

FACTORS USED TO GRADE DEPARTMENTS

These factors were first used in the 1964 overall review. See paragraphs 26 & 27 of the First Report (1964).

Main Factors

- A *The Importance of the Department* to Hong Kong, taking into account the economic or social effects on Hong Kong of good or bad decisions taken by the head of department, and of good or bad judgment exercised by him.
- B *The Financial Effects* or implications on Government funds, having regard not only to size of the funds controlled, but also to the difficulty of ensuring efficient control and the extent to which the head of department is in a position to vary revenue and expenditure by taking decisions and exercising judgment.
- C *The Difficulty of the Decisions* to be taken and the difficulty of the judgment to be exercised, having regard to the amount of planning and forecasting required, the amount of information and guidance available and the nature of the problems.
- D *The Time Available* in times of stress to take the decisions or assess the situation.
- E *The Difficulty of Administering the Department*, taking into account its size, complexity and geographical location, and the variety and nature of its duties.
- F *The Political/Social Abilities* required, taking into account the political, social and public relations duties of the head of department within Hong Kong or overseas.

Additional Factors

- G *The Leadership Required* as regards staff, morale and man-management and the importance of these factors to the efficiency of the department.
- H *The Market Value* of the Director outside the Government Service, taking into account his qualifications and experience and the demand for his services.
- I *The Personal Responsibility* of the head of department in addition to his normal duties as the head of his department.
- F *The Inter-relationship* with other departments, taking into account the extent to which the department is called upon to advise other departments.