway Officer and recommend that the new rank should be afforded a pay scale of MPS 48 - 51.

Senior Railway Officer and Chief Railway Officer ranks

11. In our First Report on Civil Service Pay (Report No. 2), we drew attention to the fact that the existing pay scales for the Senior Railway Officer (MPS 32 - 38) and Chief

Railway Officer (MPS 39 - 47) were out of line with the pay scales for comparable ranks at this level which are MPS 32 - 37 and MPS 38 - 47. We nevertheless recommended that the pay scales should remain unchanged for the time being in order not to remove the Senior Railway Officers' eligibility for private tenancy allowance, the qualification point for which is MPS 38. We stated, however, that should this point lose its significance, the scales for these two ranks should be adjusted.

12. While MPS 38 remains the qualifying point for private tenancy allowances, the introduction of home purchase allowances for civil servants on MPS 29 and above considerably reduces its importance. In the circumstances and having regard to the improved career structure which should result from our proposal to create a rank of Principal Railway Officer, we consider that steps should now be taken to bring the pay scales of the Senior Railway Officer and Chief Railway Officer into line with comparable ranks in other grades. We therefore recommend that the pay scale of the Senior Railway Officer should be adjusted from MPS 32 - 38 to MPS 32 - 37 and that of the Chief Railway Officer from MPS 39 - 47 to MPS 38 - 47.

Summary

13. In summary, we recommend that the structure and pay scales of the Railway Officer grade be revised as follows :

| | <u>Existing</u> | <u>Proposed</u> |
|---------------------------|-----------------|-----------------|
| Railway Officer III | MPS 6 - 20 | MPS 8 - 20 |
| Railway Officer II | MPS 21 - 26 | MPS 21 - 26 |
| Railway Officer I | MPS 27 - 31 | MPS 27 - 31 |
| Senior Railway Officer | MPS 32 - 38 | MPS 32 - 37 |
| Chief Railway Officer | MPS 39 - 47 | MPS 38 - 47 |
| Principal Railway Officer | - | MPS 48 - 51 |

If the above proposals are accepted, we further recommend that they be implemented as soon as possible in order to facilitate the recruitment of Railway Officers III and to

enable the early reorganisation of the Traffic Division to take account of the KCR modernisation programme.

We have the honour to be
Your Excellency's Obedient Servants,

(S. Y. Chung)
Chairman