

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

PARAGRAPH

Eligibility for Housing Benefits

1. Eligibility for housing benefits should not be determined purely by reference to salary levels. Instead, it should be related to the nature and level of responsibility exercised by the officer as well as to his status in the civil service hierarchy. 2.15-2.19

2. Where a rank scale is extended beyond MPS 37 or 47 in recognition of job factors but officers of the rank remain ineligible for the housing benefit in question, the extended points should be designated as MPS 37A, 37B and so on or MPS 47A, 47B and so on. The dollar value of these special points should be identical to the corresponding points on the Master Pay Scale. 2.19

Conversion Arrangements

3. In general, the existing conversion arrangements should continue to apply. 2.21

Package Solution

4. The problems of each grade should be tackled from the wider perspective of human resources management, rather than only from the limited angle of salary adjustment. 2.22

5. Management should be alert and responsive to changes and introduce corresponding adjustments to the grade's organization, functions, staffing, working conditions and so on. 2.22

Promotion Prospects

6. Management should exercise suitable flexibility in applying the functional-need principle in examining proposals for the creation of promotion posts. 2.23
7. It is generally inappropriate to appoint a person to act in a higher rank for a protracted period. Promotion exercises should be conducted more frequently so as to reduce the need for and the length of acting appointments. 2.24

Manpower Planning

8. There should be better coordination among the relevant bodies, including the policy branches and the departments concerned, the tertiary institutions and the University and Polytechnic Grants Committee, in determining manpower requirements and the proper level of training. 2.27

Brain Drain

9. Brain drain cannot be effectively dealt with solely by improving remuneration. 2.28

Delegation of Authority to Departments

10. The Administration should review the rules and procedures in human resources management with a view to delegating more authority to heads of department. 2.29

Titles

11. The Administration should examine further the titles of ranks and grades with a view to rationalizing them. 2.30

Amalgamation of Model Scale 1 with Master Pay Scale

12. The existing arrangement of having separately a Master Pay Scale and a Model Scale 1 should continue and their amalgamation should remain as a long-term proposition. 3.8
13. Grades remunerated on the Senior Artisan and Artisan segments of Model Scale 1 should be transferred to the Master Pay Scale. 3.8
14. The conditioned hours of work of the transferred grades should remain unchanged. Their leave-earning rates should be brought into line with those for comparable Master Pay Scale staff by phases over a period of three years. 3.9
15. The leave-earning rate of Model Scale 1 staff with less than 10 years of service should be increased to 14 days per year. The existing 22 days of annual leave for Model Scale 1 staff with 10 or more years of service should remain unchanged. 3.10
16. The subject of amalgamating Model Scale 1 with the Master Pay Scale should be kept under review in relation to developments in the private sector. 3.12
17. The proposals set out in paragraphs 13, 14 and 15 should be implemented as soon as practicable after the release of the results of reviewing the Model Scale 1 group of grades. Any changes to salary scales should be backdated to 1.10.89. 3.13

Qualification Group Benchmarks

18. The third quartile of private sector practice should be taken as the reference point in the determination of qualification group benchmarks. 4.16
19. One common benchmark should be set for the existing two qualification groups under the category of 'Grades not requiring a full School Certificate'. 4.18
20. The benchmarks for these qualification groups should be revised :-
- Grades Not Requiring a Full School Certificate 4.19
 - Group I
 - Group II
 - School Certificate Grades 4.20
 - Group I
 - Technical Inspectorate and Related Grades 4.25
 - Group II
 - Model Scale 1 Grades 4.30
21. The benchmarks for these qualification groups should remain unchanged :-
- Matriculation Grades 4.22
 - Polytechnic Higher Diploma, Diploma and Related Grades 4.23
 - Group I
 - Group II
 - Group III
 - Technical Inspectorate and Related Grades 4.24
 - Group I

	<u>Professional, Degree and Related Grades</u>	4.26-4.28
	Group I	
	Group II	
	Group III	
22.	No benchmarks should be set for these qualification groups :-	
	<u>School Certificate Grades</u>	4.21
	Group II	
	<u>Education Grades</u>	4.32
	<u>Specialist Civilian Grades</u>	4.32
	<u>Other Grades</u>	4.32
23.	Where the benchmark for a qualification group is raised, the scale maximum of entry ranks in the group need not be uplifted correspondingly to maintain the same number of steps to reach the maximum point; instead, each case should be examined in the light of its own circumstances.	4.33
24.	Changes in benchmarks will be fully implemented only after the release of the Commission's final report at the end of 1990. Model Scale 1 should be restructured in the next phase of the review.	4.33 & 4.31

Master Pay Scale

25.	The top end of the Master Pay Scale should be extended to a value of \$38700 and the salary structure of the top two tiers of ranks, i.e. MPS 48-51 and MPS 44-47, should be modified to provide each tier with a five-step progression.	5.2
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- 26. All ranks with a scale maximum at MPS 44 or above should be extended by one step. 5.3
- 27. The existing Master Pay Scale should be replaced by a new Master Pay Scale to take account of the changes in benchmarks and the restructuring of the top segments of the Master Pay Scale. 5.5
- 28. The new Master Pay Scale should be implemented forthwith, with special conversion arrangements. 5.7-5.9

Training Pay Scale

- 29. A separate training rank should continue to be provided in grades where recruits must undertake lengthy in-house training to become fully operational. 6.2
- 30. Training ranks should remain as a distinct group with a separate Training Pay Scale within the civil service pay structure. 6.2
- 31. The existing Training Pay Scale should be replaced by a new Training Pay Scale. 6.3
- 32. The benchmark for student ranks should be set with reference to School Certificate entry. The pay for student ranks with entry qualifications other than School Certificate should be determined individually on the merits of each case. 6.4
- 33. The new Training Pay Scale should be implemented forthwith. 6.5

34. Pending further examination in the next phase, apprentice ranks should be remunerated on their existing scales for the time being. 6.8

Professional, Degree and Related Grades

35. Groups I and II of the Professional, Degree and Related Grades should be put under a new category of 'Professional and Related Grades'. Group III should stand on its own in a new category of 'Degree and Related Grades'. 7.2
36. The appointment requirements of grades in Group II of the Professional and Related Grades should be rationalized. 7.6

Polytechnic Higher Diploma, Diploma and Related Grades

37. It is unnecessary to provide a separate qualification group in the civil service to cater for holders of Professional Diploma. 9.3
38. The Administration should examine the feasibility of amalgamating small grades undertaking similar duties. 9.7
39. Management should develop a proper system to keep track of causes for staff resignation and act upon the information accordingly. 9.8

Future Programme

40. The remaining 216 grades will be examined in the next and final phase and the Commission's final report will be submitted to the Governor at the end of 1990. 10.1