

**Conduct of a Pay Level Survey for the Civil Service:  
- Report on the Job Inspection Process**

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Civil Service Bureau

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# I. Introduction

## Background

1.1 An important feature of the current pay level survey is the carrying out of an in-depth job inspection process for the 193 civil service ranks from 61 grades which have been included in the survey field (i.e. civil service benchmark jobs) to ascertain the details of their job-related characteristics. This process will facilitate the subsequent identification of appropriate private sector job matches which will serve as a basis for collecting private sector pay data and other remuneration-related information.

1.2 Before embarking on the job inspection process, in the latter half of 2005, we consulted the grade/departmental management, the Consultative Group on Civil Service Pay Adjustment Mechanism (Consultative Group), Departmental Consultative Committees (DCCs) and all civil service staff unions/associations concerned on a proposed approach for the job inspection process. Taking account of the consultation feedback, we finalised the job inspection approach which was detailed in the Interim Report on the Conduct of a Pay Level Survey for the Civil Service (Interim Report) issued in December 2005. The job inspection process commenced immediately thereafter.

1.3 During the period between December 2005 to June 2006, we carried out the job inspection process in accordance with the approach set out in the Interim Report and with close participation of grade/departmental management, DCCs, staff unions/associations and post-holder representatives. A table showing the key steps involved in the job inspection process is at **Annex A**.

1.4 An account of how the job inspection process has been carried out is detailed in the ensuing Sections -

- (a) Groundwork undertaken before the job inspection interviews, including the preparation of job analysis questionnaires, nomination of post-holder representatives for attending the job inspection interviews and the preparation of draft job briefs for civil service benchmark jobs (see Section II);
- (b) Job inspection interviews with post-holder representatives, including the preparation made before the interviews, the conduct of the interviews and the preparation of interview records (see Section III);
- (c) Documentation of the job inspection process, including the preparation of job descriptions, the review of the list of civil service benchmark jobs as well as the categorisation of the benchmark jobs by job family and job level (see Section IV);
- (d) General comments made by the post-holder representatives, including the general comments made by post-holder representatives and our response thereto (see Section V); and
- (e) Issues noted from the job inspection process (see Section VI).

### **Next steps**

1.5 The outcome of the job inspection process will provide a solid foundation as well as a transparent framework for carrying out the next stage of work of the survey, namely job matching and data collection work. We have separately consulted the Consultative Group on the approach to be adopted for this next stage of work.

## II. Groundwork Undertaken Before the Job Inspection Interviews

### *Relevant Extract from the Interim Report*

In preparation for the job inspection interviews, we will approach the grade and/or departmental management of each civil service benchmark job for the provision of inputs regarding some basic factual information about the benchmark job, including its job content, work nature, level of responsibility and typical requirements on qualification and experience. We have prepared a job analysis questionnaire to facilitate the collection of the above-mentioned information, and set out the criteria and process by which post-holder representatives will be selected from the civil service benchmark jobs for attending the job inspection interviews.

To facilitate consultation with the relevant staff bodies, we have drawn up detailed consultation guidelines for grade/departmental management to follow in completing the job analysis questionnaire and nomination of post-holder representatives.

Based on the job analysis questionnaires, we will compile draft job briefs for each civil service benchmark jobs and circulate it to all parties concerned (including the post-holder representatives, DCCs and staff unions/associations concerned) for reference in advance of the job inspection interviews.

2.1 Following the release of the Interim Report in December 2005, we immediately embarked on the job inspection process in accordance with the finalised approach set out in the report.

2.2 As a first step, grade/departmental management were invited to prepare returns to the job analysis questionnaire and nominate post-holder representatives for participation in the job inspection interviews in accordance with the consultation guidelines set out in paragraphs 3.10 – 3.13 and paragraphs 4.23 – 4.27 of the Interim Report. The job analysis questionnaire (along with a sample of completed questionnaire and an explanatory note) was forwarded to grade/departmental management. Grade/departmental management were also invited to make reference to the guidelines at Annex F of the Interim Report for the selection of representative posts and post-holder representatives, including the broad reference that half of the post-holder representatives should come from nominations of staff unions/associations and management respectively.

2.3 To cast the consultation net wide in carrying out the above-mentioned tasks, CSB sent a letter to all civil service staff unions/associations concerned inviting them to provide feedback to the grade/departmental management concerned. Individual staff were also encouraged to offer comments to the management direct or through their DCC representatives and/or staff unions/associations.

### **Preparation of job analysis questionnaires and nomination of post-holder representatives**

2.4 In accordance with the job inspection approach, the management of departmental grades and general grades were invited to complete a job analysis questionnaire in respect

of each of the benchmark grade under their purview and nominate representative posts/post-holder representatives for attending the job inspection interviews.

2.5 On the preparation of job analysis questionnaires, for common grades, the management of departments with 10% or more of the total establishment of the grade (Nomination Departments) were requested to submit a job analysis questionnaire for the grade while the management of all other departments having the benchmark job (non-Nomination Departments) were requested to adapt the returns prepared by the Nomination Departments or submit a separate job analysis questionnaire as appropriate.

2.6 In accordance with the recommendation of the Interim Report,<sup>1</sup> grade/departmental management should be given at least 3 weeks' time for the preparation of the returns to the job analysis questionnaire and the list of post-holder representatives after consultation with their staff bodies. Having regard to the specific circumstances of individual grades/departments and in response to the comments of staff and management concerned, we exercised flexibility by adjusting the submission time of the job analysis questionnaires to allow more time (in some cases for over one month) for the management and staff bodies concerned to prepare the job analysis questionnaires.

2.7 On the nomination of representative posts/post-holder representatives, the management concerned were invited to make nominations in accordance with the job inspection approach set out in the Interim Report. Taking into account the time required for management to receive nominations from the relevant staff bodies and consult the DCCs and/or relevant staff unions/associations on the nominated list, the management concerned were given about one and a half month to submit their nominations, which is in accord with the recommendation in the Interim Report.<sup>1</sup> Having regard to the specific circumstances of individual grades/departments and in response to the comments of staff and management concerned, we exercised flexibility by adjusting the submission time of the lists of nominated post-holder representatives to allow more time (in some cases for over one month) for the management and staff bodies concerned to prepare the lists.

2.8 All completed job analysis questionnaires and lists of nominated representative posts/post-holder representatives were by and large received from the grade/departmental management concerned by end April 2006<sup>2</sup> and end May 2006 respectively.

2.9 We understand that all returns from grade/departmental management (except Housing Department (HD)) have incorporated the inputs from the respective DCCs and staff unions/associations. As regards HD, as a majority of the staff unions/associations have declined to participate in the job inspection process, the job analysis questionnaires for civil service benchmark jobs in HD and the respective lists of post-holder representatives were by and large completed/nominated by the management without input from staff.

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<sup>1</sup> In accordance with paragraphs 3.13 and 4.27 of the Interim Report, grade/departmental management should allow sufficient time, say, at least two weeks, for the relevant staff bodies to comment on the draft returns to the job analysis questionnaire and the list of representative posts/post-holder representatives. 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.

<sup>2</sup> Returns from some non-Nomination Departments for common grades were received in early July 2006.

### **Number of post-holder representatives**

2.10 In accordance with the guidelines for the selection of representative posts and post-holder representatives in Annex F of the Interim Report, a target number of post-holder representatives were set for each civil service benchmark job. Management concerned were requested to nominate post-holder representatives up to that number.

2.11 During the nomination process, we received individual requests from the management and/or staff bodies for increasing the number of post-holder representatives for attending the job inspection interviews. Having regard to the specific circumstances of the civil service benchmark jobs concerned, we acceded to most of the requests submitted, except for a few individual cases where the target number of post-holder representatives should have adequately covered the various job functions/streams/specialisations of the benchmark jobs concerned.

2.12 Upon completion of the nomination process, the total number of post-holder representatives nominated by management and staff bodies concerned is 1 399, representing an increase of 86 over the target number of 1 313 as recommended in the Interim Report.

### **Preparation of draft job briefs**

2.13 Based on the completed job analysis questionnaires, we have prepared a total of 348 draft job briefs for the 193 civil service benchmark jobs. The number of draft job briefs is larger than the number of civil service benchmark jobs because where necessary and appropriate, we have prepared more than one job brief for those civil service benchmark jobs with different job functions/streams/specialisations.

2.14 The draft job briefs were circulated via the management to the post-holder representatives, DCCs and staff unions/associations concerned about two weeks in advance of the relevant job inspection interviews so that the post-holder representatives concerned could better prepare for their attendance at the interviews. Copies of the draft job briefs (together with the lists of representative posts) were also circulated to the Consultative Group for staff side members' reference.

### III. Job Inspection Interviews with Post-holder Representatives

***Relevant Extract from the Interim Report***

Following the preparation of draft job briefs and nomination of post-holder representatives, we will conduct face-to-face interviews with post-holder representatives in groups (no more than 10 persons) without the presence of any third parties.

With the first-hand and comprehensive information gathered from the job inspection interviews, we will be able to proceed to fine-tune the various documents relating to the civil service benchmark jobs.

3.1 As and when the draft job briefs of a civil service benchmark job were prepared, we scheduled job inspection interview for the benchmark job by giving about two weeks notice to the management and post-holder representatives concerned. During the period from March – June 2006, a total of 214 job inspection interviews for the 61 civil service benchmark grades were conducted. Details of the number of interview sessions organised and post-holder representatives involved are at **Annex B**.

3.2 The conduct of the job inspection interviews followed the job inspection approach set out in the Interim Report. Each job inspection interview comprised two parts: the introductory part and the interview part. Apart from the post-holder representatives, representatives of grade/departmental management, CSB, Departmental Consultative committees and staff unions/associations were invited to attend the introductory part, during which our consultants briefed the post-holder representatives on the detailed arrangement (e.g. purpose, rundown, information to be sought) for the interview. The contents of the introductory part were essentially the same for all interviews. For the interview part, our consultants conducted 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, our consultants sought to ascertain the various job-related characteristics about the civil service benchmark jobs.

#### **Preparation before attending the interview**

3.3 To better prepare the post-holder representatives for attending the interviews, we sent a folder to all post-holder representatives two weeks in advance of the interviews. The folder contained the relevant draft job briefs and a pamphlet with details of the interview arrangements and details (copy at **Annex C**). Post-holder representatives were also invited to approach us in case they wanted more information or wished to be further briefed about the arrangements for the job inspection interview.

#### **Conduct of the interview**

3.4 At the start of the interviews, each post-holder representative was given an opportunity to comment on whether the draft job brief adequately reflected the duties of the post which they were holding. Our consultants then asked questions mainly to seek



clarifications about the contents of the draft job brief. At the end of the interviews, post-holder representatives were invited to provide any other supplementary information concerning the respective grade/rank in general (i.e. not necessarily restricting to the post-holder's current post).

3.5 Post-holder representatives of the same interview came from the same benchmark rank or grade. In the latter case, we made arrangement to avoid placing supervisor and his/her direct subordinates in the same interview session so as to allow a candid exchange of views.

3.6 In response to staff's suggestion and having regard to the exceptionally large number of post-holder representatives from the Personal Secretary, Clerical Officer and Clerical Assistant grades (about 11% of the total post-holder representatives), we conducted the introductory part of the job inspection interviews on a date in advance of the interview date for these grades.

3.7 In response to the suggestion from the management and staff of certain common grades (e.g. Technical Officer, Survey Officer), as opposed to the typical arrangement of conducting interviews for post-holder representatives of the same rank (which may involve different job functions/streams/specialisations), we conducted a separate interview session for each of the job functions/streams/specialisations of the benchmark grades concerned without incurring additional resources.

3.8 In response to the requests from management and/or staff of individual grades/departments, we adjusted the interview dates to suit the schedule of the post-holder representatives as far as possible.

3.9 For those post-holder representatives who, because of other commitments, could not attend the job inspection interviews scheduled for their respective grade/rank, we arranged a make-up interview session towards the end of the job inspection process so that the post-holder representatives concerned could have another opportunity to express their views on the draft job briefs concerned to our consultants through face-to-face interview.

3.10 There were a few cases where an interview session comprised slightly more than 10 post-holder representatives. This was because some grade/departamental management and staff unions/association had made a strong request for having a few more post-holder representatives joining the interview sessions concerned, and the holding of a separate interview session did not seem justifiable. On the understanding that the management and staff concerned were agreeable to accommodate more post-holder representatives in these interview sessions, we did not object to making such a special arrangement.

3.11 Three interview sessions (involving the Quantity Surveyor, Senior Estate Assistant and Survey Officer grade/ranks in HD) were cancelled due to a lack of participation by the post-holder representatives concerned. There was another interview session (with the Architect and Senior Architect ranks in HD) where the post-holder representatives only provided their views on the survey methodology and the job inspection approach<sup>3</sup> and declined to provide views and comments on the information contained in the draft job briefs in the job inspection interview.

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<sup>3</sup> The post-holder representatives concerned indicated that they did not agree with the methodology of the current pay level survey. They also did not consider that the individual posts they were holding represented the civil service benchmark job concerned in its entirety.

### **Records of the interview**

3.12 For each interview session, we have prepared a table summarising the main views expressed by the post-holder representatives (without attributing to who expressed the views) on the contents of the draft job briefs at the interview. The interview records have been circulated to the post-holder representatives concerned via their respective management for reference.

## IV. Documentation of the Job Inspection Process

### *Relevant Extract from the Interim Report*

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. We will circulate the revised job briefs of the civil service benchmark jobs, the list of civil service benchmark jobs (including any revisions as necessary) and the job categorisation of the benchmark jobs by job family and job level to the grade/departmental management, post-holder representatives and the relevant staff bodies for comments before they are finalised.

The finalised job briefs of civil service benchmark jobs will be turned into job descriptions after some minor formatting changes and highlighting those unique duties of the benchmark jobs that may not be found in the corresponding private sector job matches.

4.1 Having regard to the further inputs provided by post-holder representatives at the job inspection interviews, we have refined the 348 draft job briefs prepared before the job inspection interviews and prepared an addition of ten job briefs.<sup>4</sup> As a result, a total of 358 revised draft job briefs have been prepared.

4.2 These revised draft job briefs have been circulated to the grade/departmental management, post-holder representatives and the relevant staff bodies for any additional comments they may have. After taking account of all comments received, we have finalised the job briefs/job descriptions for each civil service benchmark job and distributed them to the relevant grade/departmental management, post-holder representatives and staff bodies to ensure that they are kept fully informed of how the job inspection process has been carried out.

### **Review of the list of civil service benchmark jobs**

4.3 We have carefully considered whether any refinements to the list of civil service benchmark jobs are warranted based on the additional information collected in the job inspection process. We do not propose to make any refinement to the list of civil service benchmark jobs at this stage because there is no concrete information to suggest that there will be no reasonable private sector job matches for the existing benchmark jobs on the list, although we note that the number of broadly comparable private sector job matches for certain grades (including Liaison Officer, Manager, Cultural Services, Cultural Services Assistant and Occupational Safety Officer) may not be that large. We will further examine the situation of these benchmark grades during the job matching process in the next stage of work.

4.4 While we note that some job functions/streams/specialisations of certain civil service benchmark jobs (e.g. Artisans involving in life-saving duties in beaches, Government Counsel involving in law drafting duties) may not have broadly comparable

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<sup>4</sup> Having regard to their specific job duties, four additional draft job briefs have been prepared for the Works Supervisor I and Works Supervisor II ranks in EMSD after the job inspection interviews. Another four and two revised draft job briefs have also been prepared for the Technical Officer and Estate Surveyor grades respectively.

private sector job matches, other job functions/streams/specialisations of the benchmark jobs concerned will likely have broadly comparable private sector job matches (e.g. Artisans involving in electrical and mechanical engineering duties or life-saving duties in swimming pools, Government Counsels involving in civil litigation duties). We therefore do not propose that the civil service benchmark jobs concerned should be excluded from the list. Insofar as they belong to the same grade/rank, the pay level survey results should be applicable to them through internal relativity.

4.5 For the time being, the list of civil service benchmark jobs remains the same as the revised list set out in Annex D of the Interim Report (a copy of which was uploaded onto CSB's website in December 2005).

#### **Categorisation of civil service benchmark jobs by job family and job level**

4.6 The existing categorisation by five broadly-defined job families has taken account of the job content and work nature of the civil service benchmark jobs, in particular the manner in which they provide services and contribute to the functioning of the Government. As regards the existing categorisation by five job levels, it reflects the established job hierarchies within the civil service with reference to the pay points of the benchmark jobs. Judging from the information collected in the job inspection process, we do not find sufficient information/justification to support a revision to the existing categorisation by job family and job level, details of which are set out in Annex D of the Interim Report.

## V. General Comments Made by the Post-holder Representatives

5.1 During the job inspection interviews, apart from providing specific information and comments on the job-related characteristics of the civil service benchmark jobs concerned, the post-holder representatives also made some general comments about the civil service benchmark jobs. The following paragraphs summarise the major comments made and our response thereto.

### **Unique responsibilities and features of the civil service**

5.2 At the job inspection interviews, we received comments from individual post-holder representatives emphasising different aspects of uniqueness of the civil service benchmark jobs. Such uniqueness can broadly be classified into the following two categories –

- (i) unique responsibilities specific to the civil service benchmark jobs that may not be found in their private sector counterparts (e.g. law enforcement, regulatory duties, policy formulation work, duties related to disastrous and life threatening situation, etc); and
- (ii) unique features of the civil service jobs that may not generally be found in private sector jobs (e.g. tighter restrictions on personal conduct, more stable and structured career progression, etc).

5.3 Indeed, it has been recognised from the outset of the pay level review exercise that some inherent differences in the nature of operation, job requirements as well as the appointment/remuneration practices exist between the civil service and the private sector. These inherent differences, which cannot be addressed directly in the pay level survey, should be noted and taken account of by the Government in considering how the pay level survey results should be applied to the civil service.

5.4 In respect of the unique responsibilities mentioned in paragraph 5.2(i) above, they have been noted and highlighted in the relevant job briefs. While these unique features or duties are unlikely to be found in the private sector and cannot therefore be used for job matching purpose, we propose to retain such information in the job descriptions so that our consultants involved in job matching and the participating private sector organisations can make reference to these unique features or duties in identifying broadly comparable job matches.

5.5 In respect of the unique features mentioned in paragraph 5.2(ii) above, they reflect the inherent differences between the civil service and the private sector. These features are not specific to the jobs and therefore cannot be directly addressed within the scope of the pay level survey, which only seeks to compare the pay levels of the two sectors based on broadly comparable jobs in terms of various job-related characteristics. These features should be taken into account by the Government in considering any adjustment to civil service pay following the pay level survey.

## **Typical requirements on qualification and experience for appointment**

5.6 Some post-holder representatives enquired about the need for including information on the typical requirements on qualification and experience for appointment<sup>5</sup> in the job brief during the job inspection interviews. We wish to point out that according to the adopted survey methodology, such information is one of key job-related characteristics of civil service benchmark jobs to be considered in the identification of broadly comparable private sector job matches. Similar information on the private sector benchmark jobs will also be collected during the data collection process to ensure that job matching will be made on the same basis. For cases where complete information on the typical requirements for appointment to the job is not available (e.g. no minimum experience requirement is set for the job), the job matching will be based on other available information collected in the job inspection process (e.g. average length of experience of job-holders).

5.7 The concern raised by the post-holder representatives in this regard may have stemmed from the question of whether the actual experience and qualifications possessed by civil servants would be taken into account in the survey. Apart from the typical requirements on qualification and experience, we have also collected the actual experience and qualification possessed by civil servants through the job inspection process and noted them in the job briefs. In its Report on Refined Recommendations on the Methodology of a Pay Level Survey for the Civil Service (Report on Refined Recommendations), the Phase One Consultant has, notwithstanding the difficulties involved,<sup>6</sup> recommended that information on workforce demographics (including the relevant work experience) amongst the participating private sector organisations should be collected, in order to see the extent to which age and experience profiles of private sector job-holders differ from the civil service. This information, along with the requirement for stability of the civil service, may then be taken into account by the Government in considering any changes to the civil service pay following the pay level survey (see paragraph 4.9 of the Report on Refined Recommendations for details).

## **Other less common responsibilities**

5.8 Some individual post-holder representatives expressed concern about placing certain responsibilities of the benchmark jobs concerned under the section of “Other less common responsibilities”. We wish to clarify that such a categorisation only reflects the fact that certain responsibilities of a civil service benchmark job can only be found in a relatively small number of posts carrying out such duties. As a matter of fact, while responsibilities that are less common among the benchmark jobs concerned may not belong to the core activities of the benchmark jobs concerned, the contributions of such responsibilities to the departments concerned can be equally important as that of the other more common responsibilities. Our consultants involved in job matching will seek to identify broadly comparable private sector job matches for these responsibilities, although

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<sup>5</sup> In this context, the typical requirements for appointment to a civil service benchmark job refer to the minimum requirements that are needed in order to be qualified for being appointed to the benchmark job concerned.

<sup>6</sup> The Phase One Consultant has cautioned that it may be difficult to obtain complete information on individual job-holders, such as date of birth, total relevant experience and experience with current employer as some private sector organisations would find it unreasonably burdensome to provide such data which may not be easily retrieved. It is thus very likely that any analyses or statistics on workforce demographics in the private sector organisations will be based on partial information from some of the organisations (see paragraph 4.10 of the Report on Refined Recommendations).

the number of job matches identified may be correspondingly less than those for the more common responsibilities.

### **Supplementary information about the civil service benchmark jobs**

5.9 During the job inspection process, the post-holder representatives of some civil service benchmark jobs submitted very detailed supplementary information (e.g. information down to such details as operating a special type of plant, equipment and machine) on the characteristics of the benchmark jobs concerned. Such information is usually provided on top of the information contained in the job analysis questionnaire. While it may not be practicable to include all such information in the job briefs concerned which should accurately describe the jobs in a concise manner, we propose that our consultants involving in the job matching process should make reference to such information as and when appropriate.

## VI. Issues Noted from the Job Inspection Process

6.1 In the light of the information collected in the job inspection process, we have identified some issues that are relevant to the subsequent stages of the survey field work. The following paragraphs summarise those issues and our views thereon.

### **Civil service benchmark jobs with multi-job functions/streams/specialisations**

6.2 We note that there are some civil service benchmark jobs which may have more than one distinctively different job functions/streams/specialisations, especially for those belonging to common grades. In these cases, we have already prepared separate job briefs for each of the job function/stream/specialisation involved.

6.3 For the purpose of job matching and data collection in the next stage of work, we will seek to identify broadly comparable job matches for each of the job briefs. In case private sector job matches are identified for some job briefs but not the others of a benchmark job, we will continue to proceed with the data collection and analysis work for those job functions/streams/specialisations having private sector job matches because they are still representative of the benchmark job concerned. We will record those job functions/streams/specialisations that do not have private sector job matches in the final report of the pay level survey to ensure that the survey results will be seen in that light. Insofar as the job functions/streams/specialisations concerned belong to the same grade/rank, the pay level survey results should be applicable to them through internal relativity.

### **Private sector employees working outside Hong Kong**

6.4 Some private sector employees engaged by a local organisation may have to spend quite some time working in Mainland China or other places. This is especially the case for those working in the works-related field or accountancy field. A question arises as to whether those jobs can be matched to the civil service benchmark jobs.

6.5 According to the adopted survey methodology, we should compare civil service jobs and private sector jobs that are broadly comparable in terms of job content, work nature, level of responsibility and typical requirements on qualification and experience. Private sector job with substantial portion of its duties being carried out in Mainland China or other places for a prolonged period is likely to differ significantly from the corresponding civil service benchmark job in terms of work nature and typical requirements on qualification and experience, and may therefore not be a reasonable job match. On the other hand, private sector jobs requiring occasional business trips outside Hong Kong can be broadly comparable with the relevant civil service benchmark jobs in terms of the various job-related characteristics. In the latter case, we will exercise care to ensure that only those jobs whose remuneration is set in accordance with the local standards will be included in the survey field.

### **Civil service benchmark jobs with multi-skills requirements**

6.6 We note that there are some civil service benchmark jobs (e.g. Executive Officer, Clerical Officer, etc) which require the post-holders concerned to undertake a variety of distinctively different tasks on a rotational basis. The post-holders concerned are usually



subject to postings at regular intervals across different functions and are subject to structured training at different stages of their career so as to acquire necessary skills and versatility to perform effectively at different posts (e.g. general management skills, language skills, Government regulations and practice, etc).

6.7 In the job matching process, we will ascertain 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, such differences will be noted and forwarded to the Government for reference in considering any necessary adjustment to civil service pay after the pay level survey.

#### **Civil service benchmark jobs in HD**

6.8 As mentioned in Section II (paragraph 2.9) and Section III (paragraph 3.11), a majority of staff unions/associations and some post-holder representatives of civil service benchmark jobs in HD did not participate in the job inspection process, including preparation of job analysis questionnaires and job briefs, nomination of post-holder representatives and participation in the job inspection interviews. As a result, the job briefs and job descriptions for the relevant civil service benchmark jobs in HD have been prepared primarily on the basis of information provided by the management.

6.9 It is noted that of the 17 civil service benchmark grades in HD, all but two (Estate Assistant and Housing Manager) are common grades, where the benchmark jobs in HD represent only one of the job streams involved. In other words, the lack of staff participation is limited to the job stream as represented by HD, but not the other job streams of these common grades as represented by benchmark jobs in other departments.

6.10 In the circumstances, it is pragmatic to proceed with the job matching and data collection work in respect of the relevant civil service benchmark jobs based on the information at hand. We will record the situation in HD clearly in the relevant report to ensure that the survey results will be seen in that light. Where necessary and appropriate, we will consider carrying out sensitivity analysis to ascertain whether the survey results, taken as a whole, will be affected by the inclusion of the benchmark jobs in HD, in particular the two departmental grades.

**Key work steps taken in the job inspection process**

<b>Time</b>	<b>Work step</b>
December 2005	Following the submission of an interim report detailing the job inspection approach, Watson Wyatt (WW) commenced the job inspection process immediately.
December 2005 - April 2006	Grade/departmental management, in consultation with Departmental Consultative Committees and staff unions/associations, prepared return to the job analysis questionnaire and nominated post-holder representatives for each civil service benchmark job.
February – May 2006	WW prepared about 350 draft job briefs for civil service benchmark jobs on the basis of the information contained in the job analysis questionnaires.
March – June 2006	WW conducted about 220 job inspection interviews with about 1,400 post-holder representatives from different departments/grades.
May – July 2006	WW revised the draft job briefs and circulated them to the grade/departmental management, Consultative Group, Departmental Consultative Committees and staff unions/associations for consultation before they are finalised.
July 2006	WW to brief the Consultative Group on the outcome of the job inspection process.
August – September 2006	Finalisation of job briefs / job descriptions and issue of report on the job inspection process

## Information on the number of job inspection interview sessions organised and post-holder representatives involved

<b>Benchmark Grades</b>	<b>Grade / Departmental management for General and Departmental Grades &amp; Nomination Departments for Common Grades</b>	<b>No of job inspection interview sessions organised</b>	<b>No of post-holder representatives involved</b>
<b><u>General Grades</u></b>			
Accounting Officer	Treasury	2	14
Analyst/Programmer	Office of the Government Chief Information Officer	3	24
Clerical Assistant	Civil Service Bureau (General Grades Office)	5	50
Clerical Officer	Civil Service Bureau (General Grades Office)	7	70
Computer Operator	Office of the Government Chief Information Officer	4	20
Executive Officer	Civil Service Bureau (General Grades Office)	5	42
Information Officer	Information Services Department	3	20
Motor Driver	Government Logistics Department	2	20
Official Languages Officer	Civil Service Bureau (Official Languages Division)	3	19
Personal Secretary	Civil Service Bureau (General Grades Office)	3	30
Statistical Officer	Census and Statistics Department	2	16
Statistician	Census and Statistics Department	2	8
Supplies Officer	Government Logistics Department	2	14
Supplies Supervisor	Government Logistics Department	2	16
Treasury Accountant	Treasury	2	12
<b><u>Departmental Grades</u></b>			
Assessor	Inland Revenue Department	3	25
Building Surveyor	Buildings Department	2	10
Controller of Posts	Hongkong Post	2	12
Cultural Services Assistant	Leisure and Cultural Services Department	2	16
Electronics Inspector	Electrical and Mechanical Services Department	2	16
Estate Assistant	Housing Department	1	12
Government Counsel	Department of Justice	2	10
Housing Manager	Housing Department	4	40
Labour Officer	Labour Department	2	22
Leisure Services Manager	Leisure and Cultural Services Department	4	28
Liaison Officer	Home Affairs Department	3	34
Manager, Cultural Services	Leisure and Cultural Services Department	3	18
Occupational Safety Officer	Labour Department	3	20
Postal Officer	Hongkong Post	4	34
Postman	Hongkong Post	4	38
Programme Officer	Radio Television Hong Kong	3	27
Transport Officer	Transport Department	2	14
Valuation Officer	Rating and Valuation Department	2	15
Valuation Surveyor	Rating and Valuation Department	2	10
Waterworks Inspector	Water Supplies Department	3	20
<b><u>Common Grades</u></b>			
Architect	Architectural Services Department	1	5
	Housing Department	1	5
<b>Architect Sub-total</b>		<b>2</b>	<b>10</b>
Artisan	Agriculture, Fisheries and Conservation Department	1	2
	Drainage Services Department	1	2
	Electrical and Mechanical Services Department	1	5
	Housing Department	1	3
	Leisure and Cultural Services Department	1	10
	Marine Department	1	2
	Water Supplies Department	1	8
<b>Artisan Sub-total</b>		<b>7</b>	<b>32</b>
Building Services Engineer	Electrical and Mechanical Services Department	1	10
	Housing Department	1	10
<b>Building Services Engineer Sub-total</b>		<b>2</b>	<b>20</b>
Building Services Inspector	Electrical and Mechanical Services Department	1	9
	Housing Department	2	15
<b>Building Services Inspector Sub-total</b>		<b>3</b>	<b>24</b>

<b>Benchmark Grades</b>	<b>Grade / Departmental management for General and Departmental Grades &amp; Nomination Departments for Common Grades</b>	<b>No of job inspection interview sessions organised</b>	<b>No of post-holder representatives involved</b>	
Clerk of Works	Architectural Services Department	2	11	
	Housing Department	2	14	
<b>Clerk of Works Sub-total</b>			<b>4</b>	<b>25</b>
Electrical and Mechanical Engineer	Electrical and Mechanical Services Department	1	10	
<b>Electrical and Mechanical Engineer Sub-total</b>			<b>1</b>	<b>10</b>
Electrical Inspector	Electrical and Mechanical Services Department	2	16	
<b>Electrical Inspector Sub-total</b>			<b>2</b>	<b>16</b>
Electronics Engineer	Civil Aviation Department	1	4	
	Electrical and Mechanical Services Department	1	5	
<b>Electronics Engineer Sub-total</b>			<b>2</b>	<b>9</b>
Engineer	Civil Engineering and Development Department	1	5	
	Drainage Services Department	1	4	
	Highways Department	1	6	
	Transport Department	1	4	
	Water Supplies Department	1	4	
<b>Engineer Sub-total</b>			<b>5</b>	<b>23</b>
Estate Surveyor	Housing Department	1	2	
	Lands Department	2	10	
<b>Estate Surveyor Sub-total</b>			<b>3</b>	<b>12</b>
Foreman	Food and Environmental Hygiene Department	3	25	
	Housing Department	1	4	
<b>Foreman Sub-total</b>			<b>4</b>	<b>29</b>
Ganger	Food and Environmental Hygiene Department	1	6	
<b>Ganger Sub-total</b>			<b>1</b>	<b>6</b>
Geotechnical Engineer	Civil Engineering and Development Department	1	10	
<b>Geotechnical Engineer Sub-total</b>			<b>1</b>	<b>10</b>
Inspection of Works	Civil Engineering and Development Department	1	1	
	Drainage Services Department	1	8	
	Highways Department	2	13	
<b>Inspection of Works Sub-total</b>			<b>4</b>	<b>22</b>
Law Clerk	Legal Aid Department & Department of Justice	2	19	
<b>Law Clerk Sub-total</b>			<b>2</b>	<b>19</b>
Maintenance Surveyor	Architectural Services Department	1	5	
	Housing Department	1	5	
<b>Maintenance Surveyor Sub-total</b>			<b>2</b>	<b>10</b>
Mechanical Inspector	Electrical and Mechanical Services Department	3	18	
<b>Mechanical Inspector Sub-total</b>			<b>3</b>	<b>18</b>
Property Attendant	Department of Health	1	3	
	Judiciary	1	3	
<b>Property Attendant Sub-total</b>			<b>2</b>	<b>6</b>
Quantity Surveyor	Architectural Services Department	1	5	
	Housing Department	*	5	
<b>Quantity Surveyor Sub-total</b>			<b>1</b>	<b>10</b>
Senior Artisan	Electrical and Mechanical Services Department	1	7	
	Leisure and Cultural Services Department	1	6	
<b>Senior Artisan Sub-total</b>			<b>2</b>	<b>13</b>
Structural Engineer	Architectural Services Department	1	2	
	Buildings Department	1	4	
	Housing Department	1	6	
<b>Structural Engineer Sub-total</b>			<b>3</b>	<b>12</b>
Survey Officer	Architectural Services Department	1	6	

<b>Benchmark Grades</b>	<b>Grade / Departmental management for General and Departmental Grades &amp; Nomination Departments for Common Grades</b>	<b>No of job inspection interview sessions organised</b>	<b>No of post-holder representatives involved</b>
	Buildings Department	1	11
	Civil Engineering and Development Department	2	7
	Housing Department	*	7
	Highways Department	2	6
	Lands Department	2	12
	Planning Department	1	7
	<b>Survey Officer Sub-total</b>	<b>9</b>	<b>56</b>
Technical Officer	Architectural Services Department	2	9
	Buildings Department	1	4
	Civil Engineering and Development Department	3	11
	Electrical and Mechanical Services Department	2	4
	Housing Department	5	13
	Highways Department	1	7
	Lands Department	1	8
	Planning Department	1	7
	Transport Department	2	7
	Water Supplies Department	2	8
	<b>Technical Officer Sub-total</b>	<b>20</b>	<b>78</b>
Workman I	Agriculture, Fisheries and Conservation Department	1	3
	Drainage Services Department	1	1
	Food and Environmental Hygiene Department	1	7
	Housing Department	1	3
	Leisure and Cultural Services Department	2	15
	Water Supplies Department	1	4
	<b>Workman I Sub-total</b>	<b>7</b>	<b>33</b>
Workman II	Agriculture, Fisheries and Conservation Department	1	2
	Department of Health	1	4
	Drainage Services Department	1	2
	Education and Manpower Bureau	1	3
	Food and Environmental Hygiene Department	3	29
	Housing Department	1	2
	Hong Kong Police Force	1	5
	Leisure and Cultural Services Department	1	2
	Social Welfare Department	1	2
	Water Supplies Department	1	3
	<b>Workman II Sub-total</b>	<b>12</b>	<b>54</b>
Works Supervisor	Architectural Services Department	1	4
	Civil Engineering and Development Department	1	4
	Drainage Services Department	1	4
	Electrical and Mechanical Services Department	2	11
	Housing Department	1	8
	Highways Department	1	4
	Water Supplies Department	2	11
	<b>Works Supervisor Sub-total</b>	<b>9</b>	<b>46</b>
<b>Make-up Session</b>			
For absentees at earlier sessions from various grades	Management of the relevant grades to which the absentees belong	1	(already included under respective grades)
<b>Total</b>		<b>214</b>	<b>1399</b>

\* Job inspection interview was not organised due to lack of staff participation.

# *Pay Level Survey for the Civil Service*



**Job Inspection Interview with Post-Holder Representatives**

An important feature of the pay level survey for the civil service is the carrying out of an intensive job inspection process for the civil service benchmark jobs. This process seeks to validate the description of civil service benchmark jobs and provides a basis on which pay data will be collected from the private sector in respect of broadly comparable jobs. Both management and staff have been invited to participate in the job inspection process so that their views can be taken into full account.

In preparation for the job inspection interviews, grade/departmental management have, in consultation with the relevant staff bodies, completed job analysis questionnaires on selected grades. Based on these return, the consultant has drawn up draft job briefs of the civil service benchmark jobs. The next step is for the consultants to meet post-holder representatives at job inspection interviews to ascertain the information contained in the draft job briefs. Post-holder representatives may also use the opportunity to furnish any supplementary information.

This pamphlet serves to better prepare the post-holder representatives before they attend the job inspection interviews.

## Before the interview

*What preparation should post-holder representatives make before attending the interview?*

- The main purpose of the interview is to ascertain information about your job. As post-holder representatives, you are selected to attend the interview because of your knowledge about the post you currently occupy. You are invited to look at the draft job brief before the interview, so that you can offer your comments based on your knowledge about your current post at the interview.

*Do the post-holder representatives need to seek approval from the management for attending the interview?*

- The list of post-holder representatives is decided by the grade/departmental management concerned after consulting the relevant staff bodies. There is no need for the post-holder representatives to seek separate approval from the management for attending the interview. Nonetheless, you are advised to plan your work ahead and to make yourself available at the scheduled interview session. You should also inform your immediate supervisor of the timing of the scheduled interview session beforehand.

## Attendance at the interview

*Who will be attending the interview apart from post-holder representatives?*

- The interview comprises two parts: the introductory part and the interview part. For the introductory part, apart from post-holder representatives, representatives of department/grade management, CSB, Departmental Consultative Committees and staff unions/associations may also attend. For the interview part, only post-holder representatives and the consultants will be present.

*What will be covered in each part of the interview?*

- Introductory part – the consultants will brief the post-holder representatives the detailed arrangement for (e.g. purpose, rundown, information to be sought) the interview. The contents of the briefing will be the same for each interview.
- Interview part – the consultants 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, the consultant will seek to ascertain the various job-related characteristics on the civil service benchmark jobs.

*What will be the composition of post-holder representatives in a typical interview?*

- Group interviews will be arranged, with each interview comprising normally 6-8 post-holder representatives and in any event, not more than 10 post-holder representatives under the normal circumstances.
- Post-holder representatives of the same interview normally come from the same benchmark rank or grade. In the latter case, the consultants will make arrangement to avoid placing supervisor and his/her direct subordinates in the same interview session.
- Where appropriate, post-holder representatives of the same interview may come from different departments/units in order to facilitate the consultants in getting a more comprehensive picture of the work of the benchmark grade/rank.

*Will each post-holder representative be given the opportunity to speak at the interview?*

- Yes. At the start of the interview, each post-holder representative will have an opportunity to comment on whether the draft job brief can adequately reflect the duties of the post you are currently holding. No time limit will be set for this part, but it is envisaged that each post-holder representative will speak for about 5 minutes because you are only required to comment on the draft job brief. The consultants will then ask questions mainly to seek clarifications about the contents of the draft job brief. Please assist by providing answers on the basis of your knowledge about your posts. At the end of the interview, you will be invited to provide any other supplementary information concerning your grade/rank in general (i.e. not necessarily restricting to your current post).

*What questions will be asked by the consultants during the interview?*

- The consultants will ask questions about the contents of the draft job briefs of the civil service benchmark jobs, which are categorised into the following six major areas: (a) role purpose of the job; (b) typical responsibilities; (c) typical requirements on qualification and experience for appointment; (d) less common responsibilities; (e) service targets and (f) other relevant features of the benchmark job.
- In order to have a better understanding of the benchmark jobs, the consultants will be seeking information on the day-to-day work of the post-holder representatives, including examples of how you carry out the job responsibilities on a daily basis.
- Some typical questions that may be asked at the interviews are listed below for reference –
  - Do you think the draft job brief has adequately reflected the responsibilities of the job you are currently holding?



- Are the major responsibilities described in the job brief performed on an on-going or ad hoc basis?
- What is the difference in complexity between the job duties in your rank and the other ranks of the same grade?
- What level of guidance is generally required for your job?
- What kinds of decision are you expected to make in your job?
- Do you have any suggested revisions to the draft job brief?

*In what language will the interview be conducted?*

- The interview will be conducted in Cantonese, except that English will be used for cases where there are expatriate post-holder representatives.

*How long will an interview session last?*

- Each interview session will normally last for one to two hours.

## **After the interview**

*Will a record of the interview be prepared?*

- The consultants will prepare a table summarising the views expressed by the post-holder representatives (without attributing to who expressed the views) on the contents of the draft job brief at the interview. The consultants will take account of these views in revising the draft job brief. The revised job brief will be circulated to the post-holder representatives, relevant staff bodies and management for comment after the interview.

*Will my performance at the interview affect my appraisal report?*

- No. The interview is not an assessment of your performance at work. It merely seeks to ascertain various job-related information about your job.

## **Further enquiry**

- If post-holder representatives want more information or wish to be further briefed about the arrangements for the job inspection interview, they may contact Miss Joanna Mak, Watson Wyatt Hong Kong Limited (Tel.: 2820 8229; Fax: 2827 7700; Email: joanna.mak@watsonwyatt.com).

Watson Wyatt Hong Kong Limited  
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