

INTRODUCTION

We began our review upon appointment in April 1988 by the Standing Commission on Civil Service Salaries and Conditions of Service. In July 1988 we issued our Preliminary Report which set out the facts and findings of our review up to that point. This Final Report gives an account of our further work and presents the main arguments and our recommendations on the matters included in our terms of reference.

In addition, we have set out in annexes the significant factual corrections we have made to our Preliminary Report in the light of the responses we received to our request for comments on it, and a comprehensive description of our findings on the hours of work of each of the disciplined services. These annexes are a supplement to our Preliminary Report and form part of the basis for our deliberations.

The introduction to our Preliminary Report recorded our terms of reference and our understanding of them. This Final Report follows the structure of these terms of reference which were -

"Having regard to the responsibilities of the disciplined services for the enforcement of the law and the maintenance of public order and public safety -

- (1) to review the work of the disciplined services, bearing in mind -
 - (a) recent and future developments in the responsibilities and workload of the disciplined services, including, in particular, the resumption of anti-illegal immigration border duty by the police;
 - (b) the stress and dangers to which the disciplined services are exposed; and
 - (c) the restrictions placed on officers of the disciplined services (individually and collectively) and their families by virtue of their duties and responsibilities as members of the disciplined services;
- (2) in the light of the conclusions reached on (1) and of the need to recruit, to motivate and to retain suitable officers so as to maintain and further improve the effectiveness and efficiency of the disciplined services, to consider -

- (a) the basis for determining pay and conditions of service within the disciplined services; and
 - (b) appropriate levels of remuneration in relation to the rest of the civil service;
- (3) to review the machinery for determining the pay and conditions of service of the disciplined services, having regard to the special place of the disciplined services within the civil service; and to make recommendations.
- (4) The review is to be conducted as far as possible in two distinct parts, dealing first with the police and thereafter with the remaining disciplined services."

We repeat here the important point made in our Preliminary Report that we have enjoyed full independence in carrying out our review and that we have sought to maintain a fair and objective approach to the issues before us. The conclusions and judgments we have made in this Final Report are ours alone, reached after as full an examination and discussion of the facts as we have been able to make.

Acknowledgements

We have received every cooperation and assistance from policy branches and departments. Many individuals assisted us in our work and we would like to express our appreciation to the heads, management, and staff, including both individuals and the staff unions and associations, of the Royal Hong Kong Police Force, Fire Services Department, Correctional Services Department, Customs and Excise Department and Immigration Department for their help in providing detailed information; arranging briefings and visits; and responding positively to our invitation for submissions at the outset of our review and in responses to our Preliminary Report. We are also grateful to the Census and Statistics Department for their thoughtful comments and advice on statistical aspects of our work, and the Commissioner for Chinese Language and his staff for their care and skill in rapidly translating both our Preliminary and Final Reports.

Throughout our inquiries and deliberations, and in the preparation of this report, we have had unstinting help from our Secretariat. Our Secretary, Mr Roger Garcia, assisted by Miss Annette Lee and latterly Mr Patrick Chan, has supported us admirably in every way in carrying out a tightly-scheduled and complex programme and in the preparation of our reports. For detailed analyses of submissions and the working out of detailed proposals for us to consider we are particularly indebted to Mr James Kwan and his team. We record with thanks our debt to them all, and our appreciation of the enormous efforts they sustained to enable us to achieve our timetable.