

Annex A

Glossary of Terms

Benchmark Jobs – jobs selected to be included in the survey field for pay comparison in the pay level survey. “Civil Service Benchmark Jobs” and “Private Sector Benchmark Jobs” refer to such selection of civil service jobs and private sector jobs respectively.

Grade – a group of job-related ranks in the civil service, the higher of which are normally filled by promotion from the lower ranks. For example, the Executive Grade includes ranks of Executive Officer II, Executive Officer I, Senior Executive Officer, Chief Executive Officer, Principal Executive Officer and Senior Principal Executive Officer. However, it is possible for a grade to consist of only one rank e.g. Artisan.

Job – a group of positions with similar nature of job accountabilities, similar requirement for qualification or working experience, or both. For the civil service, a “job” refers to a rank within a grade.

Post – a term in the civil service context to describe a position in a bureau/department/office occupied by a single incumbent with specific functions or duties, e.g. Departmental Secretary.

Post-holder Representatives – job-holders sampled from the representative posts of a benchmark job to represent the benchmark job in attending the job inspection interviews.

Private Sector Organisations – for the purpose of this report, the term should be interpreted broadly as including any non-governmental organization regardless of ownership and nature of business or operations (public or private, local or international, profit-making or non-profit making).

Rank – a sub-division of a grade in the civil service, normally with a distinct functional level of responsibility, designated by an appropriate title and with a separate pay scale, e.g. Executive Officer II.

Representative Post – a generic term to describe a group of positions within a benchmark job sharing similar job functions/streams/specialisations. The representative posts of a benchmark job, taken together, should be typical and reasonably representative of the job in terms of job content, work nature, level of responsibility and typical requirements on qualification and experience (e.g. Executive Officer II in a department responsible for implementing the policies and practices of human resources management).

A summary of the main views received during the consultation on the approach to the job inspection process and the Consultant’s responses

(i) List of civil service benchmark jobs

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
<p>1. On the sample survey on the education, medical and health care and social welfare fields¹, two respondents request the Consultant to provide a list of the organisations covered by the survey.</p>	<ul style="list-style-type: none"> • We have provided at Annex C to this report a list of the surveyed non-government organisations which have given consent to disclosure of their names.
<p>2. A respondent asks for more details on the following:-</p> <p>(a) how the criterion of selecting 15-30 samples of non-government organisations from each field is worked out;</p> <p>(b) the number of sampled organisations that have less than 100 employees;</p> <p>(c) the response rate of the survey;</p> <p>(d) further details about the pay adjustments in the education</p>	<ul style="list-style-type: none"> • The Phase One Consultant recommended that the number of samples should be 20 to 30, pointing out that these numbers should be more than sufficient to ascertain whether the pay practice in these fields is heavily influenced by the civil service. • According to the information collected before the sample survey, all 50 NGOs sampled should have more than 100 employees. From the information collected in the returned questionnaires, we found that 48 of them have more than 100 employees but 2 do not.

¹ The Phase One Consultant has recommended that civil service jobs in the education, medical and health care and social welfare fields should be excluded from the survey field. This is because the pay data collected from a field where the majority of its employers determine the pay level of their staff by reference to civil service pay would not provide any meaningful data for comparing civil service pay with private sector pay.

Views received	Response
<p>field; and (e) further details about the information collected in respect of the medical and health care field.</p>	<p>However, considering the fact that the number of staff employed by these 2 NGOs does not fall far short of 100, we have not removed them from the list of sampled organisations.</p> <ul style="list-style-type: none"> • Out of the 88 NGOs invited to participate in the survey, we received questionnaires from a total of 50 NGOs, comprising 11 from the education field, 16 from the medical & health care field and 23 from the social welfare field. The overall response rate of the sample survey reached a level of 57%, which is satisfactory by industry standard. (See para 2.12 of this report.) • Of the 11 respondents in the education field, five local schools indicated that the salary of their teachers followed a pay scale similar to the civil service whereas six international schools indicated that salary of their professional staff did not follow a pay scale similar to the civil service. Of these six international schools, five indicated that they had been following the annual civil service pay adjustments in adjusting the pay of their professional staff and the remaining one indicated that it mainly made reference to factors applying to places outside HK in determining the pay of their staff. (See para 2.14 of this report.) • The 16 respondents in the medical & health care field comprised seven private hospitals, seven elderly homes and two nursing homes. Of the seven private hospitals which responded, three indicated that the salary of their doctors followed a pay scale similar to the civil service and the remaining four indicated that most of their doctors were non-resident doctors who were not their employees. As regards the other professional staff, five of the

Views received	Response
	<p>seven responding private hospitals indicated that their pay followed a pay scale similar to that of the civil service. Of the 9 elderly homes and nursing homes which responded to the survey, all indicated that the salary of their nurses followed a pay scale similar to the civil service. (See para 2.15 of this report.)</p>
<p>3. A respondent considers that the pay level survey results would be skewed if civil service jobs in the education, medical and health care field and the social welfare fields are excluded from the survey field.</p>	<ul style="list-style-type: none"> It should be noted that in accordance with the selection criteria of private sector organisations for inclusion in the survey field as recommended by the Phase One Consultant, the organisations concerned should not use civil service pay scales or pay adjustments as major factors in determining the pay levels or pay adjustments for their staff, or should not have done so in the past five years. We agree with this criterion and consider it as inappropriate to treat pay information from NGOs in the three fields concerned as private sector pay data when they in fact follow a pay scale similar to the civil service. This would defeat the purpose of using the survey as a means to compare civil service pay with private sector pay. We are therefore of the view that civil service jobs in the three fields concerned should not be included in the survey field. (See para 2.21 of this report.)
<p>4. A respondent points out that there has not been any consultation with staff on the list of civil service benchmark jobs. The inclusion of certain civil service jobs (e.g. Amenities Assistant grade, Liaison Officer grade, Foreman grade, Occupational Safety Officer grade, Housing Officer) on the list is not agreed in view of the special job nature of these jobs.</p>	<ul style="list-style-type: none"> We note that the Phase One Consultant has set out the provisional list of civil service benchmark jobs in the Final Report on the Methodology of a Pay Level Survey for the Civil Service published together with the Consultation Paper issued by the CSB in November 2004. While the two-month consultation period for the Phase One Consultant's Final Report ended in January 2005, in the recent round of consultation running up to mid-October 2005,

Views received	Response
	<p>staff unions/associations were invited again to comment on the provisional list of civil service benchmark jobs. Unless with strong justifications for exclusion from the list, we recommend that the grades/ranks concerned should remain in the list for closer examination at this stage. Through the job inspection process, we shall, in consultation with the grade/departmental management, relevant staff bodies and post-holder representatives, ascertain details of the benchmark jobs concerned before deciding whether any further refinements to the benchmark list for matching with private sector jobs are warranted. (See para. 2.27 of this report.)</p>

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
<p>5. Two respondents consider that due to lack of prior consultation with the staff concerned, a number of grades (e.g. Liaison Officer, Leisure Services Manager, Clerical Assistant, Artisan(Lifeguard), Artisan, Workman) should be taken out from the list of civil service benchmark jobs.</p>	<ul style="list-style-type: none"> • See the response to item 4 above on similar views.
<p>6. Some respondents consider that certain ranks/grades should not be included as civil service benchmark jobs due to various reasons, such as their unique functions and duties (e.g. law enforcement, regulatory function, election duties) that cannot be found in the private sector, their wider scope of work and different roles as compared with their private sector counterparts. Among the grades concerned are:</p>	<ul style="list-style-type: none"> • We propose that the Training Officer grade should be excluded from the list since the latest establishment figure shows that they have less than 100 posts (see para 2.26(a) of this report). • Based on our professional knowledge of the job market in the private sector, we recommend that the Environmental Protection Officer grade, Environmental Protection Inspector grade and

Views received	Response
<p>Training Officer grade, Environmental Protection Officer grade, Environmental Protection Inspector grade, Amenities Assistant grade, Occupational Safety Officer grade, Law Clerk grade, Waterworks Inspector grade, Liaison Officer grade, Foreman grade, Artisan (Lifeguard), Chief Technical Officer (Building), Building Services Inspector grade, Housing Officer grade, Clerical Assistant grade, Workman grade, etc.</p>	<p>Amenities Assistant grade should be excluded from the list on consideration that it would be difficult to identify sufficient number of private sector firms with the relevant job matches. (See para. 2.26(b) of this report).</p> <ul style="list-style-type: none"> • We should clarify that under the adopted survey methodology, the pay level survey seeks to compare the overall pay practices between the civil service and the private sector, rather than making precise comparison of the pay levels of individual jobs between the two sectors. The pay comparison will not be made on the basis of closely similar job matches; it will be based on groups of jobs that are broadly comparable in terms of job content, work nature, level of responsibility and typical requirements on qualification and experience. Nonetheless, the survey will not ignore the inherent differences of the jobs between the two sectors. These differences have been set out in the Consultation Paper issued by the CSB in November 2004 and will be ascertained further through the job inspection process. They will serve as relevant factors for consideration by the Government of any necessary adjustment to civil service pay following the pay level survey. (See para 2.26(c) of this report.) • The job inspection process seeks to ascertain job-related information about the jobs on the benchmark list for us to make a professional judgment on whether there are broadly comparable job matches in the private sector. We recommend that unless with strong justifications (e.g. the selection criteria for individual benchmark jobs are not met), grades/ranks on the list should remain in the list for closer examination in the job inspection

Views received	Response
	process (see para 2.26(c) of this report).
7. One respondent suggests that the Postal Officer, the Postman and the Bank Examiner grades be included in the list.	<ul style="list-style-type: none"> We see no objection to including the Postal Officer and Postman grades in the list of benchmark jobs for further examination in the job inspection process. Following the job inspection process, if we are satisfied that there are sufficient private sector job matches for these two grades, we will include these two grades in the list of benchmark jobs to serve as the basis for comparison with the private sector. As for the Bank Examiner grade, it has less than 100 posts and therefore does not meet the relevant criterion for being selected as a civil service benchmark job. (See para 2.24-2.25 of this report.)
8. A respondent suggests that the list of civil service benchmark jobs be put on the website of CSB for reference by all parties concerned.	<ul style="list-style-type: none"> The provisional list of civil service benchmark jobs has been set out in Annex C of the Phase One Consultant's Final Report. CSB has already uploaded the report onto its website for reference by all parties concerned. A revised list of civil service benchmark jobs is given in Annex D to this report.
9. A respondent asks for the reason for excluding the Census and Survey Officer from the list.	<ul style="list-style-type: none"> As the counterparts of the Census and Survey Officer grade in the private sector are mostly part-time jobs, the Phase One Consultant had not recommended the inclusion of this grade into the provisional list of civil service benchmark jobs. We share with the Phase One Consultant's views.
10. A respondent considers that all civil service jobs involved in law enforcement duties should not be included as civil service benchmark jobs.	<ul style="list-style-type: none"> See the response to item 6 above on similar views.

(ii) Collection of information on civil service benchmark jobs

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
11. A respondent considers that instead of collecting information on major responsibilities, information on all responsibilities of the relevant ranks/grades should be collected in the job inspection process.	<ul style="list-style-type: none">• We should clarify that the job inspection process is meant to collect and ascertain job-related information on the benchmark jobs for the purpose of drawing up job briefs that can reasonably reflect the job content, work nature, level of responsibilities and typical requirements on qualification and experience of the benchmark jobs concerned. Insofar as the collection of information on job responsibilities is concerned, we consider that the collection of major responsibilities should be adequate for the purpose. Nonetheless, in the light of the suggestion from the staff representatives, we shall invite grade/departmental management to provide us with information on job duties/responsibilities that are not major or typical but are yet considered important, or indeed any other relevant features so as to enhance our understanding of the benchmark jobs concerned. (See para 3.5 of this report.)
12. A respondent asks why it is necessary to collect information on “posting patterns” and “working relationship of the concerned grade with other grades”.	<ul style="list-style-type: none">• The purpose of collecting information on “posting patterns” and “working relationship of the concerned grade with other grades” is to facilitate the understanding on the spread of the grade members deployed on various functions and the interaction of the grade with members of the other grades. The information collected will reflect the skill-sets required for the benchmark jobs concerned e.g. whether there is a need for the staff concerned to possess multiple

Views received	Response
	skills to facilitate flexible posting arrangements.
13. A respondent asks the meaning of the terms like “nature of grade”, “other relevant features of the grades”, and “work assignment practice” in the job analysis questionnaire.	<ul style="list-style-type: none"> We have provided an explanatory note on the job analysis questionnaire together with a sample of the completed questionnaire at Annex E to this report
14. A respondent considers that the information to be provided by departmental management to the Consultant should reflect not just the job nature and content but also the workload on staff. Furthermore, certain special and dangerous duties (such as the duties arising from Bird Flu) should also be included.	<ul style="list-style-type: none"> Workload is related to work nature and the level of responsibility. Information in this regard will be collected in the job inspection process. We fully understand that certain civil service jobs may involve special and dangerous duties. Such duties will be recorded in the job inspection process.
15. A respondent suggests that the Consultant should also use the clerical grades in the examples for illustration in the relevant guidelines.	<ul style="list-style-type: none"> The detailed guidelines on the selection of representative posts and post-holder representatives, which are given in Annex F to this report have included the clerical grades as an example for illustration.
16. A respondent considers that since the work of a common grade may vary greatly among different departments, instead of commenting on or adding supplementary information to the draft returns to the job analysis questionnaire prepared by the Nomination Departments, other departments may need to prepare separate returns to the questionnaire.	<ul style="list-style-type: none"> We have now stipulated in the consultation arrangement (see para 3.12(b) of the report) that in the case of common grades, the management of all departments having the benchmark job should adapt the draft return(s) prepared by the Nomination Departments or prepare a separate return, as the case may require.
17. A respondent suggests that for clarity sake, certain changes	<ul style="list-style-type: none"> We have made suitable amendments to the job analysis

Views received	Response
be made to the order of some questions in the job analysis questionnaire and the specific details required.	questionnaire given in Annex E to this report.
18. Two respondents consider that clarification should be made on the typical requirements on experience.	<ul style="list-style-type: none"> We have provided explanatory note at Annex E to this report to clarify the information to be sought in respect of the typical requirements on qualification and experience.
19. A respondent considers that the typical work requirements should also include those on skills and qualification apart from knowledge and experience requirements.	<ul style="list-style-type: none"> We have revised the relevant question in the job analysis questionnaire at Annex E to this report to include information on skills and/or qualification apart from knowledge and experience requirement.
20. A respondent points out that notwithstanding the minimum requirements set for appointment to each civil service rank, very often candidates with a higher qualification and more experience were selected for appointment. It is considered that information on the qualification and experience commonly possessed by job-holders should also be provided.	<ul style="list-style-type: none"> We have stipulated in the explanatory note in Annex E to this report (Note 11) that apart from the typical requirements on qualification and experience that need to be met for being eligible for appointment to the each of the benchmark ranks, information on the qualification and experience commonly possessed by the job-holders of the benchmark ranks should also be provided to facilitate a greater understanding of the grade.

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
21. Some respondents consider that the consultant should collect information on all responsibilities instead of just the major responsibilities of the civil service benchmark jobs in order to	<ul style="list-style-type: none"> See the response to item 11 above on similar views.

<p>ensure that job briefs/job descriptions will give a complete and accurate picture of the work of each civil service benchmark job.</p>	
<p>22. A respondent comments that the job analysis questionnaire is too long and that the private sector organisations may misunderstand what is required from them and may not be serious in providing the required information.</p>	<ul style="list-style-type: none"> The purpose of the job analysis questionnaire is to seek input from grade/departmental management on the information of civil service benchmark jobs. It is designed to facilitate the collection of comprehensive information for the preparation of job description for the identification of private sector job matches in the next stage of work. It will be the job descriptions rather than the job briefs that will be provided to private sector organisations for job matching process.

Views from departmental management

Views received	Response
<p>23. In respect of the job analysis questionnaire, a respondent suggests that service targets of a rank should be provided; and that clarification be made on the typical requirements on qualification and experience.</p>	<ul style="list-style-type: none"> We have added a question to the job analysis questionnaire on the service targets of each of the ranks concerned in a grade. We have also provided explanatory note to clarify the information to be sought in respect of the typical requirements on qualification and experience.
<p>24. A respondent considers that there should be guidelines for completing the job analysis questionnaire, with the scope of information required and definition of terms provided.</p>	<ul style="list-style-type: none"> We have prepared an explanatory note on the job analysis questionnaire together with a sample of the completed questionnaire in Annex E to this report for reference by grade/departmental management.

Views received	Response
<p>25. A respondent asks whether the department with the largest establishment size of a common grade should first prepare a draft completed job analysis questionnaire and then circulate it to other relevant departments for comment.</p>	<ul style="list-style-type: none"> In the case where the benchmark job is a common grade, the management of those departments with 100 or more posts of the benchmark grade concerned (or if no department fulfills this criterion, departments with 10% or more of the total establishment of the grade) (Nomination Departments) should prepare draft returns to the job analysis questionnaire in the first instance. The Nomination Departments should then circulate their respective draft returns (or a consolidated draft return if deemed appropriate by the management concerned) to their relevant staff bodies for comment. The management of all other departments having the benchmark job should adapt the draft return(s) prepared by the Nomination Departments or prepare a separate return, as the case may require, and then circulate the adapted draft return(s)/separate return to their relevant staff bodies for comment. See para 3.12(b) of this report.

(iii) Selection of representative posts

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
<p>26. A respondent asks whether the Consultant's suggestion of selecting representative posts from the most common job functions/streams/specialisations will fail to take account of</p>	<ul style="list-style-type: none"> Prior to the job inspection interviews, job-related information on the benchmark jobs will have been collected from grade/departmental management and the relevant staff bodies.

Views received	Response
<p>the uniqueness and diversity of civil service jobs.</p>	<p>The diversity and uniqueness of civil service jobs should have already been reflected through this information collection process.</p> <ul style="list-style-type: none"> • In order to reflect the different types of work undertaken by the benchmark jobs, we have included the selection guideline that representative posts should come from the most common job functions/streams/specialisations of the benchmark job. While it is envisaged that a job typically embraces 2 to 4 most common job functions/streams/specialisations, this can be suitably fine-tuned having regard to the individual circumstances of the job. If grade/departmental management, in consultation with DCCs and staff unions/associations, consider that the inclusion of certain job functions/streams/specialisations that are not common in a benchmark job but yet important in enabling us to better understand the job for subsequent matching with private sector matches, we have stipulated in the selection guidelines that the management may select a small number of representative posts from these job functions/streams/specialisations (see guideline (d) in para 4.3 of this report).
<p>27. A respondent considers that the selection of representative posts should not be based on the establishment size only or it would fail to fully reflect the diversity of civil service jobs.</p>	<ul style="list-style-type: none"> • Prior to the job inspection interviews, job-related information on the benchmark jobs will have been collected from grade/departmental management and the relevant staff bodies. The diversity and uniqueness of civil service jobs should have already been reflected through this information collection process. • Generally speaking, the larger the establishment size of the benchmark job, the higher the chance of the benchmark job having

Views received	Response
	<p>more different job functions/streams/specialisations. We have therefore proposed that the number of representative posts for each benchmark job should have regard to the establishment size of the benchmark job. The exact number of representative posts for individual civil service benchmark jobs will depend on their specific circumstances having regard to other criteria, e.g. the number of most common job functions/streams/specialisations that can be found in the benchmark job concerned. (See para 4.9 of this report.)</p>
<p>28. Noting that the consultant expects to meet with some 1,000 post-holder representatives, a respondent considers it not appropriate to set such a limit on the number of representative posts/post-holder representatives.</p>	<ul style="list-style-type: none"> • We estimate that a total of over 1,000 post-holder representatives will be interviewed in the job inspection process. Taking the two Workman grades (i.e. Workman I and Workman II) and the two Clerical grades (i.e. Clerical Officer and Clerical Assistant) as examples for illustration, around 80 to 120 representatives from each of them will be interviewed. This compares favourably with the sample size of the 1986 Pay Level Survey, in which 14 and 12 job-holders were interviewed respectively. We consider that by industry standard, the sample size is statistically more than adequate for the purpose of ascertaining job-related information on the civil service benchmark jobs. Nonetheless, we wish to point out that the figure does not serve to impose any constraint on the selection of representative posts for individual civil service benchmark jobs; it only presents an estimated figure of the post-holder representatives to be interviewed. In determining the actual number of representative posts to be drawn for each benchmark job, flexibility could be allowed after having due regard to the individual circumstances of the benchmark job

Views received	Response
	<p>concerned, especially for those grades/ranks with a very large establishment size (e.g. Workman and Clerical related grades) or have a high diversity of job functions/streams/specialisation (e.g. Technical Officer grade). (See para 4.10 of this report.)</p>
<p>29. A respondent considers that the representative posts should be selected from as many departments as possible so that the selected posts can be widely representative of different types of work.</p>	<p>In selecting representative posts, the main focus is to identify the different jobs functions/streams/specialisations of the benchmark jobs. In most cases, jobs that are of the same job functions/streams/specialisations in different departments should share more or less the same job-related characteristics. There is therefore no need to stipulate that representative posts must come from different departments. Nevertheless, to further enhance the representativeness of the representative posts, we have proposed that representative posts should as far as possible come from different departments or divisions/units within a department (see para 4.8 of this report).</p>
<p>30. A respondent is concerned that the proposed criterion for selecting representative posts for common grades may not be able to reflect the full range of duties of a common grade in different departments. The respondent also considers that where a department does not meet the requirement on establishment size, flexibility should be allowed for the department to select representative posts in order to reflect the special nature of work of the common grade concerned in the department.</p>	<ul style="list-style-type: none"> • In the case of common grades, reckoning that their job duties across different departments could be quite different, we had previously proposed that the representative posts should be selected from departments/management with a combined establishment of not less than 50% of the total of the benchmark job concerned. In the light of the staff's concern that this criterion may not be able to reflect fully the diversity of the jobs concerned, we now recommend to cast the net even wider by selecting representative posts from all departments with 100 or more posts of the benchmark grade concerned (or if no department fulfills this criterion, from departments with 10% or more of the total establishment of the grade). We further recommend that

Views received	Response
	<p>flexibility be exercised (e.g. in the case of the Technical Officer grade) to invite grade management whose department does not have 100 or more posts of the benchmark grade to nominate a small number of representative posts if the total number of such posts under their management but posted to different departments (including its own department) does not fall far short of 100 and the duties of such posts are distinctively different from those under the Nomination Departments (see guideline(g) in paragraph 4.3 of this report).</p>
<p>31. A respondent points out that the Clerical Officer grade has more than 20, 000 staff members working in more than 60 departments with a wide range of duties. It is concerned about whether the Consultant will be able to gather comprehensive information about the entire scope of work of the Clerical Officer grade with the proposed approach for the selection of representative posts.</p>	<ul style="list-style-type: none"> • The selection of representatives posts will have regard to both the establishment size and the most common job functions/streams/specializations in order to ensure that the post-holder representatives sampled for the job inspection interviews will come from posts that best represent the benchmark job in terms of various job characteristics. • Prior to the job inspection interviews, job-related information on the benchmark jobs will have been collected from grade/departmental management and the relevant staff bodies. The diversity and uniqueness of civil service jobs should have already been reflected through this information collection process. The job inspection interviews will ascertain directly from post-holder representatives sampled from the benchmark jobs the information collected and to provide another opportunity for these post-holder representatives to furnish supplementary information, if any.
<p>32. A respondent considers that since the job nature and content</p>	<ul style="list-style-type: none"> • Workman grade is a common grade. See the response to item 30

Views received	Response
<p>of the Workman grade vary greatly among different departments, the Consultant should not select representative posts only from those departments with the largest establishment of the grade.</p>	<p>above on the selection of representatives posts from common grades.</p>

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
<p>33. Some respondents point out that the Clerical grades have a very wide range of duties. The representative posts should not just reflect the most common functions or responsibilities and should be selected from various departments.</p>	<ul style="list-style-type: none"> • See the responses to items 26 and 29 above on similar views.
<p>34. A respondent considers that since the Workman grade has a diverse range of duties in various departments, the representatives posts of the grade should be selected from all departments concerned.</p>	<ul style="list-style-type: none"> • See the responses to items 29 and 30 above.
<p>35. A respondent considers that the representative posts for the Workman grade should also be selected from the Drainage Services Department in order to reflect the special nature of work of the grade in the department.</p>	<ul style="list-style-type: none"> • Workman grade is a common grade. See the response to item 30 above on the approach for the selection of representatives posts for the common grades. • Given that the establishment size of the Workman II grade in the Drainage Services Department meets the relevant selection criterion, the department will select representative posts for the Workman II grade.

Views received	Response
36. A respondent is concerned about whether the representative posts selected for the common grades will be able to fully reflect the wide range of work in different departments.	<ul style="list-style-type: none"> • See the response to item 30 above on the selection of representative posts for the common grades.
37. A respondent considers that the number of representative posts should be determined with regard to not just the establishment size of the benchmark job but also the representativeness of the relevant industry.	<ul style="list-style-type: none"> • The basic principle in selecting representative posts is that the posts should be typical and reasonably representative of the benchmark jobs in terms of various job-related characteristics to facilitate matching with broadly comparable private sector jobs. As the pay level survey will be based on comparison of jobs that are broadly comparable, we do not think that the industry's representativeness is a relevant factor in determining the number of representative posts.
38. A respondent considers that we should consider ways to resolve any differences in view between the management the staff sides on the selection of representative posts.	<ul style="list-style-type: none"> • We have developed objective guidelines on the selection of representative posts and post-holder representatives and the arrangements for consultation with relevant staff bodies in the selection process. We believe that the final list of post-holder representatives should be reasonably representative of the job and broadly acceptable to the grade/rank concerned.

(iv) Nomination of post-holder representatives

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
<p>39. A respondent considers that we should not exclude those who have left the post or just left the post from being selected as the post-holder representatives as these officers may be very capable and well-acquainted with the characteristics of the posts concerned. Another respondent considers that staff who have been in a post for three to six months should have been familiar with the work of the post.</p>	<ul style="list-style-type: none"> • The main purpose of the job inspection process is to collect the most up-to-date information on the civil service benchmark jobs. This will lay the ground for identifying appropriate private sector job matches to facilitate the collection of private sector pay data in the next stage of work. We have therefore suggested that post-holder representatives should be incumbent post-holders and with two or more years of experience in the current rank and post so as to ensure that they will possess up-to-date knowledge about the civil service benchmark jobs. Having regard to the length of time that civil servants usually stay in a posting, we believe that the requirement for having incumbent post-holders with two years of service in the current rank and post is reasonable. (See para 4.17 of this report.) • We should emphasise that the nomination criteria are intended to serve as broad rather than rigid guidelines. Flexibility can always be exercised in handling special circumstances. For instance, if there is no suitable incumbent post-holder or post-holder with two years or more experience in the current rank and post, we do not rule out the possibility that grade/departmental management may, having regard to actual circumstances, consider post-holder representatives that can best meet the nomination criteria, such as job incumbents who have just been posted out or with less than two years of service in the current rank and post provided that all the other nomination criteria are met. (See para 4.19 of this report.)
<p>40. A respondent considers that instead of specifying the length</p>	<ul style="list-style-type: none"> • We consider that this suggestion does not provide a sufficiently

Views received	Response
<p>of service, the nomination criteria should be made more flexible, e.g. by stipulating that the post-holder representatives should be experienced staff.</p>	<p>clear and objective guideline for management and staff unions/associations to follow. Moreover, while some staff may have worked in a benchmark grade for a relatively long period of time, they may not necessarily be familiar with the work of the representative posts (e.g. they may not have worked for such posts throughout their careers). The suggestion is therefore not adopted. (See para 4.19 of this report.)</p>
<p>41. A respondent suggests that those who are about to retire should not be selected as post-holder representatives.</p>	<ul style="list-style-type: none"> As a matter of principle, we consider that whether a civil servant is near the retirement age or not should not be a crucial consideration in the nomination of post-holder representatives. Nevertheless, to address staff's concern in this regard, we recommend that post-holder representatives should as far as possible be drawn from post-holders with varying years of service, subject to their meeting the other nomination criteria. We shall remind staff unions/associations of this guideline in making nominations of post-holder representatives. (See para 4.20 of this report.)
<p>42. A respondent asks how we could ensure that post-holder representatives nominated by staff unions/associations will be included in the list of post-holder representatives determined by grade/departmental management.</p>	<ul style="list-style-type: none"> Under the proposed nomination process, staff unions/associations will be invited to nominate post-holder representatives for consideration by grade/departmental management, who will finalise the list of post-holder representatives in consultation with the DCCs. With such an arrangement and a set of clear nomination criteria to follow, we believe that the finalised list of post-holder representatives will likely be acceptable to both sides and there should be no need to set aside a certain number or percentage of post-holder representatives for the nominations from staff unions/associations. Nevertheless, in view of the staff's

Views received	Response
	<p>suggestion, we recommend that as a broad reference by the management in finalising the list of post-holder representatives, half of the post-holder representatives should come from the nominations of staff unions/associations while the other half from those of the management. This would ensure that the views presented to the consultants at the job inspection interviews would not be perceived as biased. (See para 4.21 of this report.)</p>
<p>43. Two respondents point out that there are many different staff bodies within a department. The departmental management should consider how to deal with the nominations of post-holder representatives from various staff unions/associations.</p>	<ul style="list-style-type: none"> Grade/departmental management should ensure that only those nominations meeting the nomination criteria would be enlisted as the post-holder representatives, except where individual circumstances of the benchmark jobs require. In the event that the number of post-holder representatives in respect of a job function/stream/specialisation nominated by staff unions/associations in total exceeds the number assigned for that job function/stream/specialisation, the grade/departmental management might have regard to relevant factors such as the length of service of the post-holder representatives in the representative posts in prioritising and deciding on those nominations. In prioritising the nominations received, the primary consideration is which of these nominations can best meet the objective of the job inspection interviews (i.e. to assist the consultants to ascertain the information collected on the civil service benchmark jobs) and in particular, the nomination criteria. The staff union/association from which the post-holder representative is nominated should not be a relevant consideration. (See para 4.15 of this report.)

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
44. Some respondents consider that the two-year experience requirement is too short for the post-holder representatives to get acquainted with the duties and requirements of the benchmark jobs. Some consider that since the majority of civil servants have long years of service, the length of service required of a post-holder representative should be increased.	<ul style="list-style-type: none"> • These comments seem to have stemmed from the misunderstanding that civil servants with just two years of experience in the service will be selected for comparison with private sector jobs that are of corresponding years of experience. We should clarify that the criterion stipulates the minimum length of service in the current rank and post rather than the length of experience in the civil service. Any post-holder representative sampled from the benchmark jobs should have already met the typical requirement on experience of the rank concerned. This criterion is an additional requirement to ensure that post-holder representatives will have at least two years of service in the current post. Similarly, private sector benchmark jobs to be selected should be broadly comparable with the corresponding civil service benchmark jobs in terms of typical requirement on experience. (See para 4.18 of this report.)
45. Two respondents consider that flexibility should be allowed on the two-year service requirement so that one can also be nominated so long as he is familiar with the relevant duties.	<ul style="list-style-type: none"> • See the response to item 39 above on similar views.
46. Two respondents consider that certain proportion of post-holder representatives should be set aside for nomination by staff unions/associations. One considers that all the nominations from staff unions/ associations should be	<ul style="list-style-type: none"> • See the response to item 42 above.

Views received	Response
accepted.	
<p>47. A respondent requests to know the number of post-holder representatives that will be selected from the Clerical grades, whether the representatives will come from different departments, and whether they will be selected by the General Grades Office or departmental management.</p>	<ul style="list-style-type: none"> • Based on the relevant criteria for the selection of representative posts, around 80 to 120 representatives from the Clerical Officer grade and the Clerical Assistant grade will be interviewed. This compares favourably with the sample size of the 1986 Pay Level Survey, in which 12 job-holders of the clerical grade were interviewed. We consider that by industry standard, the sample size is statistically more than adequate for the purpose of ascertaining job-related information on the civil service benchmark jobs. Nonetheless, we wish to point out that the figure does not serve to impose any constraint on the selection of representative posts for individual civil service benchmark jobs; it only presents an estimated figure of the post-holder representatives to be interviewed. In determining the actual number of representative posts to be drawn for each benchmark job, flexibility could be allowed after having due regard to the individual circumstances of the benchmark job concerned, especially for those grades/ranks with a very large establishment size (e.g. Workman and Clerical related grades) or have a high diversity of job functions/streams/specialisation (e.g. Technical Officer grade). (See para 4.10 of this report.) • Grade/departmental management should consult the relevant staff bodies in the selection of representative posts and post-holder representatives before providing the relevant lists to us for arranging job inspection interviews (see the guidelines in para 4.23 – 4.27 of this report). In the case where the benchmark job

Views received	Response
	<p>is a general grade (e.g. the Clerical grades), the grade management should consult the staff unions/associations of the benchmark grade on the selection of representative posts and invite nominations of post-holder representatives from them.</p>
<p>48. A respondent points out that the duties of the Lifeguards are very different from the other jobs in the Artisan grade and should therefore be handled separately.</p>	<ul style="list-style-type: none"> To facilitate job matching with its private sector counterparts, more than one job brief and one job description may be prepared for a benchmark job in the circumstance where the benchmark job has distinctly different job functions/streams/specialisations. This would probably apply to common grades or general grades in the case of the civil service. (See para 6.5 of this report.)

(v) **Consultation arrangement and disclosure of information**

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
<p>49. A respondent considers that since not all staff unions/associations are represented on the relevant DCCs, apart from the DCCs, all relevant staff unions/associations should also be consulted in the job inspection process. Also, sufficient time should be allowed for consultation with the staff bodies concerned.</p>	<ul style="list-style-type: none"> We have drawn up guidelines for consultation with staff bodies on the returns of job analysis questionnaire (see para 3.12-3.13 of this report) and in the selection of representatives posts and post-holder representatives (see para 4.23-4.27 of this report). In drawing up these guidelines, we have taken account of the views that staff unions/associations, in addition to DCCs, should also be consulted in the relevant process and that sufficient time should be allowed for the consultation with staff bodies (see para 3.13 and 4.27

Views received	Response
	of this report).
<p>50. One respondent considers that staff unions/associations should be consulted on the preparation of the job descriptions.</p>	<ul style="list-style-type: none"> It has been our guiding principle to closely engage the Consultative Group and other staff bodies throughout the job inspection process. We will, from time to time, report progress to the Consultative Group on the work of the job inspection process, including the preparation of the job descriptions. It is relevant to point out that the job descriptions should, by and large, be the same as the corresponding job brief with only minor editorial changes and highlighting of those unique duties of the civil service benchmark jobs that may not be found in the corresponding private sector job matches. The preparation of job briefs (including the unique duties of the civil service benchmark jobs) is already subject to a very elaborate consultation arrangement with DCCs and staff unions/associations, from the provision of factual information on civil service benchmark jobs at the outset, to the preparation of draft job briefs before the job inspection interviews and then the finalisation of the revised draft briefs after the job inspection interviews. (See para 6.9 of this report.)
<p>51. Regarding the suggestion that departmental management should decide on the final list of post-holder representatives after consultation with DCCs, two respondents are concerned about whether the DCCs will take into full consideration the views of those staff unions/associations which are not represented on the DCCs. One respondent further suggests that grade/departmental management should also consult the relevant staff unions/associations before finalising the list of</p>	<ul style="list-style-type: none"> Grade/departmental management should take account of all the feedback received from the relevant staff bodies and individual members of the grade concerned on the lists of representative posts and post-holder representatives. We now recommend that before the lists are finalised and forwarded to us, grade/departmental management for departmental grade and common grade should consult its DCC as well as the relevant staff bodies, whereas grade management of general grade should consult the relevant staff

Views received	Response
post-holder representatives.	unions/associations (see para 4.26(d) of this report).
52. Two respondents suggest that departments be encouraged to form working groups with staff to facilitate consultation in the job inspection process.	<ul style="list-style-type: none"> We have stipulated in the relevant consultation guidelines that grade/departmental management may also consider supplementing their established consultation channels with working groups or ad hoc briefing sessions where necessary (see para 4.23 of this report).
53. Two respondents consider that for individual benchmark jobs with a very large establishment size, grade/departmental management may need more than two weeks for consultation with the relevant staff bodies.	<ul style="list-style-type: none"> We have stipulated in the relevant consultation guidelines that for a benchmark job with a very large establishment size or which encompasses a large number of departments, a longer period, say at least three weeks, may be required for consultation on the draft returns to the job analysis questionnaire and the lists or representative pots and post-holder representatives (see para 3.13 and 4.27 of this report).
54. A respondent suggests that CSB should issue guidelines on the job inspection process to departments, DCCs, staff unions/associations, etc.	<ul style="list-style-type: none"> We have set out detailed guidelines to illustrate the steps involved in the selection of representative posts and post-holder representatives in Annex F to this report. We have also drawn up guidelines for consultation with staff bodies in the process (see para 3.12-3.13, 4.23-4.27 of this report).
55. A respondent considers that staff bodies should be allowed to participate in the matching of civil service jobs with private sector jobs to ensure a fair and comprehensive comparison while fully reflecting the uniqueness of civil service jobs.	<ul style="list-style-type: none"> While the detailed arrangements for data collection from the private sector, including the job matching process, have yet to be worked out, we shall follow the principle of transparency except where commercial sensitive information is concerned, as we take forward this next stage of work. We shall in due course work out detailed proposals for the next stage of work, including how job

Views received	Response
	<p>matching and data collection will be carried out, for further consultation with parties concerned. (See para 7.13 of this report.)</p>
<p>56. A respondent considers that the monitoring role of the Consultative Group in the job inspection process should be enhanced.</p>	<ul style="list-style-type: none"> • Throughout the job inspection process, we shall from time to time seek the views of the Consultative Group and report progress. At the outset, we have already briefed the Consultative Group on our proposed approach for the job inspection process and invited staff side members' views thereon. We have taken account of staff side members' views before finalising the job inspection approach in this report. We have also provided explanations in this interim report where the staff side members' views are not taken on board. We shall continue to closely engage the Consultative Group and other staff bodies throughout the job inspection process.
<p>57. A respondent considers that the Consultative Group should be provided with the information collected at various steps of the process.</p>	<ul style="list-style-type: none"> • It has been our intention to carry out the pay level survey in a transparent manner and in close consultation with the Consultative Group and other staff bodies throughout the job inspection process. Except where information concerning commercial sensitivity or personal data is involved, we will, from time to time, seek the views of the Consultative Group and report progress on the work of the survey. In this report, we have detailed how the job inspection will be carried out. Upon completion of the job inspection process, we shall submit a report on the outcome of the job inspections covering necessary details as stated in para 6.6 of this report. (See para 6.8 of this report.)
<p>58. A respondent suggests that the Consultant should provide a</p>	<ul style="list-style-type: none"> • We have provided in the Executive Summary of this report a table

Views received	Response
<p>flow chart in the interim report to illustrate the steps for staff consultation in the job inspection process. Another respondent suggests that the interim report should set out the list of documents on which the staff bodies will be consulted.</p>	<p>summarising the next steps for the job inspection process, including the arrangements for consultation with staff (see para 24 of the Executive Summary).</p>

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
<p>59. A respondent considers that there should be consultation with staff in an early stage in drawing up details about the unique characteristics of civil service jobs and the inherent differences between the civil service and the private sector.</p>	<ul style="list-style-type: none"> • We have drawn up detailed guidelines on the staff consultation arrangements for management to follow in seeking staff views throughout the job inspection process.
<p>60. Some respondents consider that there should be participation by staff unions/associations and consultation with them in various steps in the job inspection process.</p>	<ul style="list-style-type: none"> • Under the current approach, staff unions/associations will have ample opportunities to express views on various matters. See the responses to items 49, 50 and 55 above on similar views.
<p>61. A respondent considers that staff should be provided with guidelines on the job inspection process in advance before the job inspection interview.</p>	<ul style="list-style-type: none"> • To ensure that the post-holder representatives will be adequately informed and prepared before attending the job inspection interviews, we will be distributing the draft job briefs concerned to them in advance so that they can comment on and provide any additional information to supplement the job briefs at the interviews. Where necessary, we will also conduct a briefing session for, and provide pamphlets to, all post-holder representatives beforehand to explain the purpose and format of the interviews. (See para 5.8-5.9 of this report.)

Views received	Response
<p>62. Some respondents ask whether information such as the list of private sector organisations participating in the survey, the list of private sector job matches, the information/pay data collected from the private sector, etc. will be released.</p>	<ul style="list-style-type: none"> • While the detailed arrangements for data collection from the private sector, including the job matching process, have yet to be worked out, we shall follow the principle of transparency except where commercial sensitive information is concerned, as we take forward this next stage of work. We shall, for example, consult the Consultative Group on the list of potential private sector organisations for inclusion in the survey field based on the selection criteria drawn up after intensive consultation with the Consultative Group under the Phase One Consultancy. We shall also seek the views of the Consultative Group on the draft final consultancy report before it is finalised. We shall in due course work out detailed proposals for the next stage of work, including how job matching and data collection will be carried out, for further consultation with parties concerned. (See para 7.13 of this report.)
<p>63. A respondent asks whether the job analysis questionnaire for obtaining information about civil service benchmark jobs will also be used for obtaining the information about private sector jobs, and whether the questionnaire could be provided to staff for reference.</p>	<ul style="list-style-type: none"> • A sample of job analysis questionnaire is given in Annex E to this report. The questionnaire will only be used to collect information about civil service benchmark jobs. As for the next stage of work after the job inspection process, the detailed arrangements have yet to be worked out. When we are ready to proceed to the next stage of work, we shall develop detailed proposals on the relevant aspects for further consultation with parties concerned.

(vi) Job inspection interview arrangements

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
<p>64. A respondent suggests that staff unions/associations be allowed to send representatives to attend the job interviews in the capacity as an observer to provide supplementary information where necessary.</p>	<ul style="list-style-type: none"> We consider it neither necessary nor appropriate to invite staff unions/associations to send representatives to attend the job inspection interviews in the capacity as an observer mainly because (a) staff unions/associations will be invited to nominate post-holder representatives to directly participate in the job inspection interviews; (b) under the job inspection approach, staff unions/associations would be participating closely in various stages of the job inspection process; and (c) the industry's long established practice for this kind of job inspection interviews is for the consultant (i.e. the interviewer) to meet with the post-holder representatives (i.e. the interviewees) in a neutral environment without the presence of any third parties. See details of our consideration in para 5.10-5.11 of the report.
<p>65. A respondent asks for the details covered by the job inspection interview, including the introductory part of the interviews.</p>	<ul style="list-style-type: none"> In the introductory part, we will brief the post-holder representatives the purpose of, and the detailed arrangement for (e.g. rundown, information to be sought), the second part of the interview. The purpose is to help better prepare the post-holder representatives before proceeding to the actual interviews. Representatives of departmental/grade management, CSB, DCCs and staff unions/associations may attend this introductory part of the interview session. (See para 5.6 of this report.) In the interview part, we will conduct face-to-face interviews with post-holder representatives in groups without the presence of any third parties. Through asking questions relating to the information contained in the draft job briefs, we will seek to

Views received	Response
	<p>ascertain the various job-related information on the civil service benchmark jobs. Post-holder representatives attending the interview will have the opportunity to provide further information, if any, on the civil service benchmark jobs. (See para 5.7 of this report.)</p>
<p>66. A respondent expresses the concern that under the group interview arrangement, the Consultant may not be able to make in-depth inquiry of the benchmark jobs and to seek clarification on the relevant information with the post-holder representatives.</p>	<ul style="list-style-type: none"> • The conduct of job inspection interviews will form only part of the process in collecting information on civil service benchmark jobs. Before the job inspection interviews, DCCs and staff unions/associations may provide inputs to the management on job-related information about the benchmark jobs. Based on the information provided by the management, we will prepare draft job briefs and distribute them to the post-holder representatives and other parties concerned (including DCCs and staff unions/associations) for reference before the job inspection interviews. The job inspection interviews are meant to ascertain the information collected from management and staff unions/associations and for providing supplementary information, we consider that the group interview arrangement should suffice for the purpose. In addition, the group interview arrangement has the merit of allowing a cross-section of post-holder representatives to present, at the same interview session, a comprehensive picture of the benchmark grade/rank across different job levels and different departments or units. To ensure effective communication under the group interview arrangement, we have already stipulated that each interview session will normally be held with 6-8 post-holder representatives and in any event, no more than 10 post-holder representatives

Views received	Response
	<p>under the normal circumstances. This size of interviewees is consistent with the industry practice. (See para 5.13 of this report.)</p>
<p>67. A respondent considers that the Consultant should take the earliest opportunity to explain to post-holder representatives the arrangements for the interview and provide them with the relevant information in advance for their preparation.</p>	<ul style="list-style-type: none"> To ensure that the post-holder representatives will be adequately informed and prepared before attending the job inspection interviews, we will be distributing the draft job briefs concerned to them in advance so that they can comment on and provide any additional information to supplement the job briefs at the interviews. Where necessary, we will also conduct a briefing session for, and provide pamphlets to, all post-holder representatives beforehand to explain the purpose and format of the interviews. (See para 5.8-5.9 of this report.)
<p>68. A respondent suggests that where possible, supervisors and their direct subordinates should be placed into different interview sessions.</p>	<ul style="list-style-type: none"> We have stipulated in the general guideline that if supervisor and his/her direct subordinates are involved in the same job inspection interview, consideration should be given to placing them into different interviews so as to facilitate candid exchange of information at the job inspection interviews in such cases. (See para 5.3 of this report.)

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
<p>69. Some respondents suggest that staff unions/associations</p>	<ul style="list-style-type: none"> See the response to item 64 above on similar views.

<p>should be allowed to send representatives to attend the job interviews in the capacity as an observer.</p>	
<p>70. A respondent considers that the arrangements for the conduct of the job inspection interviews should be announced in advance.</p>	<ul style="list-style-type: none"> • See the response to item 67 above on similar views.
<p>71. Two respondents consider that apart from studying the job briefs of civil service benchmark jobs and conducting job inspection interviews, the Consultant should make site visits in order to better understand the duties of the civil service benchmark jobs.</p>	<ul style="list-style-type: none"> • Considering that an elaborate arrangement will be put in place to collect information on the civil service benchmark jobs, we are of the view that site visits to the workplace of the civil service benchmark jobs (which are rarely adopted by the industry for the purpose of job inspections) are not necessary. If more information about individual civil service benchmark jobs is required, we will consider arranging additional interviews as necessary. (See para 5.14 of this report.)

(vii) Survey timetable

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
<p>72. Some respondents consider that in the light of the experience of the pay trend surveys, the Consultant should proceed with data collection after April 2006 in order to take account of the private sector pay adjustments to be effected from 1 April 2006. They consider that the survey timetable may need to be postponed anyway to allow sufficient time for consultation.</p>	<ul style="list-style-type: none"> • There is no hard and fast rule in the industry insofar as the best timing for conducting a pay level survey is concerned. As a matter of fact, annual pay adjustments in the private sector take place at various times of the year. While the majority of private sector companies in Hong Kong adjust the pay of their staff in January, some others effect their annual pay adjustments with effect from April.

Views received	Response
	<ul style="list-style-type: none"> • For this pay level survey, the reference date of the pay data to be collected from the private sector (i.e. the survey reference date) would depend largely on the progress of the impending job inspection process. Judging from the latest work progress, we project that the earliest timing we can complete the job inspection process and commence the collection of pay data from the private sector is February 2006. If more buffer is to be allowed for the job inspection process, the commencement date of data collection from the private sector will likely fall on late Q1 or early Q2 of 2006. Having regard to the latest work progress and taking account of staff's comments, on balance, we recommend that the reference date for this survey should be set at 1 April 2006. See the details in para 7.5-7.8 of this report.
<p>73. Two respondents consider that since the purpose of the current exercise is not just to carry out the upcoming pay level survey but also to develop an improved pay adjustment mechanism for long-term adoption in the civil service, for the sake of consistency, this and subsequent pay level surveys should cover the same period of the year, with the collection of pay data from private sector organisations taking place in April.</p>	<ul style="list-style-type: none"> • We note that it was the Government's long established practice to effect the annual civil service pay adjustments from 1 April of the year. If this practice is to be continued, the reference date of future pay level surveys should be set at 1 April. (See para 7.7 of this report.) • See the response to item 72 above for our recommendation on the survey reference date for the current pay level survey.

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
74. Some respondents consider that the consultant should collect updated pay data from the market in 2006.	<ul style="list-style-type: none">• See the response to item 72 above on similar views.

(viii) Job matching with the private sector

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
75. A respondent points out that there has not been any consultation with the relevant staff unions/associations on the proposed private sector job matches. It considers that the proposed job matches for certain grades (e.g. Amenities Assistant grade, Liaison Officer grade, Foreman grade, Occupational Safety Officer, Housing Officer) are not appropriate.	<ul style="list-style-type: none">• We note that the Phase One Consultant has set out the provisional list of civil service benchmark jobs and the corresponding private sector job matches in the Final Report on the Methodology of a Pay Level Survey for the Civil Service published together with the Consultation Paper issued by the CSB in November 2004.• We wish to point out that as noted clearly in Annex C of the Phase One Consultant's Final Report, the job matching between civil service benchmark jobs and private sector jobs will be based on job content, level of responsibility, work nature and typical requirements of qualification and experience to be ascertained through the job inspection process. The job matching will not be made on the basis of job titles, which vary considerably within the private sector as well as between the private sector and the civil

Views received	Response
	<p>service. The private sector job matches on the list serve as broad reference of possible private sector job matches only. They are not meant to be the finalised private sector job matches for the civil service benchmark jobs concerned. (See para 7.10 of this report.)</p> <ul style="list-style-type: none"> Following the job inspection approach, we will produce a finalised set of job briefs of the civil service benchmark jobs. Based on the finalised job briefs, we will compile the job descriptions for the identification of private sector benchmark jobs. Therefore, the private sector job matches for civil service benchmark jobs will only be determined after the completion of the job inspection process in the next stage of work. To avoid any further ambiguity, in the job descriptions to be drawn up after the job inspection, we will not specify any job titles of the private sector jobs. (See para 7.11 of this report.)
76. A respondent disagrees to the proposed job matching between Clerical grades and the relevant private sector jobs since the former are more experienced and have a wider range of duties and responsibilities.	<ul style="list-style-type: none"> See the response to item 75 above.

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
77. Some respondents consider that the proposed private sector job matches for certain ranks/grades (e.g. Chief Technical Officer (Building), Works Supervisor grade, Housing Officer,	<ul style="list-style-type: none"> See the response to item 75 above.

Views received	Response
<p>construction professional grades, Executive Officer II, Motor Driver grade, Valuation Officer grade, Liaison Officer grade, Artisan (Lifeguard), Foreman grade, Estate Assistant grade, departmental grades in the Buildings Department, Clerical Assistant grade, Workman II grade) are not appropriate because the relevant jobs in the two sectors are different in various aspects. Some express the concern that civil service benchmark jobs would be matched with private sector jobs with similar job titles.</p>	
<p>78. Some respondents points out certain grades (e.g. the EO grade) have to possess multi-skills across different job fields, and this should duly be taken into account in the matching with private sector jobs in the pay level survey. One respondent specifically points out that such jobs should be matched, in their entirety, with private sector jobs with comparable degree of all-round capability and versatility.</p>	<ul style="list-style-type: none"> • It should be noted that in the job inspection process, we will ascertain details of any requirement for staff to possess multi-skills across different job fields in the civil service benchmark jobs concerned. We will note and record such information and compare it with the prevalence or otherwise of similar multi-skills requirement in the private sector. In the event that this requirement is not common in the corresponding private sector job matches, the information so collected will be used as a reference by the Government in making any necessary adjustment to civil service pay after the pay level survey. (See para 7.12 of this report.)

(ix) Others

Views from the staff sides of the central consultative councils and major service-wide staff unions

Views received	Response
79. A respondent points out that civil service jobs have their uniqueness and diversity and the job matching between the civil service and the private sector may turn out to be too broadbrush.	<ul style="list-style-type: none">• Similar views were received during the consultation in the Phase One Consultancy. See the responses to items 6 and 7 in the “Addendum to the Report on Refined Recommendations – Summary of the Main Views Received during the Extensive Consultation Conducted between November 2004 and January 2005 and the Consultant’s Response”.
80. A respondent requests that CSB/the Consultant should reach consensus with the staff sides on the list of private sector organisations for inclusion in the survey field.	<ul style="list-style-type: none">• We shall consult the Consultative Group on the list of potential private sector organisations for inclusion in the survey field based on the selection criteria drawn up after intensive consultation with the Consultative Group under the Phase One Consultancy. (See para 7.13 of this report.)
81. A respondent considers that in comparing civil service pay with private sector pay, the Consultant should take into account the age profile of staff in these two sectors.	<ul style="list-style-type: none">• We note that the Phase One Consultant has recommended that information on workforce demographics amongst the participating private sector organisations should be collected such that it will be possible to see the extent to which age and experience profiles of private sector job-holders differ from the civil service (see paragraph 4.9 of the Phase One Consultant’s report on refined recommendations),

Views from the Departmental Consultative Committees and other civil service bodies

Views received	Response
82. Several respondents asks how the inherent differences between the civil service and the private sector will be taken into account and whether such differences can be quantified for reflection in pay.	<ul style="list-style-type: none"> • Similar views were received during the consultation in the Phase One Consultancy. See the responses to item 18 in the “Addendum to the Report on Refined Recommendations – Summary of the Main Views Received during the Extensive Consultation Conducted between November 2004 and January 2005 and the Consultant’s Response”.
83. Several respondents consider that the meaning of broad comparability is not clear and are concerned that the comparison between civil service job and private sector job based on the principle of broad comparability may not be fair, accurate and complete.	<ul style="list-style-type: none"> • Similar views were received during the consultation in the Phase One Consultancy. See the responses to item 90 in the “Addendum to the Report on Refined Recommendations – Summary of the Main Views Received during the Extensive Consultation Conducted between November 2004 and January 2005 and the Consultant’s Response”.
84. On the policy that civil service pay should be broadly comparable with private sector pay, a respondent considers that we should clarify the yardstick for determining the extent of broad comparability between the two.	<ul style="list-style-type: none"> • Similar views were received during the consultation in the Phase One Consultancy. See the responses to item 90 in the “Addendum to the Report on Refined Recommendations – Summary of the Main Views Received during the Extensive Consultation Conducted between November 2004 and January 2005 and the Consultant’s Response”.
85. Several respondents have raised the following comments/views on the selection of private sector organisations for inclusion in the survey field:-	<ul style="list-style-type: none"> • The Phase One Consultant has explained in detail his proposed criteria for the selection of private sector organisations to be surveyed in his final report (see section IV), and given further elaborations in his report on refined recommendations (see para 5.4

Views received	Response
<p>(a) those private sector organisations that underpay staff should not be included;</p> <p>(b) the Consultant should consult staff on the list of private sector organisations participating in the survey;</p> <p>(c) the Consultant should select private sector organisations with a large employment size (say with 200 more employees);</p> <p>(d) those organisations that are run by LegCo members from political parties should not be included; and</p> <p>(e) the Consultant should explain how to select organisations that are generally known as steady and good employers.</p>	<p>to 5.8).</p> <ul style="list-style-type: none"> We shall consult the Consultative Group on the list of potential private sector organisations for inclusion in the survey field based on the selection criteria drawn up after intensive consultation with the Consultative Group under the Phase One Consultancy.
<p>86. A respondent considers that it will be unfair to compare the salary of those civil servants who have reached their maximum pay points with their private sector counterparts since the former are much more experienced than the latter.</p>	<ul style="list-style-type: none"> The Phase One Consultant has explained his recommendation for the approach for comparing private sector pay statistics with the relevant range of pay points on the civil service pay scales in his final report (see section VII) and the report on refined recommendations (see para 7.8).
<p>87. Some respondents consider that the factor of promotion prospect should also be taken into account in the survey.</p>	<ul style="list-style-type: none"> Similar views were received during the consultation in the Phase One Consultancy. See the responses to item 16 in the “Addendum to the Report on Refined Recommendations – Summary of the Main Views Received during the Extensive Consultation Conducted between November 2004 and January 2005 and the Consultant’s Response”.
<p>88. A respondent considers that the Consultant should consider the relative weight of duties in conducting the job match between civil service jobs and private sector jobs.</p>	<ul style="list-style-type: none"> In conducting job matching, we will ensure that civil service benchmark jobs will be matched with private sector benchmark jobs that are broadly comparable in terms of various job-related

Views received	Response
	<p>aspects. In this process, we will take account of all relevant factors, including the proportion of job responsibilities concerned. However, we need to point out that job matching should be made in accordance with the principle of broad comparability, rather than a matching of highly similar posts.</p>
<p>89. Some respondents consider that the Consultant may not be able to identify comparable private sector job matches.</p>	<ul style="list-style-type: none"> • In the light of the information gathered from the job inspection interviews, we will refine the draft job briefs of civil service benchmark jobs prepared before the job inspection interviews and highlight those unique job duties of the benchmark jobs that may not be found in the corresponding private sector job matches. Where necessary and appropriate, we will fine-tune the list of civil service benchmark jobs, e.g. a benchmark job may need to be excluded from the list because further information collected from the job inspection interviews suggests that it does not have reasonable private sector job matches. (See para 6.1 of this report.)
<p>90. Two respondents request to know the number of private sector job matches that is considered reasonably sufficient in respect of each civil service benchmark job.</p>	<ul style="list-style-type: none"> • Similar views were received during the consultation in the Phase One Consultancy. See the responses to item 38 in the “Addendum to the Report on Refined Recommendations – Summary of the Main Views Received during the Extensive Consultation Conducted between November 2004 and January 2005 and the Consultant’s Response”.
<p>91. A respondent considers that since civil service jobs are involved in more functions than their private sector counterparts, the survey may need to match a civil service job</p>	<ul style="list-style-type: none"> • Civil service benchmark jobs will only be matched with private sector benchmark jobs that are broadly comparable in terms various job characteristics. If information collected from the job

Views received	Response
with several private sector jobs from more than one private sector organisation.	inspection process confirms that different posts of individual civil service benchmark jobs may involve vastly different duties, we do not rule out the possibility that the benchmark jobs concerned may need to be matched with more than one private sector benchmark jobs.
<p>92. Some respondents have raised the following views/comments on the data elements to be collected from the private sector:-</p> <p>(a) bonus and share options should be included;</p> <p>(b) overtime payments should be included;</p> <p>(c) the Consultant should clarify whether the income of part-time jobs would be included; and</p> <p>(d) it is unfair to include fringe benefits for comparison with the private sector because new recruits to the civil service do not have the same entitlements to fringe benefits as serving officers.</p>	<ul style="list-style-type: none"> • See para 5.6-5.7 of the Phase One Consultant’s final report for the collection of policy information on benefits. • See Table 10 of the Phase One Consultant’s final report for those cash payments (including payments for overtime) that should not be included in the survey field. • The pay level survey only covers the pay for full-time jobs but not the part-time jobs. • See para 6.7 of the Phase One Consultant’s report on refined recommendations for the approach for drawing up any adjusted civil service pay scales for application to new recruits following the pay level survey.
<p>93. A respondent asks whether the Consultant will provide the private sector organisations with information about the special duties of civil service jobs and meet with the employers or employees in the private sector in the data collection process.</p>	<ul style="list-style-type: none"> • Upon completion of the job inspection process, we shall proceed to the next stage of work, which is to collect pay data and other relevant information from private sector organisations and to consolidate and analyse the collected data according to the adopted survey methodology. When we are ready to proceed to this next stage of work, we shall develop detailed proposals on the relevant aspects for further consultation with parties concerned. (See para

Views received	Response
	1.10 of this report.)
94. A respondent considers that the volume of sales of a company is a relevant consideration for pay adjustment in the private sector and should therefore be taken into account in the survey.	<ul style="list-style-type: none"> In conducting job matching, sales figure is not a relevant factor for consideration.
95. Some respondents express the concern that the information/data provided by the private sector organisations may not be reliable and accurate.	<ul style="list-style-type: none"> Similar views were received during the consultation in the Phase One Consultancy. See the responses to item 75 in the “Addendum to the Report on Refined Recommendations – Summary of the Main Views Received during the Extensive Consultation Conducted between November 2004 and January 2005 and the Consultant’s Response”.
96. Some respondents ask whether the salaries of civil servants will remain frozen after the current pay level survey, the timing when the pay level survey results will be applied in adjusting civil service pay scales, and whether the results will be applied to all other civil service grades/ranks which are not covered by the survey.	<ul style="list-style-type: none"> We note that CSB has set out its proposed approach for the application of the survey results in its “Consultation Paper on the Proposals on the Methodology of a Pay Level Survey and the Application of the Survey Results” issued in November 2004 (see section 4 of the consultation paper) and that it will further discuss the application issue with staff.
97. Some express reservation about the credibility of the Phase Two Consultant, largely due to its engagement in the survey commissioned by the Hong Kong General Chamber of Commerce in 2002.	<ul style="list-style-type: none"> We appreciate the concerns of staff arising from our involvement in the survey commissioned by the HKGCC in 2002. We have already confirmed with CSB that our involvement in the HKGCC survey or to any of our clients does not directly or indirectly bind or constrain in any manner our current or future conduct of similar surveys, including the current pay level survey for the Government. We have also confirmed that the findings of the

Views received	Response
	<p>HKGCC survey will not have any application or effect on the upcoming pay level survey for the civil service.</p> <ul style="list-style-type: none"> • The HKGCC survey and the upcoming pay level survey are vastly different in terms of survey approach and methodology (please refer to an information note available on the CSB website). The upcoming pay level survey will be conducted in strict accordance with the methodology developed under the Phase One Consultancy following intensive discussion with the staff sides. • We shall continue to follow the principle of transparency in carrying out the survey, except where commercial sensitive information is involved. We shall take into account all views received during the course of the survey and if any views are not taken on board, we shall explain the reasons to the parties concerned. We shall publish a report on the results of job inspections after the completion of the job inspection process so that parties concerned will be fully informed of how the job inspection process has been carried out.

Annex C

List of non-government organisations participated in the sample survey of the education, medical and health care and social welfare fields and have given consent to the disclosure of their names

1. Baptist Oi Kwan Social Service
2. Caritas Hong Kong – Social Work Services Division
3. Caritas Li Ka Shing Care & Attention Home
4. Chi Lin Nunnery – Social Services Division
5. Chinese YMCA of Hong Kong
6. Fu Hong Society
7. Fukien Secondary School
8. H.K. Tuberculosis, Chest & Heart Diseases Association - Freni Care & Attention Home
9. Heep Hong Society
10. Hong Kong Central Hospital
11. Hong Kong Christian Service
12. Hong Kong Playground Association
13. New Life Psychiatric Rehabilitation Association
14. Pui Ching Primary School
15. Society of Boys Centers
16. St. Paul's Co-educational College
17. St. Paul's Hospital
18. The Executive Committee of The Alice Ho Miu Ling Nethersole Hospital
19. The Hong Kong Federation of Youths Groups
20. The Hong Kong Society for the Aged
21. The Hong Kong Society for the Blind
22. The Society of Rehabilitation and Crime Prevention, Hong Kong
23. The Spastics Association of Hong Kong
24. Wai Ji Christian Service
25. Yang Memorial Methodist Social Service

Note: Apart from the above 25 non-governmental organizations (NGOs), there are 25 other NGOs which have participated in the survey but do not wish to have their names published.

Revised list of civil service benchmark jobs

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
Job Family 1								
1	1	CLERICAL ASSISTANT	CLERICAL ASSISTANT	Civil Service Bureau (General Grades Office)	8640	50		G
1	1	CLERICAL OFFICER	ASSISTANT CLERICAL OFFICER	Civil Service Bureau (General Grades Office)	8225	50		G
1	2	CLERICAL OFFICER	CLERICAL OFFICER	Civil Service Bureau (General Grades Office)	2503	20		G
1	1	PERSONAL SECRETARY	PERSONAL SECRETARY II	Civil Service Bureau (General Grades Office)	1406	20		G
1	2	PERSONAL SECRETARY	PERSONAL SECRETARY I	Civil Service Bureau (General Grades Office)	606	10		G
Job Family 2								
2	2	ACCOUNTING OFFICER	ACCOUNTING OFFICER II	Treasury	109	6		G
2	3	ACCOUNTING OFFICER	ACCOUNTING OFFICER I		134	6		
2	4	ACCOUNTING OFFICER	SENIOR ACCOUNTING OFFICER		23	2		
2	2	ANALYST/PROGRAMMER	ANALYST/PROGRAMMER II	Office of the Government Chief Information Officer	171	6		G
2	3	ANALYST/PROGRAMMER	ANALYST/PROGRAMMER I		335	8		
2	4	ANALYST/PROGRAMMER	SYSTEMS MANAGER		158	6		
2	5	ANALYST/PROGRAMMER	SENIOR SYSTEMS MANAGER		69	4		
2	1	COMPUTER OPERATOR	COMPUTER OPERATOR II	Office of the Government Chief Information Officer	179	6		G
2	2	COMPUTER OPERATOR	COMPUTER OPERATOR I		203	6		
2	2	COMPUTER OPERATOR	SENIOR COMPUTER OPERATOR		64	4		
2	3	COMPUTER OPERATOR	ASSISTANT COMPUTER OPERATION MANAGER		15	2		
2	4	COMPUTER OPERATOR	COMPUTER OPERATION MANAGER		7	2		
2	2	ESTATE SURVEYOR	ASSISTANT ESTATE SURVEYOR	Housing Department, Lands Department	4	2	Housing Department (2)	C
2	3 and 4	ESTATE SURVEYOR	ESTATE SURVEYOR		158	6	Lands Department (6)	
2	5	ESTATE SURVEYOR	SENIOR ESTATE SURVEYOR		71	4	Lands Department (4)	
2	2	EXECUTIVE OFFICER	EXECUTIVE OFFICER II	Civil Service Bureau (General Grades Office)	439	8		G
2	3	EXECUTIVE OFFICER	EXECUTIVE OFFICER I		805	10		
2	4	EXECUTIVE OFFICER	SENIOR EXECUTIVE OFFICER		588	10		
2	5	EXECUTIVE OFFICER	CHIEF EXECUTIVE OFFICER		174	6		
2	3 and 4	GOVERNMENT COUNSEL	GOVERNMENT COUNSEL		Department of Justice	77	4	
2	5	GOVERNMENT COUNSEL	SENIOR GOVERNMENT COUNSEL	162	6			
2	2	INFORMATION OFFICER	ASSISTANT INFORMATION OFFICER	Information Services Department	56	4		G
2	3	INFORMATION OFFICER	INFORMATION OFFICER		89	4		
2	4	INFORMATION OFFICER	SENIOR INFORMATION OFFICER		82	4		
2	4	INFORMATION OFFICER	PRINCIPAL INFORMATION OFFICER		51	4		
2	5	INFORMATION OFFICER	CHIEF INFORMATION OFFICER		28	4		
2	2	LAW CLERK	LAW CLERK	Legal Aid Department	165	6	Legal Aid Department (6)	C
2	3	LAW CLERK	SENIOR LAW CLERK II		48	4	Legal Aid Department (4)	
2	4	LAW CLERK	SENIOR LAW CLERK I		16	2	Legal Aid Department (2)	
2	2	OFFICIAL LANGUAGES OFFICER	OFFICIAL LANGUAGES OFFICER II	Civil Service Bureau (Official Languages Division)	120	6		G
2	3	OFFICIAL LANGUAGES OFFICER	OFFICIAL LANGUAGES OFFICER I		187	6		
2	4	OFFICIAL LANGUAGES OFFICER	SENIOR OFFICIAL LANGUAGES OFFICER		96	4		
2	5	OFFICIAL LANGUAGES OFFICER	CHIEF OFFICIAL LANGUAGES OFFICER		19	2		

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
2	2	STATISTICAL OFFICER	STATISTICAL OFFICER II	Census and Statistics Department	295	6		G
2	3	STATISTICAL OFFICER	STATISTICAL OFFICER I		155	6		
2	3	STATISTICAL OFFICER	SENIOR STATISTICAL OFFICER		35	4		
2	3 and 4	STATISTICIAN	STATISTICIAN	Census and Statistics Department	74	4		G
2	5	STATISTICIAN	SENIOR STATISTICIAN	37	4			
2	2	SUPPLIES OFFICER	ASSISTANT SUPPLIES OFFICER	Government Logistics Department	55	4		G
2	3	SUPPLIES OFFICER	SUPPLIES OFFICER		68	4		
2	4	SUPPLIES OFFICER	SENIOR SUPPLIES OFFICER		25	2		
2	4	SUPPLIES OFFICER	CHIEF SUPPLIES OFFICER		10	2		
2	5	SUPPLIES OFFICER	PRINCIPAL SUPPLIES OFFICER		8	2		
2	1	SUPPLIES SUPERVISOR	SUPPLIES SUPERVISOR II	Government Logistics Department	441	8		G
2	2	SUPPLIES SUPERVISOR	SUPPLIES SUPERVISOR I		189	6		
2	3	SUPPLIES SUPERVISOR	SENIOR SUPPLIES SUPERVISOR		21	2		
2	3 and 4	TREASURY ACCOUNTANT	TREASURY ACCOUNTANT	Treasury	101	6		G
2	5	TREASURY ACCOUNTANT	SENIOR TREASURY ACCOUNTANT	65	4			
2	2	VALUATION OFFICER	VALUATION OFFICER	Rating and Valuation Department	279	6		D
2	3	VALUATION OFFICER	SENIOR VALUATION OFFICER		82	4		
2	4	VALUATION OFFICER	PRINCIPAL VALUATION OFFICER		16	2		
2	2	VALUATION SURVEYOR	ASSISTANT VALUATION SURVEYOR	Rating and Valuation Department	5	2		D
2	3 and 4	VALUATION SURVEYOR	VALUATION SURVEYOR		72	4		
2	5	VALUATION SURVEYOR	SENIOR VALUATION SURVEYOR		29	4		
Job Family 3								
3	2	ASSESSOR	ASSISTANT ASSESSOR	Inland Revenue Department	328	8		D
3	3	ASSESSOR	SENIOR ASSISTANT ASSESSOR		5	2		
3	3 and 4	ASSESSOR	ASSESSOR		239	6		
3	5	ASSESSOR	SENIOR ASSESSOR	84	4		D	
3	2	CONTROLLER OF POSTS	ASSISTANT CONTROLLER OF POSTS II	27	4			
3	3	CONTROLLER OF POSTS	ASSISTANT CONTROLLER OF POSTS I	39	4			
3	4	CONTROLLER OF POSTS	CONTROLLER OF POSTS	25	2			
3	5	CONTROLLER OF POSTS	SENIOR CONTROLLER OF POSTS	12	2		D	
3	1	CULTURAL SERVICES ASSISTANT	CULTURAL SERVICES ASSISTANT II	392	8			
3	1	CULTURAL SERVICES ASSISTANT	CULTURAL SERVICES ASSISTANT I	93	4			
3	2	CULTURAL SERVICES ASSISTANT	SENIOR CULTURAL SERVICES ASSISTANT	67	4		D	
3	2	HOUSING MANAGER	HOUSING OFFICER	1704	20			
3	3	HOUSING MANAGER	ASSISTANT HOUSING MANAGER	503	10			
3	4	HOUSING MANAGER	HOUSING MANAGER	148	6			
3	5	HOUSING MANAGER	SENIOR HOUSING MANAGER	32	4			
3	2	LABOUR OFFICER	ASSISTANT LABOUR OFFICER II	Labour Department	48	4		D
3	3	LABOUR OFFICER	ASSISTANT LABOUR OFFICER I		106	6		
3	4	LABOUR OFFICER	LABOUR OFFICER		104	6		
3	5	LABOUR OFFICER	SENIOR LABOUR OFFICER		25	2		
3	2	LEISURE SERVICES MANAGER	ASSISTANT LEISURE SERVICES MANAGER II	Leisure and Cultural Services Department	194	6		D
3	3	LEISURE SERVICES MANAGER	ASSISTANT LEISURE SERVICES MANAGER I		152	6		
3	4	LEISURE SERVICES MANAGER	LEISURE SERVICES MANAGER		95	4		
3	4	LEISURE SERVICES MANAGER	SENIOR LEISURE SERVICES MANAGER		44	4		
3	5	LEISURE SERVICES MANAGER	CHIEF LEISURE SERVICES MANAGER		17	2		

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
3	2	LIAISON OFFICER	LIAISON OFFICER II	Home Affairs Department	252	6		D
3	3	LIAISON OFFICER	LIAISON OFFICER I		137	6		
3	4	LIAISON OFFICER	SENIOR LIAISON OFFICER		36	4		
3	4	LIAISON OFFICER	CHIEF LIAISON OFFICER		6	2		
3	5	LIAISON OFFICER	PRINCIPAL LIAISON OFFICER		1	1		
3	2	MANAGER, CULTURAL SERVICES	ASSISTANT MANAGER, CULTURAL SERVICES	Leisure and Cultural Services Department	105	6		D
3	3	MANAGER, CULTURAL SERVICES	MANAGER, CULTURAL SERVICES		62	4		
3	4	MANAGER, CULTURAL SERVICES	SENIOR MANAGER, CULTURAL SERVICES		31	4		
3	5	MANAGER, CULTURAL SERVICES	CHIEF MANAGER, CULTURAL SERVICES		8	2		
3	2	OCCUPATIONAL SAFETY OFFICER	OCCUPATIONAL SAFETY OFFICER II	Labour Department	125	6		D
3	3	OCCUPATIONAL SAFETY OFFICER	OCCUPATIONAL SAFETY OFFICER I		146	6		
3	4	OCCUPATIONAL SAFETY OFFICER	DIVISIONAL OCCUPATIONAL SAFETY OFFICER		68	4		
3	4	OCCUPATIONAL SAFETY OFFICER	SENIOR DIVISIONAL OCCUPATIONAL SAFETY OFFICER		16	2		
3	5	OCCUPATIONAL SAFETY OFFICER	DEPUTY CHIEF OCCUPATIONAL SAFETY OFFICER		9	2		
3	1	POSTAL OFFICER	POSTAL OFFICER	Hongkong Post	1161	20		D
3	2	POSTAL OFFICER	SENIOR POSTAL OFFICER		495	8		
3	3	POSTAL OFFICER	SUPERINTENDENT OF POSTS		135	6		
3	1	POSTMAN	POSTMAN	Hongkong Post	3132	30		D
3	2	POSTMAN	SENIOR POSTMAN		426	8		
3	1	PROGRAMME OFFICER	PROGRAMME ASSISTANT	Radio Television Hong Kong	35	4		D
3	2	PROGRAMME OFFICER	ASSISTANT PROGRAMME OFFICER		159	6		
3	3	PROGRAMME OFFICER	PROGRAMME OFFICER		145	6		
3	4	PROGRAMME OFFICER	SENIOR PROGRAMME OFFICER		50	4		
3	4	PROGRAMME OFFICER	PRINCIPAL PROGRAMME OFFICER		22	2		
3	5	PROGRAMME OFFICER	CHIEF PROGRAMME OFFICER		10	2		
3	2	TRANSPORT OFFICER	TRANSPORT OFFICER II	Transport Department	25	2		D
3	3	TRANSPORT OFFICER	TRANSPORT OFFICER I		32	4		
3	4	TRANSPORT OFFICER	SENIOR TRANSPORT OFFICER		49	4		
3	5	TRANSPORT OFFICER	CHIEF TRANSPORT OFFICER		27	4		
Job Family 4								
4	2	ARCHITECT	ASSISTANT ARCHITECT	Architectural Services Department, Housing Department	169 ^A	6	Architectural Services Department (3), Housing Department (3)	C
4	3 and 4	ARCHITECT	ARCHITECT					
4	5	ARCHITECT	SENIOR ARCHITECT				75	
4	2	BUILDING SERVICES ENGINEER	ASSISTANT BUILDING SERVICES ENGINEER	Housing Department	175 ^A	6	Housing Department (6)	C
4	3 and 4	BUILDING SERVICES ENGINEER	BUILDING SERVICES ENGINEER					
4	5	BUILDING SERVICES ENGINEER	SENIOR BUILDING SERVICES ENGINEER					

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
4	2	BUILDING SERVICES INSPECTOR	ASSISTANT BUILDING SERVICES INSPECTOR	Electrical and Mechanical Services Department, Housing Department	319	8	Electrical and Mechanical Services Department (2), Housing Department (6)	C
4	3	BUILDING SERVICES INSPECTOR	BUILDING SERVICES INSPECTOR		165	6	Electrical and Mechanical Services Department (2), Housing Department (4)	
4	4	BUILDING SERVICES INSPECTOR	SENIOR BUILDING SERVICES INSPECTOR		54	5*	Electrical and Mechanical Services Department (2), Housing Department (3)	
4	4	BUILDING SERVICES INSPECTOR	CHIEF TECHNICAL OFFICER (BUILDING SERVICES INSPECTOR)		13	4*	Electrical and Mechanical Services Department (2), Housing Department (2)	
4	2	BUILDING SURVEYOR	ASSISTANT BUILDING SURVEYOR	Buildings Department	116^	6		D
4	3 and 4	BUILDING SURVEYOR	BUILDING SURVEYOR		68	4		
4	5	BUILDING SURVEYOR	SENIOR BUILDING SURVEYOR	Architectural Services Department, Housing Department	541	10	Architectural Services Department (3), Housing Department (7)	C
4	2	CLERK OF WORKS	ASSISTANT CLERK OF WORKS		274	6	Architectural Services Department (3), Housing Department (3)	
4	3	CLERK OF WORKS	CLERK OF WORKS		88	4	Architectural Services Department (2), Housing Department (2)	
4	4	CLERK OF WORKS	SENIOR CLERK OF WORKS		27	5*	Architectural Services Department (3), Housing Department (2)	
4	4	CLERK OF WORKS	CHIEF TECHNICAL OFFICER					
4	2	ELECTRICAL AND MECHANICAL ENGINEER	ASSISTANT ELECTRICAL AND MECHANICAL ENGINEER	Electrical and Mechanical Services Department	141^	6	Electrical and Mechanical Services Department (6)	C
4	3 and 4	ELECTRICAL AND MECHANICAL ENGINEER	ELECTRICAL AND MECHANICAL ENGINEER		71	4	Electrical and Mechanical Services Department (4)	
4	5	ELECTRICAL AND MECHANICAL ENGINEER	SENIOR ELECTRICAL AND MECHANICAL ENGINEER					
4	2	ELECTRICAL INSPECTOR	ASSISTANT ELECTRICAL INSPECTOR	Electrical and Mechanical Services Department	101	6	Electrical and Mechanical Services Department (6)	C
4	3	ELECTRICAL INSPECTOR	ELECTRICAL INSPECTOR		92	4	Electrical and Mechanical Services Department (4)	
4	4	ELECTRICAL INSPECTOR	SENIOR ELECTRICAL INSPECTOR		33	4	Electrical and Mechanical Services Department (4)	
4	4	ELECTRICAL INSPECTOR	CHIEF TECHNICAL OFFICER (ELECTRICAL INSPECTOR)		6	2	Electrical and Mechanical Services Department (2)	

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
4	2	ELECTRONICS ENGINEER	ASSISTANT ELECTRONICS ENGINEER	Civil Aviation Department, Electrical and Mechanical Services Department	73^	5*	Civil Aviation Department (2), Electrical and Mechanical Services Department (3)	C
4	3 and 4	ELECTRONICS ENGINEER	ELECTRONICS ENGINEER					
4	5	ELECTRONICS ENGINEER	SENIOR ELECTRONICS ENGINEER					
4	2	ELECTRONICS INSPECTOR	ASSISTANT ELECTRONICS INSPECTOR	Electrical and Mechanical Services Department	230	6		D
4	3	ELECTRONICS INSPECTOR	ELECTRONICS INSPECTOR		76	4		
4	4	ELECTRONICS INSPECTOR	SENIOR ELECTRONICS INSPECTOR		18	2		
4	4	ELECTRONICS INSPECTOR	CHIEF ELECTRONICS INSPECTOR		5	2		
4	2	ENGINEER	ASSISTANT ENGINEER	Civil Engineering and Development Department, Drainage Services Department, Highways Department, Transport Department, Water Supplies Department	821^	11*	Civil Engineering and Development Department (2), Drainage Services Department (2), Highways Department (3), Transport Department (2), Water Supplies Department (2)	C
4	3 and 4	ENGINEER	ENGINEER					
4	5	ENGINEER	SENIOR ENGINEER					
4	2	GEOTECHNICAL ENGINEER	ASSISTANT GEOTECHNICAL ENGINEER	Civil Engineering and Development Department	178^	6	Civil Engineering and Development Department (6)	C
4	3 and 4	GEOTECHNICAL ENGINEER	GEOTECHNICAL ENGINEER					
4	5	GEOTECHNICAL ENGINEER	SENIOR GEOTECHNICAL ENGINEER					
4	2	INSPECTOR OF WORKS	ASSISTANT INSPECTOR OF WORKS	Drainage Services Department, Highways Department	297	6	Drainage Services Department (2), Highways Department (4)	C
4	3	INSPECTOR OF WORKS	INSPECTOR OF WORKS					
4	4	INSPECTOR OF WORKS	SENIOR INSPECTOR OF WORKS					
4	4	INSPECTOR OF WORKS	CHIEF TECHNICAL OFFICER (INSPECTOR OF WORKS)					
					225	6	Drainage Services Department (2), Highways Department (4)	
					77	5*	Drainage Services Department (2), Highways Department (3)	
					21	4*	Drainage Services Department (2), Highways Department (2)	

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
4	2	MAINTENANCE SURVEYOR	ASSISTANT MAINTENANCE SURVEYOR	Architectural Services Department, Housing Department	3	2	Architectural Services Department (2)	C
4	3 and 4	MAINTENANCE SURVEYOR	MAINTENANCE SURVEYOR		104	6	Architectural Services Department (3), Housing Department (3)	
4	5	MAINTENANCE SURVEYOR	SENIOR MAINTENANCE SURVEYOR		35	4	Architectural Services Department (2), Housing Department (2)	
4	2	MECHANICAL INSPECTOR	ASSISTANT MECHANICAL INSPECTOR	Electrical and Mechanical Services Department	78	4	Electrical and Mechanical Services Department (4)	C
4	3	MECHANICAL INSPECTOR	MECHANICAL INSPECTOR		107	6	Electrical and Mechanical Services Department (6)	
4	4	MECHANICAL INSPECTOR	SENIOR MECHANICAL INSPECTOR		57	4	Electrical and Mechanical Services Department (4)	
4	4	MECHANICAL INSPECTOR	CHIEF TECHNICAL OFFICER (MECHANICAL INSPECTOR)		11	2	Electrical and Mechanical Services Department (2)	
4	2	QUANTITY SURVEYOR	ASSISTANT QUANTITY SURVEYOR	Architectural Services Department, Housing Department	111^	6	Architectural Services Department (3), Housing Department (3)	C
4	3 and 4	QUANTITY SURVEYOR	QUANTITY SURVEYOR		36	4	Architectural Services Department (2), Housing Department (2)	
4	5	QUANTITY SURVEYOR	SENIOR QUANTITY SURVEYOR					
4	2	STRUCTURAL ENGINEER	ASSISTANT STRUCTURAL ENGINEER	Architectural Services Department@, Buildings Department, Housing Department	240^	7*	Architectural Services Department (1), Buildings Department (2), Housing Department (4)	C
4	3 and 4	STRUCTURAL ENGINEER	STRUCTURAL ENGINEER		82	5*	Architectural Services Department (1), Buildings Department (2), Housing Department (2)	
4	5	STRUCTURAL ENGINEER	SENIOR STRUCTURAL ENGINEER					

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
4	2	SURVEY OFFICER	SURVEY OFFICER	Architectural Services Department, Buildings Department, Civil Engineering and Development Department, Highways Department, Housing Department, Lands Department, Planning Department	998	15*	Architectural Services Department (2), Buildings Department (2), Civil Engineering and Development Department (2), Highways Department (2), Housing Department (2), Lands Department (3), Planning Department (2)	C
4	3	SURVEY OFFICER	SENIOR SURVEY OFFICER		460	15*	Architectural Services Department (2), Buildings Department (2), Civil Engineering and Development Department (2), Highways Department (2), Housing Department (2), Lands Department (3), Planning Department (2)	
4	4	SURVEY OFFICER	PRINCIPAL SURVEY OFFICER		98	14*	Architectural Services Department (2), Buildings Department (2), Civil Engineering and Development Department (2), Highways Department (2), Housing Department (2), Lands Department (2), Planning Department (2)	
4	4	SURVEY OFFICER	CHIEF SURVEY OFFICER		8	7*	Buildings Department (2), Civil Engineering and Development Department (1), Housing Department (1), Lands Department (2), Planning Department (1)	

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
4	2	TECHNICAL OFFICER	TECHNICAL OFFICER	Architectural Services Department, Buildings Department@, Civil Engineering and Development Department, Electrical and Mechanical Services Department@, Highways Department, Housing Department, Lands Department, Planning Department, Transport Department, Water Supplies Department	1639	23*	Architectural Services Department (2), Buildings Department (1), Civil Engineering and Development Department (3), Electrical and Mechanical Services Department (1), Highways Department (2), Housing Department (6), Lands Department (2), Planning Department (2), Transport Department (2), Water Supplies Department (2)	C
4	3	TECHNICAL OFFICER	SENIOR TECHNICAL OFFICER		711	19*	Architectural Services Department (2), Buildings Department (1), Civil Engineering and Development Department (2), Electrical and Mechanical Services Department (1), Highways Department (2), Housing Department (3), Lands Department (2), Planning Department (2), Transport Department (2), Water Supplies Department (2)	
4	4	TECHNICAL OFFICER	PRINCIPAL TECHNICAL OFFICER		143	18*	Architectural Services Department (2), Buildings Department (1), Civil Engineering and Development Department (2), Electrical and Mechanical Services Department (1), Highways Department (2), Housing Department (2), Lands Department (2), Planning Department (2), Transport Department (2), Water Supplies Department (2)	
4	4	TECHNICAL OFFICER	CHIEF TECHNICAL OFFICER		32	15*	Architectural Services Department (2), Buildings Department (1), Civil Engineering and Development Department (2), Electrical and Mechanical Services Department (1), Highways Department (1), Housing Department (2), Lands Department (2), Planning Department (1), Transport Department (1), Water Supplies Department (2)	

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
4	2	WATERWORKS INSPECTOR	ASSISTANT WATERWORKS INSPECTOR	Water Supplies Department	231	6		D
4	3	WATERWORKS INSPECTOR	WATERWORKS INSPECTOR		112	6		
4	4	WATERWORKS INSPECTOR	SENIOR WATERWORKS INSPECTOR		57	4		
4	4	WATERWORKS INSPECTOR	CHIEF TECHNICAL OFFICER		16	2		
4	1	WORKS SUPERVISOR	WORKS SUPERVISOR II	Architectural Services Department, Civil Engineering and Development Department, Drainage Services Department, Electrical and Mechanical Services Department, Highways Department, Housing Department, Water Supplies Department	1775	24*	Architectural Services Department (2), Civil Engineering and Development Department (2), Drainage Services Department (2), Electrical and Mechanical Services Department (7), Highways Department(2), Housing Department (2), Water Supplies Department (7)	C
4	2	WORKS SUPERVISOR	WORKS SUPERVISOR I	Electrical and Mechanical Services Department, Highways Department, Housing Department, Water Supplies Department	1683	22*	Architectural Services Department (2), Civil Engineering and Development Department (2), Drainage Services Department (2), Electrical and Mechanical Services Department (4), Highways Department(2), Housing Department (6), Water Supplies Department (4)	
Job Family 5								
5	1	ARTISAN	ARTISAN	Agriculture, Fisheries and Conservation Department, Drainage Services Department, Electrical and Mechanical Services Department, Housing Department, Leisure and Cultural Services Department, Marine Department, Water Supplies Department	3893	32*	Agriculture, Fisheries and Conservation Department (2), Drainage Services Department (2), Electrical and Mechanical Services Department (5), Housing Department (3), Leisure and Cultural Services Department (10), Marine Department (2), Water Supplies Department (8)	C
5	1	ESTATE ASSISTANT	ESTATE ASSISTANT	Housing Department	406	8		D
5	1	ESTATE ASSISTANT	SENIOR ESTATE ASSISTANT		99	4		

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
5	1	FOREMAN	FOREMAN	Food and Environmental Hygiene Department, Housing Department	736	11*	Food and Environmental Hygiene Department (9), Housing Department (2)	C
5	2	FOREMAN	SENIOR FOREMAN		310	10*	Food and Environmental Hygiene Department (8), Housing Department (2)	
5	2	FOREMAN	OVERSEER		150	6	Food and Environmental Hygiene Department (6)	
5	2	FOREMAN	SENIOR OVERSEER		21	2	Food and Environmental Hygiene Department (2)	
5	1	GANGER	GANGER	Food and Environmental Hygiene Department	213	6	Food and Environmental Hygiene Department (6)	C
5	1	MOTOR DRIVER	MOTOR DRIVER	Government Logistics Department	1906	20		G
5	1	PROPERTY ATTENDANT	PROPERTY ATTENDANT	Department of Health, Judiciary	287	6	Department of Health (3), Judiciary (3)	C
5	1	SENIOR ARTISAN	SENIOR ARTISAN	Electrical and Mechanical Services Department, Leisure and Cultural Services Department	907	10	Electrical and Mechanical Services Department (7), Leisure and Cultural Services Department (3)	C
5	1	WORKMAN I	WORKMAN I	Agriculture, Fisheries and Conservation Department, Food and Environmental Hygiene Department, Housing Department, Leisure and Cultural Services Department, Water Supplies Department	3198	31*	Agriculture, Fisheries and Conservation Department (3), Food and Environmental Hygiene Department(7), Housing Department (3), Leisure and Cultural Services Department (15), Water Supplies Department (3)	C

Job Families	Job Level	Civil Service Benchmark Grade	Civil Service Benchmark Rank	Grade management for General Grades and Departmental Grades / Nomination Departments for Common Grades#	Establishment of the Rank (as at 30.9.2005)	Target no. of Representative Post	Target no. of Representative Post in Nomination Departments for Common Grades	Grade Nature
5	1	WORKMAN II	WORKMAN II	Agriculture, Fisheries and Conservation Department, Department of Health, Drainage Services Department, Education and Manpower Bureau, Food and Environmental Hygiene Department, Hong Kong Police Force, Housing Department, Leisure and Cultural Services Department, Social Welfare Department, Water Supplies Department	8897	54*	Agriculture, Fisheries and Conservation Department (2), Department of Health (4), Drainage Services Department (2), Education and Manpower Bureau (3), Food and Environmental Hygiene Department (29), Hong Kong Police Force (5), Housing Department (2), Leisure and Cultural Services Department (2), Social Welfare Department (2), Water Supplies Department (3)	C

Note

- # Departments with 100 or more posts of the benchmark grade concerned (or if no department fulfills this criterion, departments with 10 % or more of the total establishment of the benchmark grade)
- @ A small number of representative posts is allocated for grade management whose department does not have 100 or more posts of the common grade but the total number of posts under their management and posted to different departments (including its own department) does not fall far short of 100 and the duties of such posts are distinctively different from those under the Nomination Departments
- * The target no. of representative posts exceed the number in the guide chart prepared by the Consultant because of rounding, the requirement that the Nomination Department may select up to two representative posts if the calculation shows that the number of representative posts is less than two (one representative post will be drawn if there is only one post in the department) and the flexibility mentioned in @ above
- ^ Combined establishment

Job Family	1	Clerical and Secretarial Family
	2	Internal Support Family
	3	Public Services Family
	4	Works-related Family
	5	Operational Support Family
Job Level	1	Operational Staff Level
	2	Technicians and Assistant Executives/Professionals Level
	3	Middle-level Executives and Professionals Level
	4	Managerial and Senior Professionals Level
	5	Senior Managers and Lead Professionals Level
Grade Nature	C	Common grades
	D	Departmental grades
	G	General grades

**Explanatory note on the questions of the
job analysis questionnaire
on the civil service benchmark jobs**

General

- This explanatory note should be read in conjunction with the sample of the completed job analysis questionnaire at the **Appendix**.

Specific questions

1. Name of the benchmark grade:

- Give the name of the benchmark grade details of which are provided in this questionnaire. The benchmark grade should be one of the grades included in the list of civil service benchmark jobs set out in Annex D to the Interim Report on the Approach for Conducting the Job Inspection Process.

2. Nature of the grade:

- Indicate the kind of grade (i.e. General/Common/Departmental Grade) that the benchmark grade belongs to.

3. Departments which have posts in the benchmark ranks of this grade:

- Provide the establishment and strength figures of each of the benchmark ranks of the benchmark grade in those departments for which you assume the grade management role.
- The figures provided should be as of 30 September 2005.

4. The most common job functions/streams/specialisations performed by each of the ranks of the grade from which representative posts should be drawn (N.B. A benchmark grade/rank typically comprises 2 to 4 job functions/streams/specialisations):

- List out the most common job functions/streams/specialisations performed by each of the ranks of the grade.
- In categorising the job functions/streams/specialisations, it should be borne in mind that representative posts¹ of the benchmark job are to be drawn from these job functions/streams/specialisations.
- The number of 2 to 4 job functions/streams/specialisations can be suitably fine-tuned having regard to the individual circumstances of the job. For example, a benchmark job with exceptionally varied job duties may embrace up to 6 to 8 most common job functions/streams/specialisations.

¹ Representative post is a generic term to describe a group of positions within a benchmark job sharing similar job functions/streams/specialisations. The representative posts of a benchmark job, taken together, should be typical and reasonably representative of the job in terms of job content, work nature, level of responsibility and typical requirements on qualification and experience (e.g. Executive Officer II in a department responsible for implementing policies and practices of human resources management).

- 5. Other less common job functions/streams/specialisations performed by each of the ranks of the grade which fall outside those listed in item 4 above but nevertheless are considered worth mentioning:**
- If the grade/departmental management consider that the inclusion of certain job functions/streams/specialisations that are not common in a benchmark job but yet important in enabling us to better understand the job for subsequent matching with private sector matches, the management may list out such job functions/streams/specialisations under this item, from which a small number of representative posts may be drawn.
- 6. The major responsibilities covered in each of the job functions/streams/specialisations set out under items 4 and 5 above:**
- Give an overview of the major responsibilities covered in each of the functions/streams/specialisations set out under items 4 and 5 above.
- 7. For the purpose of determining the number of representative posts to be drawn from each job function/stream/specialisation in items 4 and 5 above at the next stage of work, please provide the distribution, in terms of establishment size, of these job functions/streams/specialisations within the rank concerned (N.B. A rough indication of the proportion will suffice.)**
- Provide a **rough** indication of the distribution in terms of establishment size of the job functions/streams/specialisations in items 4 and 5 for each of the benchmark ranks.
 - In case the duties of some civil service posts encompass more than one job functions/streams/specialisations, such posts should be categorised into the job function/stream/specialisation to which its main duty is related.
- 8. Typical job duties of each of the ranks concerned in the grade, with particular reference to the job functions/streams/specialisations listed in items 4 and 5 above where applicable (please provide information on job duties as detailed as possible, including what exactly the job-holder is mainly required to do on a day-to-day basis to meet their responsibilities, e.g. recording information, processing data, liaising with outside parties such as contractors, supervising staff in carrying out the aforementioned duties, etc):**
- Specify the typical job duties for each of the benchmark ranks that a job-holder is required to do on a day-to-day basis.
 - Where applicable, reference should be made to the job functions/streams/specialisations listed in items 4 and 5 above for each of the job duties listed here.
- 9. Job duties other than those listed in item 8 above but are nevertheless worth mentioning:**
- Specify other job duties (including those that are not typical) for each of the ranks of the grade that have not been listed out in item 8 but are yet considered worth mentioning.
 - Where applicable, reference should be made to the job functions/streams/specialisations listed in items 4 and 5 above for each of the job duties listed here.

10. Service targets of each of the ranks concerned in the grade:

- Specify any external parties (i.e. those outside the Government) or internal parties (i.e. those within the Government) to whom services are directly provided by the job-holders of the benchmark ranks in carrying out the duties involved.
- The parties with whom the job-holders work within the Government in carrying out their duties should be set out under items 15 and 16 below.

11. Typical requirements on qualification and experience for appointment:

- Specify the typical requirements on qualification and experience that need to be met for being eligible for appointment to the each of the benchmark ranks.
- Information on the qualification and experience commonly possessed by the job-holders of the benchmark ranks should also be provided to facilitate a greater understanding of the grade.

12. Typical work requirements for each of the ranks concerned of the grade (e.g. knowledge, experience and qualification required to perform the job):

- Specify in general terms the knowledge, experience, skills and/or qualification in addition to those listed in item 11 above that are typically required for performing the job effectively.

13. Work assignment practices (e.g. reporting arrangements with highlights on the parties who are responsible for assigning work in the grade and the considerations behind the assignment):

- Specify the work assignment practice, such as reporting arrangements with highlights on the parties responsible for assigning work in the grade and the considerations behind such assignment.
- Describe the level of responsibilities involved for the work assigned to different ranks of the grade.

14. Posting pattern:

- Specify, if any, the pattern and frequency of posting across different departments (or different divisions/units within a department) and functional areas.
- You may include information on any additional qualifications/experience that are required before such posting can be made.

15. Names of related grades that have working relationship with the benchmark grade:

- Specify the names of any related grades that have working relationship with the benchmark grade/rank.

16. Describe the nature of the working relationship set out under item 15 above:

- Describe the nature of the working relationship between the benchmark grades and the relevant grades mentioned in item 15 above such as the respective roles of the grades involved in the performance of a particular area of work, reporting arrangements involved, etc.

17. Other relevant features (e.g. special working conditions such as shift duties, in-service transfer arrangement to other grades, and any other relevant features):

- Specify any other relevant features that can facilitate a comprehensive understanding of the benchmark grade.
- Any job-related characteristics of the benchmark grade that are not covered in the above questions but are considered worth mentioning (such as special working conditions, in-service transfer arrangement to other grades, etc) can be included under this item.

- END -

**A sample of
completed job analysis questionnaire on
the civil service benchmark jobs**

(Using the Executive Officer Grade as an example. Figures used are made up for illustration purpose only.)

1. Name of the benchmark grade:

Example: Executive Officer (EO) Grade

2. Nature of the grade:

General/~~Common~~/~~Departmental~~¹ Grade (*delete as appropriate)

3. Departments which have posts in the benchmark ranks of this grade:

(You are only required to answer this question if you assume the grade management role in these departments)

Name of Department	Establishment (Est) and strength (Str) of each rank as at 30 September 2005		
	Rank	Est	Str
<i>Civil Service Bureau</i>	<i>Executive Officer II</i>	6	6
	<i>Executive Officer I</i>	29	27
	<i>Senior Executive Officer</i>	66	65
	<i>Chief Executive Officer</i>	22	20
<i>Civil Aid Service</i>	<i>Executive Officer II</i>	1	1

¹ A General Grade refers to a grade common to several departments under the control of a central authority, e.g. Executive Officer, Clerical Officer. A Common Grade refers to a grade employed in several departments, but which is under the control of individual Heads of Department, e.g. Engineer. A Departmental Grade refers to a grade which is outside general grade and common grade and is generally employed in and under the control of only one department.

4. **The most common job functions/streams/specialisations performed by each of the ranks of the grade from which representative posts should be drawn (N.B. A benchmark grade/rank typically comprises 2 to 4 job functions/streams/specialisations):**

Example:

The main job functions of the EOII are:-

*Human Resources Management (HRM)
Financial Resources Management (FRM)
Systems Management
District Management and Project Planning*

5. **Other less common job functions/streams/specialisations performed by each of the ranks of the grade which fall outside those listed in item 4 above but nevertheless are considered worth mentioning:**

Example:

Other job function of the EOII that is worth mentioning is:-

Event Management and Protocol Services

6. **The major responsibilities covered in each of the major job functions/streams/specialisations set out under items 4 and 5 above:**

*Example: **Human Resources Management.** A significant number of EOs are human resource managers in bureaux/departments. They are actively involved in different aspects of HRM work, ranging from developing service-wide HR policies in bureau to discharging HR functions in departments. This includes manpower and succession planning, recruitment, performance management, training and development, staff relations and communication, compensation and benefits, establishment review, and exit management.*

7. **For the purpose of determining the number of representative posts to be drawn from each job function/stream/specialisation in items 4 and 5 above at the next stage of work, please provide the distribution, in terms of establishment size, of these job functions/streams/specialisations within the rank concerned (N.B. A rough indication of the proportion will suffice.²)**

Example: The bulk of the EOII is engaged in providing executive support in bureaux and departments, with about one third of them working in HR management and another one third working in financial resources management.

² It is possible that the duties of some civil service posts may encompass more than one job functions/streams/specialisations. In such cases, the post concerned should be categorised into the job function/stream/specialisation to which its main duty is related.

8. **Typical job duties of each of the ranks concerned in the grade, with particular reference to the job functions/streams/specialisations listed in items 4 and 5 above where applicable (please provide information on job duties as detailed as possible, including what exactly the job-holder is mainly required to do on a day-to-day basis to meet their responsibilities, e.g. recording information, processing data, liaising with outside parties such as contractors, supervising staff in carrying out the aforementioned duties, etc):**

Example:

Executive Officer II (EOII):

- *to provide basic executive support, normally under the guidance of an SEO in headquarters, in a branch or district office of a department. EOII works fairly independently in the day-to-day running of the branch/district office (for all job functions listed in item 4 above)*
- *typically serve as Assistant Departmental Secretaries in departments with supervisory responsibilities over a team of support staff (for all job functions listed in item 4 above)*
- *to supervise clerical, secretariat and other junior staff (such as drivers and workmen) in the office (for all job functions listed in item 4 above)*
- *to supervise the operation of registries e.g. general registry, personnel registry, etc (for all job functions listed in item 4 above)*
- *to process public complains and appeals (for all job functions listed in item 4 above)*
- *to process staffing proposals from districts/divisions and to gather additional information (for HRM function)*
- *to assist in planning, co-ordinating and implementing minor works projects in the districts (for district management function)*

Executive Officer I (EOI):

- *mainly deployed on the similar kind of duties as EOII but of greater complexities or responsibilities involving the making of recommendations and/or interpretation of rules/regulations (for all job functions listed in item 4 above)*
- *to assist in controlling the departmental establishment ceiling and staff request priorities, and examining requests for additional staff (for HRM function)*
- *to coordinate and prepare returns on various financial and accounting matters including the resource allocation exercises (for FRM function)*
- *to oversee progress of project and maintain updated records relating to projects (for project management function)*
- *To assist in the implementation of the department's information technology / information system policies, development plans and project (for systems management function)*

Senior Executive Officer (SEO):

- *SEO is the middle management level of the grade and typically serve as Departmental Secretaries of small departments (with less than 500 staff), Deputy Departmental Secretaries in large departments or secretaries to committees to provide a wide range of executive functions (for all job functions listed in item 4 above)*
- *may serve as assistant to staff officers on specialised subjects (for all job functions listed in item 4 above)*
- *To analyse the distribution of staff resources to facilitate deployment of resources in an effective manner (for HRM function)*
- *To control and monitor departmental expenditure to contain within the approved provision (for FRM function)*
- *To serve as Secretary to the District Management Committee and various working groups and to take follow up actions on decisions made by them (for district management function)*
- *To implement departmental information technology / information system policies, development plans and project (for system management function)*
- *To serve as the first point of contact between private sector guest and the HKSARG and provide normal logistical support such as airport and hotel check-in, transport arrangements, accompanying them to official programmes, etc. (for event management)*

Chief Executive Officer (CEO):

- *typically serve as Departmental Secretaries of large departments (with 1 000 to 2 000 staff) responsible for all aspects of departmental administration, or Deputy Departmental Secretaries in very large departments (for all job functions listed in item 4 above)*
- *may serve as subject specialists in bureaux and departments (for all functions listed in item 4 above)*
- *To formulate human resources training and development strategies and manpower plans to meet establishment targets (for HRM functions)*
- *To formulate and implement financial management strategies and plans to meet departmental objectives (for FRM function)*
- *To formulate the department's information technology / information system policies and strategies for implementing relevant development plans and projects (for system management function)*
- *To supervise work of the liaison officers in providing logistical support for guests (for event management)*
- *To co-ordinate the planning of departmental facilities and ensure satisfactory provision of such facilities (for project management function)*

9. Job duties other than those listed in item 8 above but are nevertheless worth mentioning:

Example:

EOs may work on specialised areas such as processing of application for licence, providing secretariat support to District Councils, planning and administration of elections, etc.

10. Service targets of each of the ranks concerned in the grade:

Example:

Most of the officers in the EO Grade provide service to other officers in various departments in support of the Government's internal operation. Officers carrying out district management function have to provide support to District Council Members. Officers taking up protocol service have to extend courtesies to visiting national and international dignitaries, and plan and co-ordinate official visits to Hong Kong by royalties and senior government leaders of foreign countries.

11. Typical requirements on qualification and experience for appointment:

Example:

The EO Grade requires a degree but not experience for entry. EOI, SEO and CEO typically have about 7 - 14, 15 - 20 and more than 20 years of experience respectively in the grade.

12. Typical work requirements for each of the ranks concerned of the grade (e.g. knowledge, experience and qualification required to perform the job):

Example:

EO is a generalist grade requiring breadth of skills and knowledge of different functions in support of the Government's internal operation. Although they are not required to possess specialised professional qualification, they receive structured training in different stages of their career to equip them with the necessary skills and knowledge, as well as broad vision and versatility, to enable them to take on different jobs in different environments quickly and efficiently. Over 30% of the grade has acquired post-graduate qualifications in public administration, HR management or related subjects such as information management, through self-study or government sponsorship though these qualifications are not required for appointment. Of the typical functional areas that EOs are usually engaged in, HR and financial resources management are the two main functions that they are expected to specialise in.

13. Work assignment practices (e.g. reporting arrangements with highlights on the parties who are responsible for assigning work in the grade and the considerations behind the assignment):

Example:

Both the work of EOII and EOI is assigned by SEO. It is also common that they work to a departmental grade supervisor, e.g. in a branch/district office. In such cases, they receive indirect guidance from the SEO at headquarters. Generally speaking, duties of greater complexities or responsibilities are assigned to EOI.

The work of SEO is assigned by CEO or Principal EO. It is also common that their work is assigned by a departmental grade supervisor at senior professional level or above. They serve as a wide range of functions such as DS of small departments, regional offices or agencies, DDS of large department, secretary of committees, etc.

The work of CEO is assigned by Directorate officers in bureaux or departments. The majority of DS are ranked at the CEO level, while some CEO act as DDS of large departments.

14. Posting pattern:

Example:

EOII and EOI are subject to postings across departments and functional areas every two to three years. Postings continue at SEO and CEO ranks albeit the length of each posting may be longer, e.g. ranging from three to five years. A degree of specialisation may occur, for example, with some individual officers of CEO rank focusing on HR management, although there is no defined policy to develop such specialisations.

15. Names of related grades that have working relationship with the benchmark grade:

Example: Office Assistants, Clerical Assistants, Clerical Officers, departmental grade officers, Administrative Officers

16. Describe the nature of the working relationship set out under item 15 above:

Example: In performing bureau/departmental administration duties, EOs usually supervise clerical, secretariat and junior staff (such as drivers and workmen). While working in bureaux, they may work on specialised subject matters and report to Administrative Officers; whereas in departments, they may provide executive support to a branch/district office and report to departmental grade officers of suitable rankings (e.g. CEO to directorate officers, SEO to senior professionals, etc). In all cases, they are expected to work independently on job assignments within a few months after joining the unit.

17. Other relevant features (e.g. special working conditions such as shift duties, in-service transfer arrangement to other grades, and any other relevant features):

Example:

EOs may be required to work irregular hours as necessary e.g. during elections or the staging of large-scale events.

Signature of Grade/Departmental management	:	<hr/>
Name of Grade/Departmental management	:	<hr/>
Post of Grade/Departmental management	:	<hr/>
Date	:	<hr/>

**Guidelines for the Selection of Representative Posts
and Post-holder Representatives**

(All figures used in the examples are made-up for illustration only)

(I) Selection of representative posts

Principle:

The representative post should be typical and reasonably representative of the benchmark jobs in terms of job content, work nature, level of responsibility and typical requirement on qualification and experience.

Guidelines:

- 1. The number of representative posts of the benchmark job should have regard to the establishment size of the benchmark job.**

Note 1: Follow the guide chart recommended by Consultant below to identify the target number of representative posts based on the establishment size of the benchmark job in your Department/Grade:

Establishment of benchmark job (as at 30.9.2005)	Target number of representative post *
25 or less	2
Between 26 to 100	4
Between 101 to 300	6
Between 301 to 500	8
Between 501 to 1,000	10
Between 1,001 to 3,000	20
Between 3,001 to 5,000	30
Between 5,001 to 8,000	40
Over 8,000	50

* In determining the actual number of representative posts to be drawn from each benchmark job, due regard will be made to the individual circumstances of the benchmark job concerned. Flexibility will be allowed to cater for grades/ranks with a very large establishment size or having exceptionally high diversity of job duties.

Examples

Jobs: Executive Officer II, Clerical Officer, Assistant Clerical Officer, Clerical Assistant, Workman I, Workman II, Valuation Officer

Benchmark Job	Grade/ departmental management	Establishment of the job	Target no. of representative post
Executive Officer II	General Grades Office, CSB	550	10

Benchmark Job	Grade/ departmental management	Establishment of the job	Target no. of representative post
Clerical Officer	General Grades Office, CSB	2,500	20
Assistant Clerical Officer	General Grades Office, CSB	8,200	50
Clerical Assistant	General Grades Office, CSB	8,600	50
Workman I	Respective departmental management	3,200	30
Workman II	Respective departmental management	8,900	50
Valuation Officer	Rating and Valuation Department	280	6

Note 2: For common grades under the management of individual departments, the selected posts should be drawn from departments with 100 or more posts of the benchmark grade concerned (or if no department fulfills this criterion, from departments with 10% or more of the total establishment of the grade concerned) (Nomination Departments). The total target number of representative posts of a benchmark job from the Nomination Departments should be based on the guide chart under Note 1 of Guideline 1 above. The number of representative posts from each Nomination Department should be apportioned on the basis of the establishment size of the benchmark post in the departments concerned.

Example:

Benchmark grade: Building Services Inspector (BSI)

Benchmark job	Total Establishment of the job	Target no. of representative posts
ABSI	319	8
BSI	165	6
SBSI	54	4
CTO(BSI)	13	2
Total	551	20

Target no. of representative posts: 20

Nomination Departments: EMSD and HD
(each with 100 or more posts of the BSI grade)

Benchmark job	Establishment in Nomination Departments (a)		Total establishment in Nomination Departments (b)	Target no. of representative posts (c)	Target no. of representative posts in each Nomination Department [(d) = (a)/(b) x (c)]	
	EMSD	HD			EMSD	HD
ABSI	75	212	287	8	2	6
BSI	41	79	120	6	2	4
SBSI	14	29	43	4	2 ⁽ⁱ⁾	3
CTO(BSI)	2	5	7	2	2 ⁽ⁱ⁾	2 ⁽ⁱ⁾
Total	132	325	457	20	8	15
				Total	23⁽ⁱⁱ⁾	

- (i) If the calculation shows that the number of representative posts is less than two, the Nomination Department may select up to two representative posts.
- (ii) The total number of representative posts may exceed 20 because of rounding and the guideline in (i) above.

Note 3: For common grades, flexibility can be exercised to invite grade management whose department does not have 100 or more posts of the benchmark grade to nominate a small number of representative posts if the total number of posts under their management and posted to different departments does not fall far short of 100 and the duties of such posts are distinctively different from those under the Nomination Departments.

Example:

Benchmark grade: Technical Officer (TO)

Target no. of representative posts: 67

Department	Target no. of representative posts
Nomination Departments*	67
EMSD	4 [#]
BD	4 [#]
Adjusted total for TO grade	75

* They are ASD, CEDD, HyD, HD, LandsD, PlanD, TD and WSD, each of them has 100 or more posts of the TO grade.

A small number of representative posts is allocated for grade management whose department does not have 100 or more posts of the TO grade but the total number of posts under their management and posted to different departments (including its own department) does not fall far short of 100 and the duties of such posts are distinctively different from those under the Nomination Departments.

Note 4.: More representative posts should be sampled from a job with more diversified duties than another job with similar establishment size.

Example:

Jobs: Executive Officer II, Accounting Officer

Benchmark job	Establishment of the job	Target no. of representative post
Executive Officer II	550	13*
Accounting Officer	550	10

* Benchmark job with more diversified duties is assigned a small number, say, 3 more representative posts.

- 2. The representative posts should come from the most common job functions/streams/specialisations of the benchmark job. As a general rule, a benchmark job typically involves 2 to 4 most common job functions/streams/specialisations. But this number can be suitably fine-tuned having regard to the individual circumstances of the job. For example, a benchmark job with exceptionally varied job duties may embrace up to 6 to 8 most common job functions/streams/specialisations.**

Note 1: If grade/departmental management consider that the inclusion of certain job functions/streams/specialisations that are not common in a benchmark job is yet important in enabling us to better understand the job for subsequent matching with private sector matches, the management may select a small number of representative posts from these job function/streams/specialisations.

Example:

Job: EOII

Establishment: 550

	Job function/ stream/specialisation	Brief description	Rough proportion of posts
1	Human Resources Management	Appointments, grade management	50%
2	Finance Resources Management	Budgeting, control and planning	25%
3	Systems Management	Business analysis, process re-engineering for development and administration of IT system	15%
4	Event Management	Logistical support to guests at large events/functions	3%*

* Job function/stream/specialisation that is not common but is yet important.

3. The number of representative posts from each job function/stream/specialisation should have regard to its establishment size.

Note 1: Job functions/streams/specialisations with larger establishment size should in general be allocated with more representative posts.

Example:

Job: EOII

Establishment: 550

Target no. of representative posts: 13

	Job function/ stream/specialisation	Rough proportion of posts	Target no. of representative posts
1	Human Resources Management	50%	7
2	Finance Resources Management	25%	3
3	Systems Management	15%	2
4	Event Management	3%	1

4. The representative posts from each job function/stream/specialisation should as far as possible come from different departments or divisions/units within a department where applicable.

Example:

Job: EOII

Establishment: 550

Target no. of representative posts: 13

	Job function/ stream/ specialisation	Rough proportion of posts	Target no. of representative posts	Maximum no. of departments from which representative posts are drawn
1	Human Resources Management	50%	7	7
2	Finance Resources Management	25%	3	3
3	Systems Management	15%	2	2
4	Event Management	3%	1	1

5. Grade/departmental management to finalise and decide the list of representative posts in consultation with relevant staff bodies.

Note: The consultation guidelines at **Appendix** should be followed.

(II) Nomination of post-holder representatives

Guidelines:

1. Post-holder representatives are to be drawn from the representative posts selected.

Note 1: The number of post-holder representatives should be the same as the number of representative posts selected.

2. Staff unions/associations should be invited to nominate post-holder representatives.

Note 1: The number of post-holder representatives to be nominated by each staff union/association should not exceed the number of representative posts selected.

Note 2: The post-holder representatives nominated should meet the following criteria -

- (a) be incumbent holders of the representative posts
- (b) have at least 2 years of service in the current rank and post;
- (c) be able to provide up-to-date characteristics of the relevant civil service benchmark job; and
- (d) taken together, be representative of the benchmark job having regard to the duties, in totality, of the posts the job-holders are currently holding.

Note 3: If no suitable post-holder representatives meeting all of the above criteria can be identified, other post-holder representatives that can best meet the criteria should be nominated.

Note 4: The post-holder representatives should as far as possible be drawn from post-holders with varying years of service, subject to their meeting the nomination criteria in Note 2 above.

- 3. Grade/departmental management should finalise and decide on the list of post-holder representatives in consultation with relevant staff bodies, and having regard to the above nomination criteria and the nominations received from staff unions/associations.**

Note 1: As a broad reference, half of the nominated post-holder representatives should come from the nominations of staff unions/associations while the other half from those of the grade/departmental management. This guideline does not preclude that some nominations might be the same.

Note 2: The consultation guidelines at **Appendix** should be followed.

- 4. If the total number of post-holder representatives nominated by staff unions/associations and meeting the nomination criteria is more than half of the number of representative posts, the grade/departmental management might have regard to relevant factors such as the length of service of the post-holder representatives in the representative posts in prioritising and deciding on those nominations.**

Note 1: In prioritising the nominations received, the primary consideration is which of these nominations can best meet the objective of the job inspection interviews (i.e. to assist the consultants to ascertain the information collected on the civil service benchmark jobs) and, in particular, the nomination criteria in guideline 2 above. The staff union/association from which the post-holder representative is nominated should not be a relevant consideration.

- 5. Grade/departmental management should as far as possible facilitate the release of the post-holder representatives concerned to attend the job inspection interviews scheduled by the Consultant.**

**Guidelines for management on consultation with staff bodies
in the selection of representative posts and post-holder representatives**

General principles

- (i) Grade/departmental management should consult the relevant staff bodies in the selection of representative posts and post-holder representatives before providing the relevant lists to the Phase Two Consultant for arranging job interviews.
- (ii) For the purpose of (i), grade/departmental management should –
 - (a) make use of their established consultation channels in seeking inputs from the relevant staff bodies. Grade/departmental management may also consider supplementing their established consultation channels with working groups or ad hoc briefing sessions, where necessary; and
 - (b) where practicable, cast the consultation net as wide as possible to facilitate the collection of inputs from all staff bodies of the grade concerned.

Relevant staff bodies to be consulted

- (iii) As for **representative posts**, the following staff bodies should be consulted in the selection process –
 - (a) In the case where the benchmark job is a departmental grade¹, the departmental management should consult its Departmental Consultative Committee(s) (DCCs) and departmental staff unions/associations of the benchmark grade.
 - (b) In the case where the benchmark job is a common grade², the management of the Nomination Departments should, in accordance with their established consultation arrangement, consult their respective DCCs and/or departmental staff unions/associations of the benchmark grade.

¹ For the purpose of this exercise, departmental grades include Government Counsel, Valuation Officer, Valuation Surveyor, Assessor, Controller of Posts, Postal Officer, Postman, Cultural Services Assistant, Housing Manager, Labour Officer, Leisure Services Manager, Liaison Officer, Manager, Cultural Services, Occupational Safety Officer, Programme Officer, Transport Officer, Building Surveyor, Electronics Inspector, Waterworks Inspector, and Estate Assistant.

² For the purpose of this exercise, common grades include Estate Surveyor, Law Clerk, Architect, Building Services Engineer, Building Services Inspector, Clerk of Works, Electrical and Mechanical Engineer, Electrical Inspector, Electronics Engineer, Engineer, Geotechnical Engineer, Inspector of Works, Maintenance Surveyor, Mechanical Inspector, Quantity Surveyor, Structural Engineer, Survey Officer, Technical Officer, Works Supervisor, Artisan, Foreman, Ganger, Property Attendant, Senior Artisan, Workman I and Workman II.

- (c) In the case where the benchmark job is a general grade³, the grade management should consult the staff unions/associations of the benchmark grade.
 - (d) In addition to (a) – (c) above, grade/departmental management may, in accordance with their established consultation arrangement, consult any other staff bodies (e.g. the relevant service-wide staff unions) as the management considers it appropriate and practicable.
- (iv) As for **post-holder representatives**, the following staff bodies should be invited to make nominations –
- (a) In the case where the benchmark job is a departmental grade, the departmental management should invite nominations from the departmental staff unions/associations of the benchmark grade.
 - (b) In the case where the benchmark job is a common grade, the management of the Nomination Departments should invite nominations from their respective departmental staff unions/associations of the benchmark grade.
 - (c) In the case where the benchmark job is a general grade, the grade management should invite nominations from the staff unions/associations of the benchmark grade.
 - (d) In addition to (a) – (c), grade/departmental management may, in accordance with their established consultation arrangement, invite nominations from any other staff bodies (e.g. the relevant service-wide staff unions) as the management considers it appropriate and practicable.

Consultation arrangement

- (v) To facilitate the consultation process, the following consultation arrangements should be followed –
 - (a) grade/departmental management should compile a draft list of representative posts and circulate it to the relevant staff bodies for comment. Grade/departmental management should also invite relevant staff unions/associations to nominate post-holder representatives for the representative posts concerned.
 - (b) Grade/departmental management should make use of their established communications channels (e.g. via emails, letters, departmental Intranet or hard copies) to communicate with the relevant staff bodies in circulating the draft list of representative

³ For the purpose of this exercise, general grades include Clerical Assistant, Clerical Officer, Personal Secretary, Accounting Officer, Analyst/Programmer, Computer Operator, Executive Officer, Information Officer, Official Languages Officer, Statistical Officer, Statistician, Supplies Officer, Supplies Supervisor, Treasury Accountant, and Motor Driver.

posts for comment and in inviting nominations of post-holder representatives.

- (c) In addition to (a) – (b), to cast the consultation net wide, CSB will separately write to all staff unions/associations inviting them to comment on the draft list of representative posts and nominate post-holder representatives to the grade/departmental management concerned. Individual staff should also be encouraged to offer comments to the management direct or through their DCC representatives and/or staff unions/associations. Grade/departmental management concerned should facilitate them in making comments where appropriate and necessary.
- (d) Grade/departmental management should take account of all the feedback received from the relevant staff bodies and individual members of the grade concerned on the lists of representative posts and post-holder representatives. Before the lists are finalised and forwarded to us, grade/departmental management for departmental grade and common grade should consult its DCC and the relevant staff bodies, whereas grade management of general grade should consult the relevant staff unions/associations.

Consultation period

- (vi) Grade/departmental management should allow sufficient time, say, at least two weeks, for the relevant staff bodies to comment on the draft returns and make nominations. The exact time required for consultation with staff bodies will depend on the circumstances of individual grade and is up to the management to adjust as appropriate. For example, a longer consultation period, say, at least three weeks, may be required for a benchmark job with a very large establishment size or which encompasses a large number of departments.

Further enquiries

- (vii) In case of doubts about the consultation arrangement, enquiries may be directed to the CSB representative on the DCC concerned. For enquiries relating to other issues of the pay level survey, you may contact the Pay and Leave Division of the CSB.