

CHAPTER 5 : CREATION OF NEW RANKS

5.1 This chapter gives an account of proposals submitted to us by the Administration for the creation of new ranks in the disciplined services.

Creation of a New Rank of Senior Assistant Chief Ambulance Officer in the Fire Services Department

5.2 In February, 1989, the Administration sought our advice on the creation of a new rank of Senior Assistant Chief Ambulance Officer in the Ambulance Officer Grade in order to strengthen the structure of the Ambulance Command in the Fire Services Department.

5.3 We were told that in October, 1985 the Director of Fire Services appointed consultants to carry out a comprehensive review of the Ambulance Service. The consultants recommended, inter alia, that the management structure of the Ambulance Command should be strengthened by providing a deputy to assist the Chief Ambulance Officer to discharge his duties as head of the Ambulance Command.

5.4 We examined the proposal and were satisfied that the increase in workload and responsibilities of the Ambulance Command had resulted in the span of control of the Chief Ambulance Officer becoming too wide for him to manage effectively. We concluded that he should have a deputy to assist him in the day-to-day management of the Ambulance Service and to oversee the Operations Branch. We therefore, endorsed the Administration's proposal.

5.5 We concluded that the new rank should be created from a current date and that its pay scale should be GDS(0)34-37* because of -

- (a) the level of contact of the officer and the nature and range of his tasks as the deputy head of the Ambulance Command;
- (b) the need for him to assume full responsibility as head of the Ambulance Command during the Chief Ambulance Officer's absence;
- (c) the need for him to chair meetings within the Ambulance Command, to conduct training sessions and seminars, and to represent the Chief

* The pay scale for the Senior Assistant Chief Ambulance Officer was adjusted to GDS(0) 36-38 on 1 October, 1990 as a result of a pay revision to Officer ranks.

Ambulance Officer at meetings with government departments and other organisations; and

- (d) the level of experience required of the officer in the operation and planning of the ambulance service.

5.6 We advised the Governor along these lines in June, 1989 and informed the Director of Fire Services of our advice to the Governor later the same month.

Restructuring of the Immigration Service Grades

5.7 In April, 1989, the Administration sought our advice on a proposal to restructure the Assistant Immigration Officer and Immigration Officer ranks and to create a new rank of Chief Immigration Assistant in the Immigration Department.

5.8 We were informed that the Immigration Service was staffed, in addition to civilian grades, by two disciplined grades, namely Immigration Assistants and Immigration Officers. The Immigration Officer grade had six ranks (Assistant Immigration Officer, Immigration Officer, Senior Immigration Officer, Chief Immigration Officer, Assistant Principal Immigration Officer and Principal Immigration Officer). Assistant Immigration Officers, as the recruitment rank, were deployed on immigration clearance duties at the Airport arrival hall, and processed applications for travel, naturalisation, visas and extension of stay documents. Immigration Officers, in addition to the supervision of Assistant Immigration Officers, handled more complex cases and conducted secondary examinations whenever required.

5.9 The Immigration Assistant grade comprised the rank and file of the service and had two ranks (Immigration Assistant and Senior Immigration Assistant). We were informed that Immigration Assistants were mainly deployed in field investigations, searches, and conducting verification checks of applications for identity card against the Registration of Persons records. Senior Immigration Assistants performed immigration control duties at control points (except arrival clearance at the Airport); they were deployed as leaders of teams of Immigration Assistants on the investigation of immigration offenders during operations.

5.10 We were told that following a review of the Immigration Service grades carried out by the Director of Immigration, he proposed to devolve the less complex duties undertaken by Immigration Officers to the Immigration Assistant grade in order to contain the growth of the Immigration Officer grade and to enable Immigration Officers to concentrate on more important and complex

tasks. The Director stated that there was a pool of Senior Immigration Assistants in his Department who, with adequate training, could undertake most of the responsibilities currently carried out by Assistant Immigration Officers. He proposed, therefore, that the rank of Assistant Immigration Officer should be abolished and replaced by a new rank of Chief Immigration Assistant.

5.11 We examined the proposal and were satisfied that there was a need to create a new rank of Chief Immigration Assistant to replace the rank of Assistant Immigration Officer because -

- (a) it would relieve Immigration Officers from routine duties, such as clearance duties at entry and exit points and dealing with enquiries, so that they could then concentrate on more complex and challenging tasks;
- (b) it would avoid the existing ambiguities of having both grades performing very similar clearance duties, although at different control points;
- (c) it would enhance the job content and career prospects of the Immigration Assistant grade and, therefore, help alleviate staff retention problems; and
- (d) it would maintain parity in rank structure with the other disciplined services.



Visit to an Immigration Control point at Lo Wu Passenger Terminal in June, 1989.

5.12 Having regard to the job requirements and the level of responsibility, we concluded that the pay scale for the new rank of Chief Immigration Assistant and the revised pay scale for the rank of Immigration Officer should be -

<u>Rank</u>	<u>Existing</u>	<u>Proposed</u>
Chief Immigration Assistant	-	GDS(R)25-29*
Assistant Immigration Officer	GDS(O) 1-11	-
Immigration Officer	GDS(O)12-18	GDS(O) 4-18*

5.13 In line with the existing practice for Officer grades in other disciplined services, we concluded that the Immigration Officer rank should have multiple entry points for new recruits, depending on their academic qualifications, and that there should be an incremental jump for new recruits on completion of their first year of service.

5.14 We recommended that serving Assistant Immigration Officers, on promotion to the Immigration Officer rank, should enter at GDS(O) 12, the minimum of the old pay scale for the Immigration Officer rank.

5.15 We forwarded our advice to the Governor in June, 1989. The Director of Immigration was informed of our advice to the Governor later the same month.

**Creation of a New Rank of
Senior Air Crewman Officer in the
Royal Hong Kong Auxiliary Air Force**

5.16 In July, 1990, the Administration sought our advice on the creation of a new rank of Senior Air Crewman Officer in the RHKAAF in order to strengthen the operational structure of the Crewman Section in the Flying Squadron of the RHKAAF.

5.17 We examined the proposal and were satisfied that due to the increased workload and responsibilities of the Crewman Section, there was a functional need to create a new rank of Senior Air Crewman Officer in the Air Crewman Officer grade in order to provide an officer at the appropriate level to assist the Chief Staff Officer to -

* The pay scale for Chief Immigration Assistant was renumbered as GDS(R) 22-26 on 1 October, 1989 as a result of the renumbering of the GDS(R) Pay Scale following the introduction of new education benchmarks. The pay scale for Immigration Officer was adjusted to GDS(O) 4-20 on 1 October, 1990 as a result of a pay revision to Officer ranks.

- (a) plan and implement the expansion programme for the Section to meet all future flying and other operational requirements, including the acquisition of new aircraft and equipment;
- (b) formulate staffing, recruitment, training and operational policies in respect of the diversified roles on which RHKAAF aircraft are employed;
- (c) devise detailed training programmes and provide specialised or advanced training to meet the high professional standards of competence required within the Section;
- (d) examine and categorise all permanent and volunteer Crewmen to ensure that the required standards are established, maintained and enhanced; and
- (e) supervise the Crewman Section and undertake other related administrative duties.



Visit to the Royal Hong Kong Auxiliary Air Force in February, 1990.

5.18 Having regard to the job requirements and the level of responsibility, we concluded that the pay scale for the new rank of Senior Air Crewman Officer should be GDS(O) 34-38* and that candidates should have a minimum of

* The pay scale for Senior Air Crewman Officers was adjusted to GDS(O) 36-38 on 1 October, 1990 as a result of a pay revision to Officer ranks.

five years' operational experience with search and rescue squadrons and five years as a crewman instructor.

5.19 We also concluded that, in order better to reflect the nature of their responsibilities, the titles of the existing ranks of Observer/Crewman, Senior Observer/Crewman and Crewman Officer should be changed to Air Crewman, Senior Air Crewman and Air Crewman Officer respectively and that these changes should be implemented from a current date.

5.20 We advised the Governor in September, 1990 along these lines. The Chief Staff Officer, RHKAAF was informed of our advice to the Governor in November, 1990.