

APPENDIX VIII(4)

4 August 1987

His Excellency the Honourable D.R. Ford,
L.V.O., O.B.E., J.P.,
Acting Governor of Hong Kong.

Your Excellency,

Creation of a New Rank of
Staff Officer (Civil Aid Services)

We were recently invited by the Administration to advise, under Item I of our Terms of Reference, whether a proposed new rank of Staff Officer should be created for the Civil Aid Services.

2. The Civil Aid Services is a disciplined organisation comprising 112 permanent staff and 6,499 volunteers. Its role is to provide support for the authorities in times of civil disturbance and natural disasters, as well as organising crowd control measures during festivals, carrying out mountain rescues, etc.

3. The Commissioner of the Civil Aid Services is a volunteer, but his responsibilities are delegated in full to the Chief Staff Officer (Civil Aid Services) who is a civil servant in a one-rank grade at the D2 level. In addition to the Chief Staff Officer there are a total of 111 support staff, the most senior of which is the Principal Training Officer who is ranked at MPS 38 - 47. Details of the existing structure are shown at Annex I. We have recently been informed that following a review undertaken by Security Branch to determine whether the existing management structure is still appropriate, the conclusion was reached that the Chief Staff Officer is fully occupied with matters of policy and planning arising from his primary duties as the Head of Agency and Controlling Officer, and is therefore unable to assume full responsibility for directing, supervising and co-ordinating the work of the section heads.

4. The review identified growth in the organisation's size and complexity, as well as in the number of volunteers and in total expenditure as being the main causes of the subsequent imbalance of the management structure.

5. In addition, we are informed that in the absence of the Chief Staff Officer the post is temporarily filled by the Principal Training Officer (MPS 38 - 47), and that this arrangement has proved to be unsatisfactory in the past due firstly to the fact that the officer is comparatively junior, and secondly because his particular expertise is concentrated on the Training Wing of the Civil Aid Services establishment.

6. The review concluded that in the light of these findings there is a need for a deputy to assume responsibility for supervising the work of the Training and Administration Wings, and to stand in for the Chief Staff Officer during his absence.

7. The Administration has, after appropriate consultation, agreed with these findings, and considers that in order to reduce the Chief Staff Officer's direct involvement in training and administration and allow him to concentrate on the management of the volunteer service, and because no appropriate rank currently exists, a new rank of Staff Officer (Civil Aid Services) be created with a pay scale of MPS 48 - 51. The proposed new rank would have direct responsibility for the Training and Administration Wings of the establishment, and would be classified in the "Other Grades" group. There would be no automatic promotion linkage between Principal Training Officer and Staff Officer, and the post would be filled either from within the civil service generally, or, in the absence of a suitable candidate, by direct recruitment. A proposed organisation of the Civil Aid Services and a proposed duty list for the Staff Officer are at Annexures II and III respectively.

8. If endorsed, the Staff Officer (Civil Aid Services) grade will have the following structure, establishment and pay scales :

<u>Rank</u>	<u>No. of Posts</u>	<u>Pay Scale</u>
Staff Officer (Civil Aid Services)	1	MPS 48 - 51 (\$26,345 - \$29,910)
Chief Staff Officer (Civil Aid Services)	1	D2 (\$39,200)

9. We have examined the Administration's proposals and we endorse them. We are satisfied that there is a genuine need for a deputy post to restore a more balanced and

appropriate management structure within the Civil Aid Services, and that the creation of the post of Staff Officer (Civil Aid Services) would be effective in restoring this balance and in improving the overall efficiency of the Civil Aid Services.

10. We also agree that the level of responsibility and range of duties of the proposed post are such that remuneration at MPS 48 - 51 is appropriate, on the basis of the Administration's confirmation that this pay scale is appropriate in terms of relativities both within the Civil Aid Services and between the Auxiliary Medical Services which is the only other volunteer agency with a similar establishment.

11. If our recommendations are accepted we propose that they should be implemented from a current date.

We have the honour to be
Your Excellency's obedient servants,

(S.Y. Chung)
Chairman

Kim Y.S. Cham

Therese H.C. Chan

Stanley G. Elliott

Vincent H.C. Ko

Alice Lam

Gordon M. Macwhinnie

David A. Morris

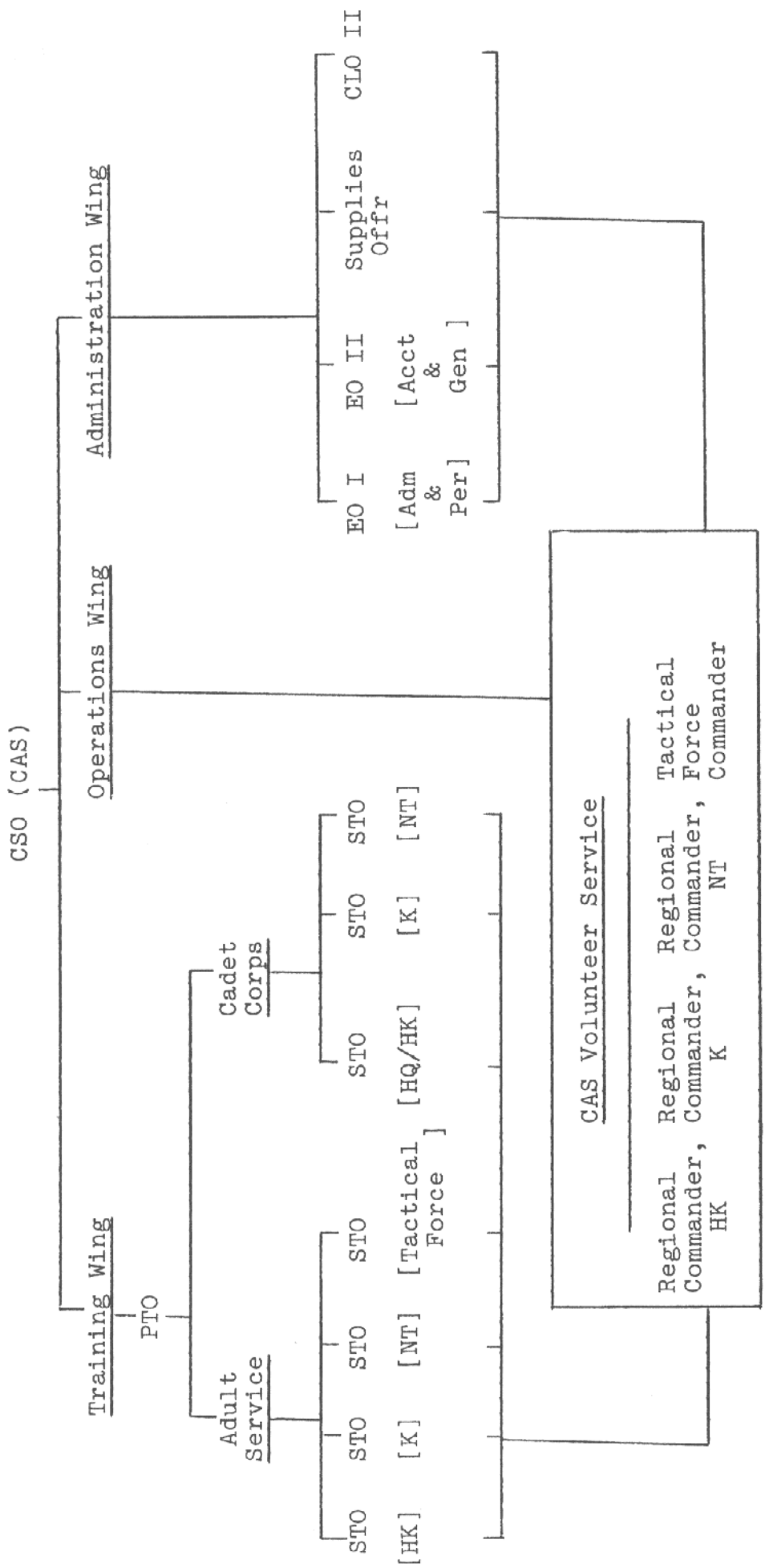
Poon Chi-fai

Andrew K.W. So

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Encls.

EXISTING ORGANISATION OF THE CIVIL AID SERVICES

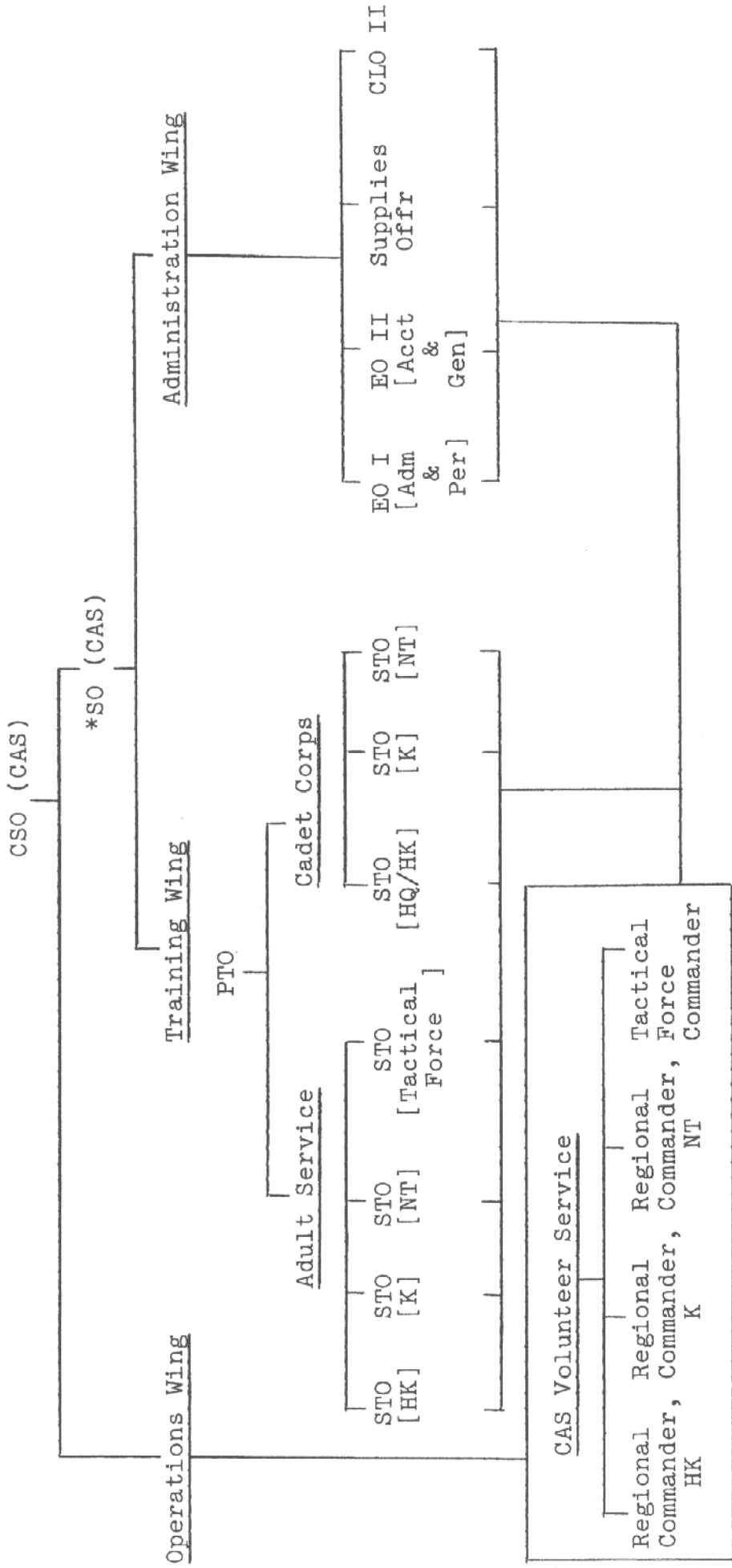


CAS Volunteer Service
 Regional Commander, HK
 Regional Commander, K
 Regional Tactical Force Commander, NT

- Legend
 CSO (CAS)
 PTO
 STO
 EO I
 EO II
 Supplies Offr
 CLO II
- Chief Staff Officer (Civil Aid Services) [D2]
 Principal Training Officer [MPS 38 - 47]
 Senior Training Officer [MPS 32-37]
 Executive Officer I [MPS 32-37]
 Executive Officer II [MPS 20 - 31]
 Supplies Officer [MPS 31-37]
 Chinese Language Officer II [MPS 20-31]

Annex II

PROPOSED ORGANISATION OF THE CIVIL AID SERVICES



Legend

- * Rank and post proposed to be created
- CSO(CAS) Chief Staff Officer (Civil Aid Services) [D2]
- SO(CAS) Staff Officer (Civil Aid Services) [MPS 48 - 51]
- PTO Principal Training Officer [MPS 38 - 47]
- STO Senior Training Officer [MPS 32 - 37]
- EO I Executive Officer I [MPS 32 - 37]
- EO II Executive Officer II [MPS 20 - 31]
- Supplies Offr Supplies Officer [MPS 31 - 37]
- CLO II Chinese Language Officer II [MPS 20 - 31]

Main Duties and Responsibilities of
Staff Officer (Civil Aid Services)

I. Administration

- (a) To administer, co-ordinate, monitor and control the Training Wing and the Administration Wing, the Adult and the Cadet Units, and other specialist sub-units with regard to departmental training, civil emergency and civic duties, establishment matters, departmental administration and accounts, stores and equipment, communication and accommodation matters;
- (b) To provide management advice and support to the Chief Staff Officer on all aspects of departmental management, service management to improve the control and deployment of manpower resources to meet demands;
- (c) To assist the Chief Staff Officer in civil defence planning and the formulation and revision of plans to respond to and combat natural and man-made disasters, e.g. typhoons, aeroplane crashes;
- (d) To assist the Chief Staff Officer in formulating departmental administration policies and updating CAS Administrative Orders, Operational Orders, Departmental Standing Orders and other departmental standing instructions;
- (e) To develop and execute a systematic Management Information System to ensure the most economical and cost-effective use of CAS resources;
- (f) To evaluate all requests for CAS manpower resources from Government departments and outside organisations and to administer their deployment;
- (g) To represent the Chief Staff Officer at inter-departmental policy meetings and to liaise with Government Secretariat Branches, Government departments and civic organisations at a senior level;
- (h) To chair meetings of Departmental Establishment Committee, Departmental Consultative Committee, Steering Committees, promotion boards, recruitment selection boards, and departmental seminars; and
- (i) To assist the Chief Staff Officer in revising legislation affecting the CAS and/or the volunteer service.

II. Operations

- (a) To assist the Chief Staff Officer in planning, organising, co-ordinating and supervising emergency operations and major community service events;
- (b) To act as the deputy to the Chief Staff Officer during operations; and
- (c) To organise resources in providing supporting services to the Operations Wing.

III. Training

- (a) To formulate on behalf of the Chief Staff Officer all training policies;
- (b) To plan the advanced training to keep CAS abreast with future needs; and
- (c) To advise and guide unit commanders on training policy matters.