

Glossary of Terms

Annual Base Salary – the monthly basic salary times the number of months paid contractually a year (e.g. usually 12 or 13 times monthly basic salary), i.e. basic salary plus guaranteed bonuses. This does not include any bonus that is subject to discretion or based on the performance of the individual or the company.

Annual Total Cash Compensation – annual base salary plus any other cash payment except those that are conditional on particular working conditions (such as overtime or work location) or on individual circumstances (e.g. payments in reimbursement of business expenses).

Average – the unweighted, arithmetic mean of a set of values.

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.

Cash Allowance – For the purpose of this pay level survey, the term refers to any regular cash compensation the payment of which is subject to a pay policy; determined without reference to the job-holder’s circumstances or choices and without reference to specific working conditions; whose level is determined based on considerations of the competitiveness of the pay package rather than a specific cost or expense borne by a job-holder in relation to the performance of his or her duties or a particular living cost.

Fixed Pay – Those elements of pay which are usually structured according to an organisation’s policy that is applied to all or most staff. They typically include basic salaries, guaranteed bonuses, and cash allowances that are unconditional and non-accountable.

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.

Lower Quartile or 25th percentile – In the case of private sector pay, the term refers to the level that separates the top 75% paying organisations (or individuals in the case of the average job-holder pay approach) from the 25% lower paying organisations or individuals as the case may be.

Median – In the case of private sector pay, the term refers to the level that separates the top 50% paying organisations (or individuals in the case of the average job-holder pay approach) from the remaining organisations or individuals as the case may be.

Pay – Cash compensation paid for the duties performed by an employee.

Pay Level Statistics – Any group of statistics that indicate the levels and prevalence of pay practices in a pay market, including upper quartile, median, lower quartile, average and weighted average.

Pay Policy – An organisation's guidelines on how to determine the level of a job-holder's compensation; may include a reference to a position in the pay market (e.g., median), a target pay level, a range of a minimum to a maximum, a defined level of cash allowances, and eligibility for variable pay.

Pay Practice or Organisation Practice – The actual manner in which an organisation's pay policy is put into practice, i.e. the amount of pay actually given to typical job-holders.

Position – a post in an organisation occupied by a single incumbent that may have a very specific set of duties which may differ from the duties of other positions.

Private Sector Organisations – For the purpose of this final report, the term should be interpreted broadly as including any non-government organisation regardless of ownership and nature of business or operations (public or private, local or multinational, profit-making or non-profit making).

Total Remuneration – The total value of all remuneration components including pay, allowances and employee benefits paid in cash or provided in kind, etc. an individual will receive for being an employee of the organisation.

Upper Quartile or 75th Percentile Level – In the case of private sector pay, the term refers to the level that separates the top 25% paying organisations (or individuals in the case of the average job-holder pay approach) from the 75% lower paying organisations or individuals as the case may be.

Variable Pay – Those elements of pay which are determined periodically with regard to individual or organisational performance, including profit sharing bonus, annual incentive payment, performance bonus, merit awards, sales commissions, attendance awards, etc. For the purpose of this report, the term refers to short-term or annual payments based on performance over a period of twelve months or less, whilst long-term incentives (such as stock options) are awards whose value may vary and are based on performance over more than 12 months.

Weighted Average – The mean of a set of values where the contribution of each value depends on another quantity (e.g., number of employees in a job).

Summary of the 1986 Pay Level Survey – the job factor comparison method and the lessons learnt

This annex discusses the use of the job factor comparison method in the 1986 Pay Level Survey. The objective of the 1986 Pay Level Survey was to examine whether the remuneration of civil servants was broadly in line with those of the private sector counterparts. The consultants were asked to make broad comparisons on pay levels and not to compare the pay levels of individual jobs. Having considered the proposals submitted by a number of consulting firms, the Standing Commission on Civil Service Salaries and Conditions of Service selected the Hay Guide Chart-Profile method of job evaluation proposed by the Hay Management Consultants for the purpose of the survey.

The Hay Guide Chart-Profile Method of Job Evaluation

This method is used by many organisations around the world in the private and public sectors, including civil services in Australia, Canada, New Zealand, Singapore, United Kingdom, and United States, as well as provincial, state and local governments in those countries. Under this survey method, a representative sample of civil service jobs and a similarly representative sample of jobs in the private sector were selected. Following an analysis of the job content of the selected samples based on certain specified job-related factors (e.g. level of accountability), a pay level comparison was made between civil service jobs and private sector jobs assessed to be comparable.

Each job under survey was evaluated by reference to the following three job factors and given a score for each factor –

Job Factor	Definition	Component Dimension
Know-How	The total of every kind of knowledge, skill and experience required for doing a job competently.	<ul style="list-style-type: none"> • Technical Know-How • Management Know-How • Human Relations Know-How
Problem Solving	The mental application, which employs know-how, to identify, define and resolve problem.	<ul style="list-style-type: none"> • Thinking Environment • Thinking Challenge
Accountability	The answerability for action and for the consequences of that action.	<ul style="list-style-type: none"> • Freedom To Act • Magnitude • Job Impact on End Results

A series of three **Guide Charts** have been drawn up for each of these factors. Scores are read from a matrix that combines the levels for the component dimensions of each evaluation factor. For each factor, the higher the level of difficulty involved in the job, the higher was the score given to the

job concerned. The scores for individual factors for each job under survey were then added to give a total score.

The total point score can be used as the basis for comparison of jobs across organisations. The remuneration packages of civil service jobs were compared with those of private sector jobs receiving the same range of total scores.

Comments of Staff Representatives Relating to Job Evaluation

The final report of the Commission of Inquiry summarised the staff side comments relating to the job evaluation methodology:

- The Hay methodology was considered suitable for determining the internal relativities of private sector jobs and senior management in the civil service but not suitable for external relativities comparison.
- The methodology of the survey was too broadbrush and had a limited statistical basis.
- The Hay methodology took into account only three factors i.e., know-how, problem-solving and accountability. This ignored other important factors, e.g., skill, experience, physical effort, working conditions, etc. It was therefore unsuitable for evaluating complex civil service jobs, nor did it take into account the special features of the police force or other disciplined services.
- The Hay methodology does not establish true comparability because it does not rest upon detailed comparisons of similar jobs. As a factor comparison method it is highly subjective, prone to error, and open to manipulation.
- The civil service sample job size was insufficient and incomplete.

The staff side also considered that the timetable for the survey was too tight; they were not provided with sufficient information to verify data or gain a thorough understanding of the Hay methodology; and staff participation was inadequate.

Lessons Learnt

The Committee of Inquiry made, among others, the following comments and reached a number of conclusions:

- the methodology used by Hay was sound and reputable but that job-for-job comparisons would have been preferable;
- there were no convincing grounds for disputing the broad thrust of the results;
- the staff side should be involved in developing the survey specification, the selection of the sample of civil service jobs for comparison purposes, and the methodology to be used to identify and evaluate jobs in the surveyed firms.

A preliminary list of civil service benchmark jobs and their corresponding private sector job matches categorised into the proposed job families and job levels

Notes

- Note 1 Job alignment of civil service benchmark jobs with private sector jobs will be based on factors including job content, level of responsibility, work nature, typical requirements on qualification and experience as defined in the job descriptions to be prepared for such purpose, and not on job titles which vary considerably within the private sector and between the private sector and the civil service. The private sector job matches set out in this annex serve as a broad reference of the possible private sector matches. They are subject to further refinement after the job inspection process to ascertain the details of the work nature and job requirements of the proposed civil service benchmark jobs.
- Note 2 The establishment figures show the position as at 31 December 2003.
- Note 3 Certain professional ranks have a long pay scale straddling between the proposed Job Level 3 (Master Pay Scale Pay Point 24-33 (MPS 24-33)) and Job Level 4 (MPS 34-44). We recommend categorising these civil service ranks into both Job Level 3 and Job Level 4 for pay comparison purpose. Such proposed job categorisation may be subject to further refinement after the job inspection process.
- Note 4 As set out in paragraph 2.60 of the main report, for the starting salaries survey of the pay level survey, we propose to group Qualification Group 4 (QG4) and QG5 together with an experience requirement of 2-3 years for the purpose of collecting pay data on starting salaries from the private sector as the entry requirements and the work nature of these two QGs are similar.
- Note 5 The establishment is grouped under the Chief Technical Officer rank of the Technical Officer Grade.
- Note 6 The private sector engineers and technicians/inspectors of works in the Works-related Family, same as their civil service counterparts, work in different disciplines (e.g. electrical and mechanical, electronics, etc.). In many private sector organisations, these engineer jobs and technician/inspector of works jobs in different disciplines can be broadbanded into a single broad job family "engineers" and "technicians/inspectors of works" respectively with jobs in each job family sharing a similar pay structure. The private sector matches for the Works-related Family set out in this annex (i.e. engineers and technicians/inspectors of works) reflect this broadbanding arrangement.

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
1	1	CLERICAL ASSISTANT	CLERICAL ASSISTANT	Junior Clerk	MPS	0	10	8 953		1
					CLERICAL ASSISTANT SUB-TOTAL				8 953	
1	1	CLERICAL OFFICER	ASSISTANT CLERICAL OFFICER	Clerk	MPS	2	15	8 898		2
1	2	CLERICAL OFFICER	CLERICAL OFFICER	Clerical Supervisor	MPS	16	21	2 797		2
					CLERICAL OFFICER SUB-TOTAL				11 695	
1	1	PERSONAL SECRETARY	PERSONAL SECRETARY II	Secretary II	MPS	3	15	1 498		2
1	2	PERSONAL SECRETARY	PERSONAL SECRETARY I	Secretary I	MPS	16	21	660		2
					PERSONAL SECRETARY SUB-TOTAL				2 158	
					Sub-total for Job Family 1				22 806	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
2	2	ACCOUNTING OFFICER	ACCOUNTING OFFICER II	Assistant Accounting Officer	MPS	11	27	113		9
2	3	ACCOUNTING OFFICER	ACCOUNTING OFFICER I	Accounting Officer	MPS	28	33	144		9
2	4	ACCOUNTING OFFICER	SENIOR ACCOUNTING OFFICER	Accounting Manager	MPS	34	44	26		9
ACCOUNTING OFFICER SUB-TOTAL									283	
2	2	ANALYST/PROGRAMMER	ANALYST/PROGRAMMER II	Analyst/Programmer	MPS	13	27	173		9
2	3	ANALYST/PROGRAMMER	ANALYST/PROGRAMMER I	Systems Analyst	MPS	28	33	341		9
2	4	ANALYST/PROGRAMMER	SYSTEMS MANAGER	IT Services Manager	MPS	34	44	162		9
2	5	ANALYST/PROGRAMMER	SENIOR SYSTEMS MANAGER	Senior IT Services Manager	MPS	45	49	71		9
ANALYST/PROGRAMMER SUB-TOTAL									747	
2	1	COMPUTER OPERATOR	COMPUTER OPERATOR II	Computer Operator II	MPS	4	15	187		12
2	2	COMPUTER OPERATOR	COMPUTER OPERATOR I	Computer Operator I	MPS	16	20	207		12
2	2	COMPUTER OPERATOR	SENIOR COMPUTER OPERATOR	Assistant Computer Operations Officer	MPS	21	28	73		12
2	3	COMPUTER OPERATOR	ASSISTANT COMPUTER OPERATION MANAGER	Computer Operations Officer	MPS	29	33	22		12
2	4	COMPUTER OPERATOR	COMPUTER OPERATION MANAGER	IT Services Manager	MPS	34	39	8		12
COMPUTER OPERATOR SUB-TOTAL									497	
2	2	ESTATE SURVEYOR	ASSISTANT ESTATE SURVEYOR	Assistant Estate Surveyor	MPS	13	22	4		8
2	3 and 4	ESTATE SURVEYOR	ESTATE SURVEYOR (Note 3)	Estate Surveyor	MPS	25	44	166		8
2	5	ESTATE SURVEYOR	SENIOR ESTATE SURVEYOR	Estate Surveyor Manager	MPS	45	49	80		8
ESTATE SURVEYOR SUB-TOTAL									250	
2	2	EXECUTIVE OFFICER	EXECUTIVE OFFICER II	Assistant HR Officer, Assistant Customer Services Officer, Assistant Accounting Officer	MPS	12	27	468		9
2	3	EXECUTIVE OFFICER	EXECUTIVE OFFICER I	HR Officer, Customer Services Officer, Accounting Officer	MPS	28	33	838		9
2	4	EXECUTIVE OFFICER	SENIOR EXECUTIVE OFFICER	HR Manager, Customer Services Manager, Accounting Manager	MPS	34	44	631		9
2	5	EXECUTIVE OFFICER	CHIEF EXECUTIVE OFFICER	Senior HR Manager, Senior Customer Services Manager, Senior Accounting Manager	MPS	45	49	190		9
EXECUTIVE OFFICER SUB-TOTAL									2 127	
2	3 and 4	GOVERNMENT COUNSEL	GOVERNMENT COUNSEL (Note 3)	Legal Counsel	MPS	27	44	78		8
2	5	GOVERNMENT COUNSEL	SENIOR GOVERNMENT COUNSEL	Senior Legal Counsel	MPS	45	49	165		8
GOVERNMENT COUNSEL SUB-TOTAL									243	
2	2	INFORMATION OFFICER	ASSISTANT INFORMATION OFFICER	Assistant PR Officer	MPS	11	27	60		12
2	3	INFORMATION OFFICER	INFORMATION OFFICER	PR Officer	MPS	28	33	101		12
2	4	INFORMATION OFFICER	SENIOR INFORMATION OFFICER	PR Manager (combined level)	MPS	34	39	92		12
2	4	INFORMATION OFFICER	PRINCIPAL INFORMATION OFFICER	PR Manager (combined level)	MPS	40	44	54		12
2	5	INFORMATION OFFICER	CHIEF INFORMATION OFFICER	Senior PR Manager	MPS	45	49	34		12
INFORMATION OFFICER SUB-TOTAL									341	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
2	2	LAW CLERK	LAW CLERK	Legal Assistant	MPS	4	26	177		7
2	3	LAW CLERK	SENIOR LAW CLERK II	Legal Officer	MPS	27	33	49		7
2	4	LAW CLERK	SENIOR LAW CLERK I	Senior Legal Officer	MPS	34	39	16		7
LAW CLERK SUB-TOTAL									242	
2	2	OFFICIAL LANGUAGES OFFICER	OFFICIAL LANGUAGES OFFICER II	Assistant Translation/Interpretation Officer	MPS	11	27	128		9
2	3	OFFICIAL LANGUAGES OFFICER	OFFICIAL LANGUAGES OFFICER I	Translation/Interpretation Officer	MPS	28	33	204		9
2	4	OFFICIAL LANGUAGES OFFICER	SENIOR OFFICIAL LANGUAGES OFFICER	Translation/Interpretation Manager	MPS	34	44	106		9
2	5	OFFICIAL LANGUAGES OFFICER	CHIEF OFFICIAL LANGUAGES OFFICER	Senior Translation/Interpretation Manager	MPS	45	49	20		9
OFFICIAL LANG OFFICER SUB-TOTAL									458	
2	2	STATISTICAL OFFICER	STATISTICAL OFFICER II	Statistical Assistant	MPS	6	21	321		3
2	3	STATISTICAL OFFICER	STATISTICAL OFFICER I	Assistant Statistical Officer	MPS	22	28	161		3
2	3	STATISTICAL OFFICER	SENIOR STATISTICAL OFFICER	Statistical Officer	MPS	29	33	38		3
STATISTICAL OFFICER SUB-TOTAL									520	
2	3 and 4	STATISTICIAN	STATISTICIAN (Note 3)	Statistical Research Officer	MPS	22	44	79		8
2	5	STATISTICIAN	SENIOR STATISTICIAN	Senior Statistical Research Manager	MPS	45	49	38		8
STATISTICIAN SUB-TOTAL									117	
2	2	SUPPLIES OFFICER	ASSISTANT SUPPLIES OFFICER	Procurement & Materials Management Assistant	MPS	4	26	65		7
2	3	SUPPLIES OFFICER	SUPPLIES OFFICER	Procurement & Materials Management Officer	MPS	27	33	74		7
2	4	SUPPLIES OFFICER	SENIOR SUPPLIES OFFICER	Procurement & Materials Management Manager (Combined level)	MPS	34	39	26		7
2	4	SUPPLIES OFFICER	CHIEF SUPPLIES OFFICER	Procurement & Materials Management Manager (Combined level)	MPS	40	44	11		7
2	5	SUPPLIES OFFICER	PRINCIPAL SUPPLIES OFFICER	Senior Procurement & Materials Management Manager	MPS	45	49	8		7
SUPPLIES OFFICER SUB-TOTAL									184	
2	1	SUPPLIES SUPERVISOR	SUPPLIES SUPERVISOR II	Warehouse Assistant	MPS	2	15	473		2
2	2	SUPPLIES SUPERVISOR	SUPPLIES SUPERVISOR I	Warehouse Supervisor	MPS	16	21	199		2
2	3	SUPPLIES SUPERVISOR	SENIOR SUPPLIES SUPERVISOR	Senior Warehouse Supervisor	MPS	22	27	23		2
SUPPLIES SUPERVISOR SUB-TOTAL									695	
2	2	TRAINING OFFICER	TRAINING OFFICER II	Assistant Training Officer	MPS	11	27	7		9
2	3	TRAINING OFFICER	TRAINING OFFICER I	Training Officer	MPS	28	33	34		9
2	4	TRAINING OFFICER	SENIOR TRAINING OFFICER	Training Manager	MPS	34	44	42		9
2	5	TRAINING OFFICER	CHIEF TRAINING OFFICER	Senior Training Manager	MPS	45	49	15		9
TRAINING OFFICER SUB-TOTAL									98	
2	3 and 4	TREASURY ACCOUNTANT	TREASURY ACCOUNTANT (Note 3)	Treasury Accountant	MPS	25	44	113		8
2	5	TREASURY ACCOUNTANT	SENIOR TREASURY ACCOUNTANT	Senior Accounting Manager (Treasury)	MPS	45	49	73		8
TREASURY ACCOUNTANT SUB-TOTAL									186	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
2	2	VALUATION OFFICER	VALUATION OFFICER	Valuation Assistant	MPS	7	22	294		3
2	3	VALUATION OFFICER	SENIOR VALUATION OFFICER	Valuation Officer	MPS	23	29	89		3
2	4	VALUATION OFFICER	PRINCIPAL VALUATION OFFICER	Senior Valuation Officer	MPS	30	37	17		3
VALUATION OFFICER SUB-TOTAL									400	
2	2	VALUATION SURVEYOR	ASSISTANT VALUATION SURVEYOR	Assistant Valuation Surveyor	MPS	13	22	5		8
2	3 and 4	VALUATION SURVEYOR	VALUATION SURVEYOR (Note 3)	Valuation Surveyor	MPS	25	44	78		8
2	5	VALUATION SURVEYOR	SENIOR VALUATION SURVEYOR	Senior Valuation Manager	MPS	45	49	35		8
VALUATION SURVEYOR SUB-TOTAL									118	
Sub-total for Job Family 2									7 506	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
3	1	AMENITIES ASSISTANT	AMENITIES ASSISTANT III	Property/Facilities Assistant	MPS	7	11	330		4 and 5
3	2	AMENITIES ASSISTANT	AMENITIES ASSISTANT II	Senior Property/Facilities Assistant	MPS	12	15	324		4 and 5
3	2	AMENITIES ASSISTANT	AMENITIES ASSISTANT I	Property/Facilities Supervisor	MPS	16	20	193		4 and 5
3	2	AMENITIES ASSISTANT	SENIOR AMENITIES ASSISTANT	Senior Property/Facilities Supervisor	MPS	21	25	88		4 and 5
AMENITIES ASSISTANT SUB-TOTAL									935	
3	2	ASSESSOR	ASSISTANT ASSESSOR	Assistant Accounting Officer	MPS	11	22	337		8
3	3	ASSESSOR	SENIOR ASSISTANT ASSESSOR	Accounting Officer	MPS	28	33	11		8
3	3 and 4	ASSESSOR	ASSESSOR (Note 3)	Accounting Manager	MPS	25	44	269		8
3	5	ASSESSOR	SENIOR ASSESSOR	Senior Accounting Manager	MPS	45	49	84		8
ASSESSOR SUB-TOTAL									701	
3	2	CONTROLLER OF POSTS	ASSISTANT CONTROLLER OF POSTS II	Logistics/Delivery Services Assistant	MPS	6	27	29		7
3	3	CONTROLLER OF POSTS	ASSISTANT CONTROLLER OF POSTS I	Logistics/Delivery Services Officer	MPS	28	33	40		7
3	4	CONTROLLER OF POSTS	CONTROLLER OF POSTS	Logistics Manager	MPS	34	44	24		7
3	5	CONTROLLER OF POSTS	SENIOR CONTROLLER OF POSTS	Senior Logistics Manager	MPS	45	49	12		7
CONTROLLER OF POSTS SUB-TOTAL									105	
3	1	CULTURAL SERVICES ASSISTANT	CULTURAL SERVICES ASSISTANT II	Customer Services Representative	MPS	0	8	426		1
3	1	CULTURAL SERVICES ASSISTANT	CULTURAL SERVICES ASSISTANT I	Senior Customer Services Representative	MPS	9	11	99		1
3	2	CULTURAL SERVICES ASSISTANT	SENIOR CULTURAL SERVICES ASSISTANT	Customer Services Supervisor	MPS	12	15	76		1
CULTURAL SERVICES ASSISTANT SUB-TOTAL									601	
3	2	HOUSING MANAGER	HOUSING OFFICER	Assistant Estate Officer	MPS	5	27	1 753		7
3	3	HOUSING MANAGER	ASSISTANT HOUSING MANAGER	Estate Officer	MPS	28	33	545		7
3	4	HOUSING MANAGER	HOUSING MANAGER	Estate Manager	MPS	34	44	160		7
3	5	HOUSING MANAGER	SENIOR HOUSING MANAGER	Senior Estate Manager	MPS	45	49	35		7
HOUSING MANAGER SUB-TOTAL									2 493	
3	2	LABOUR OFFICER	ASSISTANT LABOUR OFFICER II	Assistant Employment Services Officer/Assistant Employee Relations Officer	MPS	11	27	53		9
3	3	LABOUR OFFICER	ASSISTANT LABOUR OFFICER I	Employment Services Officer/Employee Relations Officer	MPS	28	33	105		9
3	4	LABOUR OFFICER	LABOUR OFFICER	Employment Services Manager/Employee Relations Manager	MPS	34	44	109		9
3	5	LABOUR OFFICER	SENIOR LABOUR OFFICER	Senior Employment Services Manager/Senior Employee Relations Manager	MPS	45	49	28		9
LABOUR OFFICER SUB-TOTAL									295	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
3	2	LEISURE SERVICES MANAGER	ASSISTANT LEISURE SERVICES MANAGER II	Assistant PR Officer / Assistant Customer Services Officer	MPS	11	23	196		12
3	3	LEISURE SERVICES MANAGER	ASSISTANT LEISURE SERVICES MANAGER I	PR Officer / Customer Services Officer	MPS	24	33	153		12
3	4	LEISURE SERVICES MANAGER	LEISURE SERVICES MANAGER	PR Manager / Customer Services Manager (combined)	MPS	34	39	94		12
3	4	LEISURE SERVICES MANAGER	SENIOR LEISURE SERVICES MANAGER	PR Manager / Customer Services Manager (combined)	MPS	40	44	44		12
3	5	LEISURE SERVICES MANAGER	CHIEF LEISURE SERVICES MANAGER	Senior PR Manager / Senior Customer Services Manager	MPS	45	49	18		12
LEISURE SERVICES MANAGER SUB-TOTAL									505	
3	2	LIAISON OFFICER	LIAISON OFFICER II	Assistant Community Relations Officer	MPS	7	27	255		7
3	3	LIAISON OFFICER	LIAISON OFFICER I	Community Relations Officer	MPS	28	33	141		7
3	4	LIAISON OFFICER	SENIOR LIAISON OFFICER	Community Relations Manager (combined)	MPS	34	39	36		7
3	4	LIAISON OFFICER	CHIEF LIAISON OFFICER	Community Relations Manager (combined)	MPS	40	44	3		7
3	5	LIAISON OFFICER	PRINCIPAL LIAISON OFFICER	Senior Community Relations Manager	MPS	45	49	2		7
LIAISON OFFICER SUB-TOTAL									437	
3	2	MANAGER, CULTURAL SERVICES	ASSISTANT MANAGER, CULTURAL SERVICES	Assistant Marketing Officer	MPS	11	27	111		9
3	3	MANAGER, CULTURAL SERVICES	MANAGER, CULTURAL SERVICES	Marketing Officer	MPS	28	33	62		9
3	4	MANAGER, CULTURAL SERVICES	SENIOR MANAGER, CULTURAL SERVICES	Marketing Manager	MPS	34	44	30		9
3	5	MANAGER, CULTURAL SERVICES	CHIEF MANAGER, CULTURAL SERVICES	Senior Marketing Manager	MPS	45	49	8		9
MANAGER, CULTURAL SERVICES SUB-TOTAL									211	
3	2	OCCUPATIONAL SAFETY OFFICER	OCCUPATIONAL SAFETY OFFICER	Assistant Safety/Health Officer	MPS	11	28	126		3
3	3	OCCUPATIONAL SAFETY OFFICER	OCCUPATIONAL SAFETY OFFICER I	Safety/Health Officer	MPS	29	33	148		3
3	4	OCCUPATIONAL SAFETY OFFICER	DIVISIONAL OCCUPATIONAL SAFETY OFFICER	Safety/Health Manager (Combined)	MPS	34	39	73		3
3	4	OCCUPATIONAL SAFETY OFFICER	SENIOR DIVISIONAL OCCUPATIONAL SAFETY OFFICER	Safety/Health Manager (Combined)	MPS	40	44	17		3
3	5	OCCUPATIONAL SAFETY OFFICER	DEPUTY CHIEF OCCUPATIONAL SAFETY OFFICER	Senior Safety/Health Manager	MPS	45	49	10		3
OCCUPATIONAL SAFETY OFFICER SUB-TOTAL									374	

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3	1	PROGRAMME OFFICER	PROGRAMME ASSISTANT	TV/Radio Production Assistant	MPS	2	13	38		12
3	2	PROGRAMME OFFICER	ASSISTANT PROGRAMME OFFICER	Assistant TV/Radio Production Officer	MPS	14	27	161		12
3	3	PROGRAMME OFFICER	PROGRAMME OFFICER	TV/Radio Production Officer	MPS	28	33	166		12
3	4	PROGRAMME OFFICER	SENIOR PROGRAMME OFFICER	TV/Radio Production Manager (combined)	MPS	34	39	55		12
3	4	PROGRAMME OFFICER	PRINCIPAL PROGRAMME OFFICER	TV/Radio Production Manager (combined)	MPS	40	44	24		12
3	5	PROGRAMME OFFICER	CHIEF PROGRAMME OFFICER	Senior Programme / Production Manager	MPS	45	49	11		12
PROGRAMME OFFICER SUB-TOTAL									455	
3	2	TRANSPORT OFFICER	TRANSPORT OFFICER II	Assistant Transport Services Officer	MPS	11	27	25		9
3	3	TRANSPORT OFFICER	TRANSPORT OFFICER I	Transport Services Officer	MPS	28	33	30		9
3	4	TRANSPORT OFFICER	SENIOR TRANSPORT OFFICER	Transport Services Manager	MPS	34	44	46		9
3	5	TRANSPORT OFFICER	CHIEF TRANSPORT OFFICER	Senior Transport Services Manager	MPS	45	49	26		9
TRANSPORT OFFICER SUB-TOTAL									127	
Sub-total for Job Family 3									7 239	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
4	2	ARCHITECT	ASSISTANT ARCHITECT	Assistant Architect	MPS	14	22	0		8
4	3 and 4	ARCHITECT	ARCHITECT (Note 3)	Architect	MPS	27	44	182		8
4	5	ARCHITECT	SENIOR ARCHITECT	Senior Architectural Manager	MPS	45	49	82		8
ARCHITECT SUB-TOTAL									264	
4	2	BUILDING SERVICES ENGINEER	ASSISTANT BUILDING SERVICES ENGINEER	Assistant Engineer	MPS	13	22	0		8
4	3 and 4	BUILDING SERVICES ENGINEER	BUILDING SERVICES ENGINEER (Note 3)	Engineer	MPS	27	44	179		8
4	5	BUILDING SERVICES ENGINEER	SENIOR BUILDING SERVICES ENGINEER	Senior Engineering Manager	MPS	45	49	58		8
BUILDING SERVICES ENGINEER SUB-TOTAL									237	
4	2	BUILDING SERVICES INSPECTOR	ASSISTANT BUILDING SERVICES INSPECTOR	Technician	MPS	11	23	330		4 and 5
4	3	BUILDING SERVICES INSPECTOR	BUILDING SERVICES INSPECTOR	Senior Technician	MPS	24	33	181		4 and 5
4	4	BUILDING SERVICES INSPECTOR	SENIOR BUILDING SERVICES INSPECTOR	Senior Inspector of Works	MPS	34	37	59		4 and 5
4	4	BUILDING SERVICES INSPECTOR	CHIEF TECHNICAL OFFICER (BUILDING SERVICES INSPECTOR)	Senior Inspector of Works	MPS	38	41	9		4 and 5
BUILDING SERVICES INSPECTOR SUB-TOTAL									579	
4	2	BUILDING SURVEYOR	ASSISTANT BUILDING SURVEYOR	Assistant Engineer / Assistant Surveyor	MPS	13	22	0		8
4	3 and 4	BUILDING SURVEYOR	BUILDING SURVEYOR (Note 3)	Engineer / Surveyor	MPS	25	44	119		8
4	5	BUILDING SURVEYOR	SENIOR BUILDING SURVEYOR	Senior Engineering Manager / Senior Surveying Manager	MPS	45	49	69		8
BUILDING SURVEYOR SUB-TOTAL									188	
4	2	CLERK OF WORKS	ASSISTANT CLERK OF WORKS	Assistant Clerk of Works	MPS	11	23	548		4 and 5
4	3	CLERK OF WORKS	CLERK OF WORKS	Clerk of Works	MPS	24	33	300		4 and 5
4	4	CLERK OF WORKS	SENIOR CLERK OF WORKS	Senior Clerk of Works	MPS	34	37	91		4 and 5
4	4	CLERK OF WORKS	CHIEF TECHNICAL OFFICER	Senior Clerk of Works	MPS	38	41	(Note 5)		4 and 5
CLERK OF WORKS SUB-TOTAL									939	
4	2	ELECTRICAL AND MECHANICAL ENGINEER	ASSISTANT ELECTRICAL AND MECHANICAL ENGINEER	Assistant Engineer	MPS	13	22	0		8
4	3 and 4	ELECTRICAL AND MECHANICAL ENGINEER	ELECTRICAL AND MECHANICAL ENGINEER (Note 3)	Engineer	MPS	27	44	147		8
4	5	ELECTRICAL AND MECHANICAL ENGINEER	SENIOR ELECTRICAL AND MECHANICAL ENGINEER	Senior Engineering Manager	MPS	45	49	72		8
ELECTRICAL AND MECHANICAL ENGINEER SUB-TOTAL									219	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
4	2	ELECTRICAL INSPECTOR	ASSISTANT ELECTRICAL INSPECTOR	Technician	MPS	11	23	96		4 and 5
4	3	ELECTRICAL INSPECTOR	ELECTRICAL INSPECTOR	Senior Technician	MPS	24	33	97		4 and 5
4	4	ELECTRICAL INSPECTOR	SENIOR ELECTRICAL INSPECTOR	Senior Inspector of Works	MPS	34	37	34		4 and 5
4	4	ELECTRICAL INSPECTOR	CHIEF TECHNICAL OFFICER (ELECTRICAL INSPECTOR)	Senior Inspector of Works	MPS	38	41	1		4 and 5
ELECTRICAL INSPECTOR SUB-TOTAL									228	
4	2	ELECTRONICS ENGINEER	ASSISTANT ELECTRONICS ENGINEER	Assistant Engineer	MPS	13	22	0		8
4	3 and 4	ELECTRONICS ENGINEER	ELECTRONICS ENGINEER (Note 3)	Engineer	MPS	27	44	78		8
4	5	ELECTRONICS ENGINEER	SENIOR ELECTRONICS ENGINEER	Senior Engineering Manager	MPS	45	49	24		8
ELECTRONICS ENGINEER SUB-TOTAL									102	
4	2	ELECTRONICS INSPECTOR	ASSISTANT ELECTRONICS INSPECTOR	Technician	MPS	11	23	232		4 and 5
4	3	ELECTRONICS INSPECTOR	ELECTRONICS INSPECTOR	Senior Technician	MPS	24	33	81		4 and 5
4	4	ELECTRONICS INSPECTOR	SENIOR ELECTRONICS INSPECTOR	Senior Inspector of Works	MPS	34	37	18		4 and 5
4	4	ELECTRONICS INSPECTOR	CHIEF ELECTRONICS INSPECTOR	Senior Inspector of Works	MPS	38	44	5		4 and 5
ELECTRONICS INSPECTOR SUB-TOTAL									336	
4	2	ENGINEER	ASSISTANT ENGINEER	Assistant Engineer	MPS	14	22	0		8
4	3 and 4	ENGINEER	ENGINEER (Note 3)	Engineer	MPS	27	44	839		8
4	5	ENGINEER	SENIOR ENGINEER	Senior Engineering Manager	MPS	45	49	410		8
ENGINEER SUB-TOTAL									1 249	
4	2	ENVIRONMENTAL PROTECTION INSPECTOR	ENVIRONMENTAL PROTECTION INSPECTOR	Environmental Protection Technician	MPS	6	21	441		3
4	3	ENVIRONMENTAL PROTECTION INSPECTOR	SENIOR ENVIRONMENTAL PROTECTION INSPECTOR	Senior Environmental Protection Technician	MPS	22	28	261		3
4	3	ENVIRONMENTAL PROTECTION INSPECTOR	CHIEF ENVIRONMENTAL PROTECTION INSPECTOR	Senior Environmental Protection Technician	MPS	29	33	52		3
ENVIRONMENTAL PROTECTION INSPECTOR SUB-TOTAL									754	
4	2	ENVIRONMENTAL PROTECTION OFFICER	ASSISTANT ENVIRONMENTAL PROTECTION OFFICER	Assistant Engineer / Assistant Environmental Officer	MPS	11	16	0		8
4	3 and 4	ENVIRONMENTAL PROTECTION OFFICER	ENVIRONMENTAL PROTECTION OFFICER (Note 3)	Engineer / Environmental Officer	MPS	22	44	321		8
4	5	ENVIRONMENTAL PROTECTION OFFICER	SENIOR ENVIRONMENTAL PROTECTION OFFICER	Senior Engineering Manager / Senior Environmental Officer	MPS	45	49	111		8
ENVIRONMENTAL PROTECTION OFFICER SUB-TOTAL									432	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
4	2	GEOTECHNICAL ENGINEER	ASSISTANT GEOTECHNICAL ENGINEER	Assistant Engineer	MPS	14	22	0		8
4	3 and 4	GEOTECHNICAL ENGINEER	GEOTECHNICAL ENGINEER (Note 3)	Engineer	MPS	27	44	181		8
4	5	GEOTECHNICAL ENGINEER	SENIOR GEOTECHNICAL	Senior Engineering Manager	MPS	45	49	71		8
GEOTECHNICAL ENGINEER SUB-TOTAL									252	
4	2	INSPECTOR OF WORKS	ASSISTANT INSPECTOR OF WORKS	Technician / Assistant Inspector of Works	MPS	11	23	306		4 and 5
4	3	INSPECTOR OF WORKS	INSPECTOR OF WORKS	Senior Technician / Inspector of Works	MPS	24	33	228		4 and 5
4	4	INSPECTOR OF WORKS	SENIOR INSPECTOR OF WORKS	Senior Inspector of Works	MPS	34	37	82		4 and 5
4	4	INSPECTOR OF WORKS	CHIEF TECHNICAL OFFICER (INSPECTOR OF WORKS)	Senior Inspector of Works	MPS	38	41	19		4 and 5
INSPECTOR OF WORKS SUB-TOTAL									635	
4	2	MAINTENANCE SURVEYOR	ASSISTANT MAINTENANCE SURVEYOR	Assistant Engineer / Assistant Quantity Surveyor	MPS	13	22	8		8
4	3 and 4	MAINTENANCE SURVEYOR	MAINTENANCE SURVEYOR (Note 3)	Engineer / Quantity Surveyor	MPS	25	44	106		8
4	5	MAINTENANCE SURVEYOR	SENIOR MAINTENANCE SURVEYOR	Senior Engineering Manager / Senior Quantity Surveying Manager	MPS	45	49	36		8
MAINTENANCE SURVEYOR SUB-TOTAL									150	
4	2	MECHANICAL INSPECTOR	ASSISTANT MECHANICAL INSPECTOR	Technician	MPS	11	23	78		4 and 5
4	3	MECHANICAL INSPECTOR	MECHANICAL INSPECTOR	Senior Technician	MPS	24	33	113		4 and 5
4	4	MECHANICAL INSPECTOR	SENIOR MECHANICAL INSPECTOR	Senior Inspector of Works	MPS	34	37	59		4 and 5
4	4	MECHANICAL INSPECTOR	CHIEF TECHNICAL OFFICER (MECHANICAL INSPECTOR)	Senior Inspector of Works	MPS	38	41	3		4 and 5
MECHANICAL INSPECTOR SUB-TOTAL									253	
4	2	QUANTITY SURVEYOR	ASSISTANT QUANTITY SURVEYOR	Assistant Engineer / Assistant Quantity Surveyor	MPS	14	22	0		8
4	3 and 4	QUANTITY SURVEYOR	QUANTITY SURVEYOR (Note 3)	Engineer / Quantity Surveyor	MPS	26	44	115		8
4	5	QUANTITY SURVEYOR	SENIOR QUANTITY SURVEYOR	Senior Engineering Manager / Senior Quantity Surveying Manager	MPS	45	49	41		8
QUANTITY SURVEYOR SUB-TOTAL									156	
4	2	STRUCTURAL ENGINEER	ASSISTANT STRUCTURAL ENGINEER	Assistant Engineer	MPS	14	22	0		8
4	3 and 4	STRUCTURAL ENGINEER	STRUCTURAL ENGINEER (Note 3)	Engineer	MPS	27	44	249		8
4	5	STRUCTURAL ENGINEER	SENIOR STRUCTURAL ENGINEER	Senior Engineering Manager	MPS	45	49	91		8
STRUCTURAL ENGINEER SUB-TOTAL									340	
4	2	SURVEY OFFICER	SURVEY OFFICER	Technician	MPS	7	22	1 036		3
4	3	SURVEY OFFICER	SENIOR SURVEY OFFICER	Senior Technician	MPS	23	29	491		3
4	4	SURVEY OFFICER	PRINCIPAL SURVEY OFFICER	Senior Inspector of Works	MPS	30	37	105		3
4	4	SURVEY OFFICER	CHIEF SURVEY OFFICER	Senior Inspector of Works	MPS	38	41	8		3
SURVEY OFFICER SUB-TOTAL									1 640	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
4	2	TECHNICAL OFFICER	TECHNICAL OFFICER	Technician	MPS	7	22	1 713		3
4	3	TECHNICAL OFFICER	SENIOR TECHNICAL OFFICER	Senior Technician	MPS	23	29	779		3
4	4	TECHNICAL OFFICER	PRINCIPAL TECHNICAL OFFICER	Senior Inspector of Works	MPS	30	37	154		3
4	4	TECHNICAL OFFICER	CHIEF TECHNICAL OFFICER	Senior Inspector of Works	MPS	38	41	102		3
TECHNICAL OFFICER SUB-TOTAL									2 748	
4	2	WATERWORKS INSPECTOR	ASSISTANT WATERWORKS INSPECTOR	Technician	MPS	11	23	250		4 and 5
4	3	WATERWORKS INSPECTOR	WATERWORKS INSPECTOR	Senior Technician	MPS	24	33	118		4 and 5
4	4	WATERWORKS INSPECTOR	SENIOR WATERWORKS	Senior Inspector of Works	MPS	34	37	62		4 and 5
4	4	WATERWORKS INSPECTOR	CHIEF TECHNICAL OFFICER	Senior Inspector of Works	MPS	38	41	(Note 5)		4 and 5
WATERWORKS INSPECTOR SUB-TOTAL									430	
4	1	WORKS SUPERVISOR	WORKS SUPERVISOR II	Foreman	MPS	9	12	1 850		4 and 5
4	2	WORKS SUPERVISOR	WORKS SUPERVISOR I	Foreman	MPS	13	16	1 759		4 and 5
WORKS SUPERVISOR SUB-TOTAL									3 609	
Sub-total for Job Family 4									15 740	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
5	1	ARTISAN	ARTISAN	Tradesman	MPS	5	8	4 359		6
ARTISAN SUB-TOTAL									4 359	
5	1	ESTATE ASSISTANT	ESTATE ASSISTANT	Properties/Facilities Assistant	MPS	2	9	449		12
5	1	ESTATE ASSISTANT	SENIOR ESTATE ASSISTANT	Senior Properties/Facilities Assistant	MPS	10	11	100		12
ESTATE ASSISTANT SUB-TOTAL									549	
5	1	FOREMAN	FOREMAN	Foreman	MPS	7	11	859		4 and 5
5	2	FOREMAN	SENIOR FOREMAN	Foreman	MPS	12	15	319		4 and 5
5	2	FOREMAN	OVERSEER	Senior Foreman	MPS	16	20	159		4 and 5
5	2	FOREMAN	SENIOR OVERSEER	Senior Foreman	MPS	21	25	22		4 and 5
FOREMAN SUB-TOTAL									1 359	
5	1	GANGER	GANGER	Workman Supervisor	MOD I	3	13	235		10
GANGER SUB-TOTAL									235	
5	1	MOTOR DRIVER	MOTOR DRIVER	Driver	MPS	5	8	2 004		6
MOTOR DRIVER SUB-TOTAL									2 004	
5	1	PROPERTY ATTENDANT	PROPERTY ATTENDANT	Security Guard	MOD I	3	13	361		10
PROPERTY ATTENDANT SUB-TOTAL									361	
5	1	SENIOR ARTISAN	SENIOR ARTISAN	Senior Tradesman	MPS	8	10	949		6
SENIOR ARTISAN SUB-TOTAL									949	
5	1	WORKMAN I	WORKMAN I	Workman	MOD I	3	13	3 485		10
WORKMAN I SUB-TOTAL									3 485	
5	1	WORKMAN II	WORKMAN II	Workman	MOD I	0	8	9 462		10
WORKMAN II SUB-TOTAL									9 462	
Sub-total for Job Family 5									22 763	
Grand-total for all five job families									76 054	

Job Families	Job Level	Proposed Civil Service Benchmark Grade	Proposed Civil Service Benchmark Rank	Proposed Private Sector Job Matches (Note 1)	Pay Scale	Minimum Point	Maximum Point	Establishment of rank (Note 2)	Establishment of grade (Note 2)	Qualification Group (Note 4)
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Key

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

Qualification Groups of the proposed civil service benchmark jobs

- 1 Grades not requiring five passes in HKCEE
- 2 School Certificate Grades
- 3 Higher Diploma and Diploma Grades
- 4 Technical Inspectorate and Related Grades - Higher Certificate plus experience
- 5 Technician, Supervisory and Related Grades Group I : certificate or apprenticeship plus experience
- 6 Technician, Supervisory and Related Grades Group II : craft and skill plus experience, or apprenticeship plus experience
- 7 Grades requiring two passes at Advanced Level in Hong Kong Advanced Level Examination plus three credits in HKCEE
- 8 Professional and Related Grades
- 9 Degree and Related Grades
- 10 Model Scale I Grades
- 12 Other Grades

Overall Statistics

(a) Representativeness of the proposed civil service benchmark jobs

Establishment of the civil service benchmark jobs: 76054 (44.33% of total civil service establishment)
(73.72% of the remaining total civil service establishment if we do not count the establishment of the disciplined services ranks (proposed to be excluded from the survey field in view of the absence of comparable private sector jobs), the civil service ranks on the directorate pay scales (proposed to be excluded from the survey field because the pay comparison of both directorate and non-directorate ranks involve a combination of methods and the findings cannot provide a coherent picture for data consolidation) and the civil service ranks in the medical and health care field, the education field and the social welfare field (the pay of their private sector matches are determined mainly by reference to civil service pay) .

(b) Representativeness of the proposed civil service benchmark jobs in each job family

Job Family	Establishment of jobs in the job family	% of Survey Field
1	22806	30.0%
2	7506	9.9%
3	7239	9.5%
4	15740	20.7%
5	22763	29.9%
Total	76054	100.0%

(c) Representativeness of the proposed civil service benchmark jobs at each job level

Job Level	Establishment of jobs at the job level	% of Survey Field
1	45015	59.2%
2	16775	22.1%
3 #	6220	8.2%
4 #	6016	7.9%
5	2028	2.7%
Total	76054	100.0%

(d) Civil service jobs proposed to be excluded from the survey field

Establishment : 95520 (55.67% of total civil service establishment)

Note: Among these 95520 civil service posts:

- (a) 51442 of them are disciplined services grades and ranks;
- (b) 7835 of them belong to the medical and health care field;
- (c) 3345 of them belong to the social welfare field;
- (d) 4529 of them belong to the education field;
- (c) 1259 of them belong to the ranks on the Directorate Pay Scale and the Directorate (Legal) Pay Scale; and
- (d) the remaining 27110 of them belong to grades with an establishment size below 100 posts or with no private sector matches

Certain professional ranks have a long pay scale straddling between the proposed Job Level 3 (Master Pay Scale Pay Point 24-33 (MPS 24-33) and Job Level 4 (MPS 34-44)). We recommend that these civil service ranks be categorised into both Job Level 3 and Job Level 4 for the pay comparison purpose, as shown in the attached list of proposed benchmark grades and ranks. Such proposed job categorisation may be subject to further refinement after the job inspection process. For the purpose of the above statistical analysis, these professional ranks are categorised into Job Level 4.

Sample Job Descriptions for identifying the proposed Private Sector Benchmark Jobs

(Note: The sample job descriptions contained in this annex may be subject to further review having regard to further information about the comparable civil service benchmark jobs)

(a) Job Descriptions for identifying the following Private Sector Jobs in Clerical and Secretarial Family

<p>JOB FAMILY: CLERICAL AND SECRETARIAL JOB LEVEL: 2 TITLE: CLERICAL SUPERVISOR</p>
<p>ROLE PURPOSE:</p> <p>This is a clerical job where the job-holder either supervises the day-to-day work of junior clerical staff or performs more complex clerical work on his own. He supervises the day-to-day work of a small team of clerical staff usually engaged in a small group of related, routine tasks of information collection, collation and processing according to established procedures. Duties include task assignment, monitoring of progress, and checking of results. The job-holder also handles non-routine cases. The job requires a strong understanding of the operational procedures of the unit, the rules and guidelines for processing the information and how the information will be further processed and used by staff at a higher level or in other teams.</p>
<p>TYPICAL RESPONSIBILITIES:</p> <ul style="list-style-type: none"> • Assigns tasks/cases to clerks or other subordinates according to workload, priorities, and established patterns and practices. • Checks work (all work or sample) of subordinates for accuracy and completeness. • Monitors progress of workload against required schedules, and re-allocates assignments as necessary or requests additional resources or time when appropriate. • Provides guidance to subordinates on resolution of non-routine cases by referring to past experience in similar cases, seeking clarifications from relevant parties, or referring to higher levels of management when required. • May also take direct responsibility for performance of more complicated clerical tasks or case referral to other teams or units • Prepares or coordinates preparation of summaries, reports or documents according to established procedures or format • Assists in review of clerical processes. • Provides guidance to subordinates.

MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT

- School certificate with pass in subjects including English, Chinese and Maths
- Eight to twelve years of experience in both routine and more complex clerical tasks covering a range of related processes
- Use basic computer systems and competent in applying relevant software applications for data entry and report generation
- Speak and write basic English, able to read and process English documents
- Read and write Chinese; speak Cantonese

JOB FAMILY: CLERICAL AND SECRETARIAL

JOB LEVEL: 1

TITLE: CLERK

ROLE PURPOSE:

This is a basic clerical position responsible for a range of general office support services. The scope of the services is well-defined involving processing of information according to well-defined, standardised guidelines and procedures. Basic understanding of the operation of the office and the procedures involved is required.

TYPICAL RESPONSIBILITIES:

- Performs basic clerical tasks following clearly-defined steps or routine procedures.
- Checks forms or other documents and systems to ensure that all required information is present, accurate, and consistent, and have sought the necessary approvals, before further processing of information.
- Contacts information providers to supply missing data or reconcile inconsistent or inaccurate information.
- Performs clerical support tasks such as document processing, record keeping and report compilation.
- Collects data and other information and conducts simple statistical analysis, including calculations of sums, percentages, etc.
- Enters or extracts specified information/data using standard codes and database.
- Performs other office support services, e.g. logistical support form meetings, payment of bills under supervision
- Responds to requests for information from internal or external parties.

MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT

- School certificate with pass in subjects including English, Chinese and Maths
- One to two years of experience in routine clerical processes
- Use basic computer systems and competent in applying relevant software applications for data entry and report generation
- Speak and write basic English, able to read and process English documents
- Read and write Chinese; speak Cantonese

(b) Job Descriptions for identifying the following Private Sector Jobs in
Internal Support Family

JOB FAMILY: INTERNAL SUPPORT
JOB LEVEL: 5
TITLE: SENIOR HR MANAGER

ROLE PURPOSE:

This is a more experienced managerial-level job that implements plans and programs to ensure the effective utilisation of human resources in the organisation. May be the lead HR professional in a small to medium-sized organisation, or a functional specialist (e.g. compensation, training and development, etc.) or HR services generalist in a larger organisation. The job may require generalised knowledge of different areas of human resources, such as recruitment, compensation and benefits, training and development, employee relations, etc. or considerable depth of experience in one specialist area. The emphasis is on execution of HR functions as well as implementation and development of broader organisational HR plans.

TYPICAL RESPONSIBILITIES:

- Overseeing the execution of HR functions (e.g. recruitment, staff development, compensation packages)
- Manages deployment of HR resources against organisational targets, provides input to the budget setting process.
- Provides professional HR service to the organisation or a large operating unit of the organisation.
- Provides expert advice and input to the human resources strategic planning process in relevant specialist area.
- Monitors standards and processes, HR management programs and plans implementation and recommends/implements changes to procedures.
- Provides support and guidance to line managers and other colleagues; undertakes coaching and mentoring as required.
- Produces management reports which set out and analyse implications of HR issues for the business and recommend the appropriate way forward.

MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT

- Degree-holder
- Ten to Twelve years of experience in human resources or other management field, with considerable experience in HR management

JOB FAMILY: INTERNAL SUPPORT
JOB LEVEL: 4
TITLE: HUMAN RESOURCES MANAGER

ROLE PURPOSE:

This is an experienced professional-level job. The job-holder should have broad knowledge and experience in various HR functions (e.g. recruitment, compensation, staff development and deployment). The job mainly requires execution of specialised HR functions and serves as the front-line manager of HR resources. The job-holder also assists in the development of HR plans and procedures. Performing the above functions involves assessment and analysis of information about general HR issues or cases based on a solid understanding of HR concepts and principles involved and how these impact on business. Job-holders at this level are typically responsible for either leading or supervising small teams of professional and support staff in a specialist area or in providing general HR services to a small employee population.

TYPICAL RESPONSIBILITIES:

- Overall responsibility for the execution of specified HR functions and monitoring routine HR-related tasks according to the established organisational goals and HR policies and plans.
- Provides general HR information, advice and services to the line managers relating to HR processes e.g. compensation and benefits, employee relations, training and development, recruitment.
- Produces regular management reports including analyses of HR information (costs, organisation structure, pay and benefits, etc.) and assessment and analysis of individual cases
- Contributes to the development of HR processes, systems and procedures as well as HR plans and budgets.
- Undertakes and coordinates HR projects (e.g. recruitment exercises, performance review), monitoring progress and ensuring the desired results are delivered.
- Participates in the recruitment process, discussing staff needs with line managers, screening applications and conducting interviews.
- Investigates and advises both management and employees on personnel matters.

MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT

- Degree-holder
- Generalist or specialist HR experience of approximately seven to eight years
- Some managerial or supervisory experience

JOB FAMILY: INTERNAL SUPPORT
JOB LEVEL: 3
TITLE: HUMAN RESOURCES OFFICER

ROLE PURPOSE:

This is a junior HR professional. The job provides assistance to senior HR managers in performing HR functions according to established policies and procedures. The job involves processing and analysis of cases having regard to the established procedures and organisational practice. This position requires sound knowledge of HR-related procedures and practice of the organisation. The job-holder usually works independently but with guidance to set work targets and goals and to check the end-results.

TYPICAL RESPONSIBILITIES:

- Participates in basic personnel services such as recruitment of junior staff and benefits administration and processing.
- Carries out compensation analyses, training needs analyses, and submits reports as required.
- Collects data and other information and conducts case-analysis according to established principles and procedures.
- Plans, organises and coordinate the day to day work of other junior staff
- May participate in ad-hoc projects as required.
- Responds to requests for internal customer information.

MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT

- Degree-holder
- At least three to five years of relevant or generalist work experience

(c) Job Descriptions for identifying the following Private Sector Jobs in Works-related Family

JOB FAMILY: WORKS-RELATED

JOB LEVEL: 5

TITLE: SENIOR ENGINEERING MANAGER

ROLE PURPOSE:

This is a senior and experienced manager-level job involving the monitoring of technical standards, professional advice on technical issues and management responsibility for project or functional management. The role is responsible for defining relevant engineer practices and ensuring their alignment with the organisation's engineering and business strategies and objectives. Job-holders at this level are accountable for the management and effective utilisation of technical, financial and people resources for a major functional or discipline area, or for the management of a section of a major infrastructure or development project.

TYPICAL RESPONSIBILITIES:

- Directs the work of a major engineering unit, ensuring appropriate policies, procedures and processes are in place to achieve unit objectives for design, construction, maintenance, or development of systems or infrastructure.
- Recommends the design and selection of technical systems or recommends methods and strategies for construction of infrastructure, either through the leadership of internal resources or use of external consultants, taking into account considerations such as usability, cost, maintenance, etc.
- May directly assume overall responsibility of overseeing medium-scale projects or sections of large scale projects, from design to tender to development/construction.
- Develops and manages senior-level working relationships with external customers and suppliers, government agencies and other influential bodies.
- Ensures all systems/infrastructure developed or constructed comply with relevant regulations and that necessary permits have been obtained.
- Provides technical advice on the setting of standards and procedures for implementation of engineering- or works-related projects
- Prepares overall budget for the unit or project and manages resources against the budget.
- Contributes to project planning and strategy formulation of the organisation's engineering works
- To maintain a high level of expertise in own area of responsibility, and assists others to develop their own professional expertise; achieves an in-depth understanding of the business and the industry.

MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT

- Degree-holder
- Chartered status (or equivalent know-how if engaged in an engineering discipline not requiring chartered status)
- Five to seven years of post-qualification experience in the engineering field, with considerable experience in team or project management

JOB FAMILY: WORKS-RELATED JOB LEVEL: 3 TITLE: ENGINEER
ROLE PURPOSE: This is a proficient professional engineering position providing services in an engineering discipline based on a solid understanding of engineering concepts and principles involved, with sufficient practical experience to work independently on typical assignments. May supervise a small team of technical staff carrying out routine works or a narrow area of a larger project, or act as an experienced individual contributor carrying out design and planning work based on precedents and established engineering frameworks.
TYPICAL RESPONSIBILITIES: <ul style="list-style-type: none"> • Monitors project/maintenance works progress and ensuring end results are delivered according to time, cost and quality for smaller projects and liaises with external parties throughout the process • Provides discipline-specific engineering support and technical advice on larger projects. • Supports the development of new processes/plans, systems or procedures under guidance of senior engineers and managers. • Prepares or reviews designs to ensure compliance with specifications, methods and standards, and relevant regulations. • Prepares estimates of time, cost, materials and resources; prepares tender documents and contributes to technical reviews of tenders. • Provides support in producing and analysing management reports. • Assists in developing the specifications, methods and standards of engineering works for the organisation • Prepares information, technical advice or any relevant material of works projects to facilitate higher-level strategy formulation, monitoring of and planning for works projects.
MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT <ul style="list-style-type: none"> • Degree-holder • Chartered status • One to two years of post-qualification experience

Remarks: The job description above describes the typical duties and requirements of a private sector engineer with 1-6 years of post-qualification experience. These jobs will be matched with the engineers in the civil service at job level 3 (i.e. receiving pay points within the range of MPS 24-33). Those private sector engineers with more than 6 years of post-qualification experience will be compared to civil service engineers at job level 4 (i.e. receiving pay points within the range of MPS 34-44).

JOB FAMILY: WORKS-RELATED
JOB LEVEL: 2
TITLE: ASSISTANT ENGINEER

ROLE PURPOSE:

This is an elementary engineering professional job to assist in the implementation and monitoring of engineering- or works-related projects, including performing checks, liaison with relevant parties, giving technical advice, preparing relevant information and supervising small teams of technical staff. The job requires knowledge of engineering works and industry practice and standards.

TYPICAL RESPONSIBILITIES:

- Assists in supervision of systems/works in an area with a limited technical and/or project scope, to ensure normal operation is maintained or works are carried out in accordance with standards and specifications; may involve site checks and liaison with external parties.
- Supervises preventive maintenance, adjustments and emergency repairs, and consolidates work reports and compiles statistics on fault occurrence, work clearance, etc. within established procedures.
- Undertakes information gathering, research and analysis of technical information, and produces management reports and contractual documentation.
- Supports more senior engineers in more complex engineering design or construction work.
- Participates in the preparation or evaluation of small tenders and assists in project management.

MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT

- Engineering degree-holder
- Two to three years of relevant working experience, or completion of an engineering training programme

(d) Job Descriptions for identifying the following Private Sector Jobs in Operational Support Family

JOB FAMILY: OPERATIONAL SUPPORT JOB LEVEL: 1 TITLE: WORKMAN
ROLE PURPOSE: This position is responsible for carrying out repetitive and labour-intensive tasks under supervision and clear instructions and steps. May involve the use of simple manual tools, or mechanical equipment that can be mastered within a few days or a week. Jobs often involve manual and outdoor work. Very limited recording of information may be required.
TYPICAL RESPONSIBILITIES: <ul style="list-style-type: none">• Operates simple manual equipment (basic hand tools, brooms, manual hedge trimmers) or basic mechanical equipment requiring several days of training and experience, in a safe manner, under supervision or specific direction as to work to be performed.• Performs indoor or outdoor cleansing work, as a primary duty of the job, with the use of tools and mechanical equipment where necessary.• May be required to record simple information on standard forms or computer terminal• Performs duties by following strict operational and safety procedures set out by the organisation• Transports or collects objects, put them in order for storage or further actions• Takes proper care of tools and equipment and performs routine check for use
MINIMUM REQUIREMENT OF QUALIFICATIONS/EXPERIENCE FOR APPOINTMENT <ul style="list-style-type: none">• Requires primary education and basic literacy• Speaks Cantonese• Some may need to have basic literacy in English (e.g. able to read English alphabets)

Review of the work of a selection of the proposed civil service benchmark jobs

1. To assist the private sector organisations participating in the pay level survey in identifying private sector job matches, a job description will be prepared for private sector benchmark jobs at every job level reflecting the appropriate level of job responsibilities, qualifications and experiences of their civil service counterparts. The job descriptions, which will form the basis for matching and collecting data from private sector organisations, must be comparable to civil service jobs in terms of nature of work and level of job responsibility. To facilitate the preparation of the job descriptions for identifying private sector benchmark jobs in the organisations to be surveyed, we recommend that job inspections should be carried out for all the proposed civil service benchmark jobs. Through the process of interviews with the concerned grade management and discussions with the concerned job-holder representatives, we can ascertain the up-to-date job characteristics of the relevant civil service benchmark jobs, which will then be taken into account in preparing the job descriptions for identifying comparable private sector benchmark jobs in the organisations to be surveyed, and, if appropriate, adjusting the alignment of the civil service benchmark jobs to the proposed job families or changing the job families.

2. To illustrate how the above process works in practice, we have conducted job interviews of a selection of the proposed civil service benchmark jobs with the relevant grade management. **We should emphasise that this is only an abbreviated job inspection process for illustration purpose.** We recommend that during the full job inspection process, both grade management and job-holder representatives be interviewed. The selected civil service benchmark jobs and their respective grade management are set out in **Table 14** below. A summary of the information on the up-to-date characteristics of these selected civil service benchmark jobs are set out in paragraphs 4-35 below. Based on this information and our knowledge of the jobs in the private sector, we have prepared the sample job descriptions of the comparable private sector jobs as set out in **Annex D** to this report.

Table 14 : Selected proposed civil service benchmark grades for job inspection reviews

Proposed Civil Service Benchmark Grades	Private Sector Comparable Job(s)	Interviewed parties
Workman II, Workman I	Workman	Chief Executive Officer (Appointments), Administration Division, Administration and Development Branch, Food and Environmental Hygiene Department (FEHD). The Workman is a common grade (i.e. employed in more than one department and is under the control of

		individual Heads of Department). We have selected FEHD for job inspection interview as it has a representative number of Workman I and Workman II posts (47% of the total number of establishment of the two grades in the civil service) and the work of these posts are of a wide variety.
Executive Officer	Human Resources Managers/Officers Customer Services Managers/Officers Accounting Managers/Officers	Director of General Grades, Civil Service Bureau
Clerical Officer	Clerk/Clerical Supervisors	Director of General Grades, Civil Service Bureau
Engineer	Engineering Manager/Engineers	Assistant Director (Headquarters), Civil Engineering Department

3. The job interviews covered the following areas of the grade concerned:

- Typical requirements on qualifications and experience as well as the level of responsibility (e.g. supervisory responsibilities, involvement in decision-making process)
- Major responsibilities and nature of job
- Work assignment practices
- Posting patterns, e.g. the spread of the grade members deployed to perform various functions.
- Working relationship of the concerned grade with other grades
- Other relevant features of the grades

The information on the up-to-date characteristics of these selected civil service benchmark jobs gathered through the job interviews is summarised in paragraphs 4 to 35 below.

Job interview on the Workman II grade and the Workman I grade

Typical requirement on qualification and experience -

4. The Workman II grade only requires ability to read Chinese, speak Cantonese and performs manual work, whereas the Workman I requires a Primary 6 education qualification and ability to read and write Chinese. There is currently a streaming arrangement for the Workman I grade under which jobs requiring different skills are categorised into different streams. Some streams may require a pass in a relevant trade skills test for appointment to this rank.

Major Responsibilities and Nature of Job

5. Workman II positions in FEHD are characterised by the requirement of manual work and use of simple hand tools that do not require any special training. Workman I positions are characterised by the requirement of operation of simple mechanical equipment that may take several days or weeks to master or require some specific skills in certain fields.

6. The largest number of Workman I positions in FEHD are found in the hawker control function – the typical duties of which are to remove stalls, structures or extensions identified as illegal during hawker control operations, carry away and dispose of articles and goods seized, and then make a simple record of the disposed objects. The typical duties of other Workman I positions in FEHD are to use mechanical equipment for functions such as gully and vehicle cleansing, etc. Some others may be deployed to perform duties which require manual work under harsh working conditions, e.g. grave-digging and dead-body removal.

7. The largest number of Workman II posts in FEHD are engaged in cleansing work – street cleansing, vehicle washing, market cleansing, rubbish collection/removal and pest control (e.g. operating mechanical spraying equipment). Other duties include removal of human and animal carcasses, removal of coffins in crematoria and transportation of heavy objects, etc.

Relationship with other grades

8. Workman I is not a promotion rank for Workman II; the qualifications are different. Workman I requires some skills in the use of equipment or familiarisation in certain fields. Gangers have a comparable qualification requirement as Workman I, and are usually the working supervisors of teams of Workmen II.

Work assignment practices

9. Workmen II are assigned specific tasks which are generally repetitive in nature. There are precise instructions on the work steps involved. There is constant or readily available supervision, or if supervision is not immediately present, there are clear and direct instructions governing the procedures.

10. Work assignment for Workmen I is similar to Workmen II, but more skills are involved in performing the work. Some Workmen I are required to operate more complex equipment.

Posting pattern

11. Posting generally is not frequent for Workman II or Workman I. There is previously no formalised arrangement for regular posting, but in recent years the department has been deploying staff to different units of the department to meet management and operational requirements.

Other relevant features

12. Many Workman II and Workman I posts require the performance of obnoxious duties in harsh conditions (e.g., removal of human dead bodies) and/or to be on shifts. Subject to meeting the prescribed conditions, holders of these positions are eligible for Job Related Allowances for performing these duties (e.g. Hardship Allowances for obnoxious duties and Shift Duty Allowances). The provision of some of these Job-Related Allowances is being reviewed in a separate exercise. On the other hand, the basic requirement on the Workman I grade and Workman II grade to perform outdoor and manual work has already been taken into account in setting their basic pay levels.

Job interview on the Clerical Officer Grade

Typical requirement on qualification and experience -

13. The Clerical Officer grade requires School Certificate with pass in subjects including English, Chinese and Maths and no experience for entry. It requires at least 8 to 10 years for an officer at the entry level of Assistant Clerical Officer to reach to Clerical Officer level although most Assistant Clerical Officers stay in the rank for 15 to 20 years. On average, Clerical Officers normally would have served for over 25 years in the grade while Senior Clerical Officers normally have over 30 years of experience in the grade.

Major Responsibilities and Nature of Job

14. Assistant Clerical Officers (ACOs) are generally engaged in a wide range of clerical duties which require several weeks or a few months to master the skills involved. The specific tasks depend on the department and function they are posted to. A large proportion of ACOs provide clerical support for registries of different functions (e.g. personnel, general administration, finance and accounts, customer service, specialised functions such as licensing, registration and insolvency administration). They generally stay in a field of work for a good number of years to be sufficiently well versed in the job requirements in order to be able to work independently in their specific subject areas. They require knowledge of relevant procedures and rules relating to the function being performed. They must understand what information is required or what process must be followed, and can identify what information is missing, incomplete, or inconsistent. They may be requested to contact information providers for follow-up on missing or inconsistent information. The more experienced ACOs may also have direct supervisory responsibilities over junior clerical and/or minor staff.

15. Clerical Officers (COs) either supervise the day-to-day work of junior clerical staff or perform more complex clerical work on their own. COs assign work based on given priorities; check work (all or sample); provide guidance on less routine cases and perform case referrals to relevant units. They have thorough knowledge of their subject areas, including all relevant rules, regulations and legislative provisions. They are expected to provide ready advice to their seniors on prevalent practices and procedures to facilitate management decision-making as well as appropriate guidance and training to the juniors in the discharge of their duties. These posts require more comprehensive understanding of policies and procedures in a wider range of areas, and can explain, investigate, or follow-up more complex, less routine cases.

16. Senior Clerical Officers (SCOs) are highly experienced administrative support staff. Like COs, many of them work in a registry or administrative section of a particular function. They may be in charge of the clerical work and administrative support in large registries (e.g. Services and Subventions Registries under the General Administration Section of the Social Welfare Department). Given their long experience in a department, they have built up profound experience in one or more of the mainstream clerical duties to function as subject specialist in their respective field. These may be described as quasi-executive posts, ensuring a range of support

services are delivered in support of the operation of a particular function (e.g. registration or personnel, telephone enquiry centres, loan administration) or the general administration of a department. They usually report to Executive Officers (EO) or other officer grades in a department (e.g. Trade Officers in the Trade and Industry Department). They are not required to interpret rules in the policy context or participate in rule-setting process. SCOs play a key role in providing information on previous practices and rules because of their long experience within a department while EO and other professional and managerial staff are usually rotated through different assignments. We **do not recommend** including SCOs in the pay level survey because there is no match of private sector jobs which are of the same work nature and at the comparable job level.

Differences in duties from other grades

17. Office Assistants (OAs) typically undertake receptionist duties, photocopying, collection and delivery of papers, providing tea service, locking/unlocking of office premises and other minor office duties. They may also supervise Workmen II in moving equipment and furniture, etc or undertake the work themselves.

18. Clerical Assistants engage in simple routine clerical tasks such as filing, basic checking and recording of information, reception and customer service (e.g., answering simple enquiries), shroff duties, simple word processing, general clerical support, stores keeping, receipt and dispatch of documents, basic IT support (e.g. setting up PowerPoint Presentation), etc. They may be required to assist their seniors in supervising OA or minor staff.

Work assignment practices

19. ACOs work on routine clerical tasks as assigned by a supervisor (usually CO) who is readily available for guidance. Clerical Officers understand workloads and are informed of priorities and assign cases to ACOs. Senior Clerical Officers assist EOs in providing executive support to a small unit and are responsible for all clerical-related tasks in the unit.

Posting pattern

20. In general, staff in all ranks of the CO grade tend to stay in a department, or in the same division or unit for a good number of years. There could be rotation to work in other functions for career development and to build a more flexible workforce.

Other relevant features

21. The complexity of tasks assigned to different levels of the CO grade depends on the experience required to perform such tasks. In general, ACOs are responsible for a broad spectrum of clerical work that can be learned in weeks or months while the work for COs and SCOs requires more experience and in-depth knowledge of the subject areas. Apart from breadth of experience, SCOs are also required to have good organisation skills and have the confidence and maturity to work with senior management and coordinate the clerical work of a large office in the provision of an effective support service.

Job Interview on Executive Officer Grade

Typical Requirement on Qualification and Experience -

22. The Executive Officer grade requires a degree but not experience for entry. Executive Officers I (EO I), Senior Executive Officers (SEOs) and Chief Executive Officers (CEOs) typically have about 7 – 14, 15 – 20 and more than 20 years of experience respectively in the grade.

Major Responsibilities and Nature of Job

23. Executive Officer is a generalist grade. Functionally, they are engaged in the following five main areas:

- Human Resources Management
- Financial Resources Management (e.g., budgeting, control and planning)
- Systems Management (e.g., business analysis, process re-engineering for development and administration of IT systems)
- Event Management and Protocol Services (e.g., hosting of international events and reception of international dignitaries)
- District Management and Project Planning (community and territory-wide projects and secretarial support to district sub-committees)

24. EOII is the entry rank of the grade. Its typical duty is to provide executive support, normally under the general guidance of an SEO in headquarters, in a branch or district office of a department. EOII work fairly independently in the day-to-day running of the branch/district office. They are required to supervise clerical, secretarial and other junior staff (such as drivers and workmen) in the office. They may also work on specialised areas such as processing of applications for licence, providing secretariat support to District Councils, etc.

25. EOI typically serve as Assistant Departmental Secretaries in providing various executive support, such as office administration, HR management, financial resource management, information analysis, committee work, to a bureau/department. They are required to supervise registries and other support staff. Other than bureau/departmental administration, EOI may also support an SEO or other senior staff in specialised subject matters.

26. SEO is the middle management level of the grade. SEOs are typically Departmental Secretaries for small departments (with less than 500 staff) or Deputy Departmental Secretaries in large departments. Other typical duties include serving as secretaries to committees, or supporting staff officers on specialised subjects.

27. CEOs are typically Departmental Secretaries of large departments (with 1 000 to 2 000 staff), responsible for all aspects of departmental administration. They are required to advise the senior directorate on HR strategies, including staffing resources, entry and exit, staff relations, staff management, as well as other administrative issues such as green management and process re-engineering.

Relationship with other grades

28. 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 specialized professional qualification, they receive structured training in different stages of their career to equip them with the necessary skills and knowledge, as well as a 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 5 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.

Work assignment practices

29. Both EOII and EOI work to 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. In all cases, they are expected to work independently on job assignments within a few months after joining the unit.

Posting pattern

30. EOII and EOI are subject to postings across departments and functional areas every two to three years. Postings continue at SEO and CEO ranks. 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 specialisation.

Job Interview on the Engineer Grade

Typical Requirement on Qualification and Experience -

31. The Engineer grade requires a professional qualification in the engineering field. The post of Assistant Engineer and Engineer is a combined establishment, meaning that it can be filled by the rank of Assistant Engineer or Engineer depending on whether the post-holder is qualified or not. Entrants into the rank of Assistant Engineer usually have completed three years of training under the Scheme A Engineer Trainee programme. After approximately one to two years of service in the rank of Assistant Engineer, they can sit for the relevant examinations for professional qualification. They would have at least four and typically five years of post-university experience before achieving chartered status. Upon achieving the professional qualification, they can be promoted to the rank of Engineer. In the majority of the cases, a Senior Engineer should have had 10-12 years' post-qualification experience. The minimum entry requirement for the Assistant Engineer rank is completion of a 3-year engineering training programme.

Major Responsibilities and Nature of Job

32. Assistant Engineers and Engineers are engaged in the following areas:

- Direct management of small to medium-sized projects
- Supervision of consultants on management of larger projects
- Design or supervision of design activities
- Cost estimation, contracts administration, tendering
- Liaison with other departments (for approvals or coordination), external parties, etc.
- Review applications or submissions of private developers or contractors for regulatory compliance and for impact on Government facilities (e.g., review developer plans for connection to water and sewer systems, drainage, etc.)
- Support of community, education, and public awareness activities

33. Some engineers need to discharge certain legal responsibilities under various relevant ordinances, e.g. Buildings Ordinance, Town Planning Ordinance, Land (Miscellaneous Provisions) (Amendment) Ordinance, etc. Some assist in the planning and development of infrastructure for a certain area or district in areas. Senior Engineers are managers of teams of engineers, consultants and contractors and would be responsible for monitoring the implementation of large projects, development of relevant standards, etc., and contributing to planning and strategy for Government works projects. Senior Engineers are also more likely to represent their Department to explain government works projects at district level (e.g. district councils or community groups, etc.) Some of the tasks they handle involve a degree of political sensitivity, such as preparing policy submissions and responses to queries from the Legislative Council, District Councils, various political parties, pressure groups, the media and the public. They need to explain Government policies, resolve statutory objections and attend public consultation forums, case conferences in District Councils and the Legislative Council. Some Senior Engineers are posted to Bureaux to assist in the formulation and review of Government policies on works-related matters. The tasks involved include drawing up new initiatives,

developing a new legislative framework or legislative amendments and contributing to the formulation of PR strategy.

Work assignment practices

34. Assistant Engineer and Engineer form a combined establishment with a long pay scale of MPS 14-22 and MPS 27-44 respectively. Projects are assigned based on the relevant expertise and experience of the engineers in a team.

Posting pattern

35. Postings within a department are common, with an Engineer taking on assignments in project management, district duties, planning, etc. at different times having regard to the discipline (or specialisations within the discipline) of the engineer.

Background, Processes and Outcome of the Trial Survey

1. In accordance with the scope of work of the consultancy, we have conducted a small-scale trial survey to find out how the recommended methodology will work in practice so as to ascertain the feasibility of our proposed survey methodology. The trial survey consists of two parts. The first part involves testing the alignment of private sector jobs with the proposed civil service benchmark jobs and the data collection process with three private sector organisations that could potentially participate in the survey. The second part involves testing various alternative methods for data analysis by checking the work steps involved.

Testing job alignment and data collection process

2. We have interviewed three private sector organisations which could potentially participate in the pay level survey having regard to the proposed selection criteria for inclusion in the survey field. We have gathered their feedback and necessary input on the proposed job alignment and the data collection methods for carrying out the pay level survey, including the following aspects of the proposed survey methodology:

- the proposed selection criteria for inclusion of private sector organisations in the survey field (see paragraph 3 below);
- the data and information to be collected from each participating organisation, including data on cash compensation elements and information on policies governing provision of cash compensation and benefits (see paragraph 4 below); and
- the proposed job alignment process and examples of job descriptions for identifying private sector benchmark jobs in the organisations to be surveyed (see paragraph 5 below).

3. The first step was to gather their feedback on the proposed criteria for selection of private sector organisations to be included in the survey field as set out in **Table 9** of this report. We have asked the organisations which participated in the trial survey (trial survey participants) whether they have difficulty in providing the following information:

- whether the organisation regularly and systematically assesses the competitiveness of their pay in comparison to other organisations in a systematic way (e.g. by making reference to data obtained from market pay surveys, regular interaction with external parties to determine ongoing rates of pay, etc.);
- whether the organisation has an established policy for determination

- of base salaries for individual positions that is adhered to in general;
- whether the organisation experiences considerably more staff turnover in recent years, relative to their industry or the jobs concerned;
- whether they provide certain employee benefits that are typical of the industry and category of staff;
- number of employees;
- whether pay is set primarily with respect to conditions in Hong Kong rather than other locations; and
- whether civil service pay practices are the sole or primary determinant of pay levels in the organisation.

As this is only a trial survey covering 3 private sector organisations, we have not tested other selection criteria (e.g. taken together, the selected organisations should represent a breadth of economic sectors) which are applicable only to the actual field work with a larger sample size.

Participants' feedback: Information about number of employees was readily available. Participants generally pointed out that they might make reference to civil service practices but that it was just one of the many factors to be taken into account in setting the pay levels of the employees in their organisations. Some expressed the view that private sector organisations should not be excluded simply because they do not make reference to the pay levels of other organisations, or they happen not to provide a certain kind of benefits, as the pay levels of these organisations are still part of the market pay levels.

Consultant's view on the feedback: The principle is that organisations should be selected on the basis of the proposed selection criteria. To take full account of the real practice in the private sector, we **recommend** that the survey consultant will need to confirm with the participating organisations whether they have a practice to regularly and systematically assess the competitiveness of their pay package in the market and whether they provide benefits which are typical of the industry and category of staff.

4. The next step was to review the data to be collected for the pay level survey including data on various cash compensation components and policy information on provision of cash compensation and benefits. The definitions of each data item (see **Table 10** and **Table 11** of this report) were presented to the trial survey participants. We have gathered their feedback, in particular, whether they envisage difficulties in providing such data.

Participants' feedback: No problems were anticipated in providing the required information. Trial survey participants asked about the scope

of coverage in terms of cash compensation and fringe benefits and opined that the survey should aim to obtain a comprehensive picture of private sector compensation packages as far as practicable for comparison with the civil service compensation package. Also, participants questioned whether the survey of cash allowances in the private sector should focus only on those that are non-accountable to simplify the data collection process.

Consultant's view on the feedback: To facilitate the data collection process, we **recommend** that a brief document be provided to participating organisations explaining the scope of the survey, including the definition of cash compensation and the treatment of fringe benefits, and how the survey results will be used. As mentioned in paragraphs 5.4 of this report, in view of the differences in the structuring of the remuneration package between the civil service and the private sector, for a comprehensive comparison of the pay levels between the two sectors, we **recommend** collecting data on all cash compensation elements, including basic pay, guaranteed bonuses, cash allowances and variable pay, from the private sector.

5. The final step was to review the samples of job descriptions and the job alignment process (see **Annex E**) based on the relevant private sector jobs in the trial survey participants. Trial survey participants were asked, for example, whether the job description for Clerk correspond to the clerks in their organisations at a particular job level and whether they see any need for changes in the job description to ensure proper job alignment.

Participants' feedback: The job descriptions were generally considered reasonable and there were no difficulties in identifying comparable jobs based on the job descriptions. It was observed that in some cases, considerable discussion between the consultant and trial survey participants would be needed to confirm the alignment of the jobs in the organisation with the proposed job descriptions.

Consultant's view on the feedback: We **recommend** that in the upcoming pay level survey, the survey consultant should hold an in-depth discussion with each participating organisation to ensure proper alignment of jobs. The discussion would aim to achieve a proper understanding of the hierarchical structure and career progressions in the participating organisations to facilitate proper job alignments having regard to the proposed job descriptions and the organisation's internal practices. In view of the possible differences in the number of job layers and levels between the participating organisations and the civil service, we **recommend** that the survey consultant should ensure that only those jobs in the organisations

which are broadly comparable with civil service jobs in terms of job content, work nature, level of responsibility and typical requirements on qualification and experience as reflected in the job descriptions are selected.

Testing the work steps involved in different methods for data analysis

6. We have tested the different data consolidation and analysis approaches set out in paragraphs 7.5 – 7.18 of this report by checking the work steps involved. The work steps involved under these different approaches are illustrated in paragraphs 7 – 20 below. The list of civil service benchmark jobs and the corresponding private sector matches set out in **Annex C** is a preliminary proposal only which is subject to further refinement. **The figures shown in this annex were made up for illustration purposes only and they are in no way indicative of the results of the upcoming pay level survey.**

7. As mentioned in paragraphs 7.5 – 7.9 in the report, there are two approaches for calculating the private sector pay indicators for individual job families, namely the typical organisation practice approach and the average job-holder pay approach. The work steps under these methods are shown in **Table 15** below using the Internal Support Family and the Works-related Family at Job Level 3 as an example.

Table 15: Illustration of calculation of pay indicators for a particular Job Family (e.g. Internal Support Family) at a particular Job Level (e.g. Job Level 3) using the typical organisation practice approach (All figures are made up for illustration only)

<i>Job family/ Job Level Organisation</i>	Job Family 2 (Internal Support Family) at Job Level 3			
A	\$38,000	\$42,000	\$45,000	Organisation A Average \$41,670
B	\$41,000	\$42,000		Organisation B Average \$41,500
C	\$26,000	\$28,000		Organisation C Average \$27,000
D	\$28,000	\$31,000	\$31,500	Organisation D Average \$30,170
E	\$33,000	\$32,000		Organisation E Average \$32,500

8. Under the typical organisation practice approach, the pay of all jobs in a particular job family (e.g. Internal Support Family) at a particular job level (e.g. Job Level 3) in each organisation (Organisation A, B, C, D and E respectively in **Table 15**) is averaged to produce a single value for that organisation (\$41,670 for Organisation A, \$41,500 for Organisation B, \$27,000 for Organisation C, \$30,170 for Organisation D and \$32,500 for Organisation E). The indicators from individual organisations are then consolidated for each specified job family/job level by calculating the value of the upper quartile, the median, the lower quartile and the average. The detailed calculations are shown in **Table 16** below:

Table 16: Illustration of calculations of organisation-based indicators for a particular job family (e.g. the Internal Support Family) at a particular job level (e.g. Job Level 3) using the typical organisation practice approach

(All figures are made up for illustration only)

Level of Indicators	Calculations	Value of Indicators
Upper Quartile	The upper quartile of \$41,670, \$41,500, \$32,500, \$30,170 and \$27,000	\$41,500
Average	the average of \$41,670, \$41,500, \$32,500, \$30,170 and \$27,000	\$34,570
Median	the median value of \$41,670, \$41,500, \$32,500, \$30,170 and \$27,000	\$32,500
Lower Quartile	the lower quartile of \$41,670, \$41,500, \$32,500, \$30,170 and \$27,000	\$30,170

9. Under the average job-holder pay approach, the pay of each job-holder in a particular job family at a particular job level is not combined at the organisation level but each is viewed as a data entry carrying equal weight. The calculations under the method are illustrated in **Table 17** using the same set of illustrative figures in **Table 15** and **Table 16**. Under this method, the pay data of all job-holders are combined to produce indicators at the levels of the upper quartile, the median, the lower quartile and the average, without regard to the organisation to which the job-holder belongs.

**Table 17: Illustration of calculations of job-holder-based indicators for a particular job family (e.g. the Internal Support Family) at a particular job level (e.g. Job Level 3) using the average job-holder pay approach
(All figures are made up for illustration only)**

Level of Indicators	Calculations	Value of Indicators
Upper Quartile	To calculate the upper quartile of the values of the pay levels of all job-holders (i.e. \$38,000, \$42,000, \$45,000, \$41,000, \$42,000, \$26,000, \$28,000, \$28,000, \$31,000, \$31,500, \$33,000, \$32,000)	\$41,250
Average	To calculate the average of the values of the pay levels of all job-holders	\$34,790
Median	To calculate the median of the values of the pay levels of all job-holders	\$32,500
Lower Quartile	To calculate the lower quartile of the values of the pay levels of all job-holders	\$30,250

10. As mentioned in paragraph 7.1 in the report, we **recommend** analysing two aggregates of cash compensation in the private sector, namely the annual base salary and the annual total cash compensation. We can calculate indicators of the two aggregates under both typical organisation practice approach and the average job-holder pay approach following the same steps set out in paragraph 8 and paragraph 9 above respectively.

11. As mentioned in paragraph 7.8 in the report, we **recommend** the typical organisation practice approach as the indicators so produced reflect the typical pay practices (ranging from the upper quartile, the median, the lower quartile to the average) of private sector organisations for a particular job family at a particular job level. This is the information that is commonly used by private sector organisations for determining the pay levels of their staff as they are comparing with the pay practice of other organisations to ensure that their package remains competitive. The typical organisation practice approach, as compared with the average job-holder pay approach, avoids the risk that the findings of the pay level survey will be unduly influenced by a small number of exceptionally high-paying or low-paying organisations which employ a large number of certain private sector benchmark jobs. For instance, if

Organisation A in **Tables 15-17** has 100 jobs the pay of which is \$20,000, the pay level indicators using the two different methods will be changed as shown in **Table 18**:

Table 18: Comparison of the typical organisation practice approach and the average job-holder pay approach

(All figures are made up for illustration only)

Level of Indicators	Typical Organisation Practice Approach	Average Job-holder Pay Approach
Upper Quartile	\$32,500	\$20,000
Average	\$30,230	\$21,030
Median	\$30,170	\$20,000
Lower Quartile	\$27,000	\$20,000

12. As shown in the above table, the typical organisation practice approach is better able to meet the objective of the pay level survey to provide for comparison a market reference of the pay of broadly comparable private sector jobs that corresponds to the relevant range of pay points on the civil service pay scales.

13. After calculating the pay level indicators for a particular job family and a particular job level, we need to consider the appropriate approach for relating the private sector pay indicators to the relevant range of pay points on the civil service pay scales for comparison purpose. As mentioned in paragraphs 7.12 – 7.17 in the report, there are two possible methods, namely the job family-based average/weighted average method and the organisation-based average method. The detailed work steps are illustrated in paragraphs 14-17 below.

14. Under the job family-based average/weighted average method, all private sector pay indicators for each job family (calculated by the methods set out in paragraph 8 above) are consolidated to give one analysis for each civil service job level. One option is to calculate a weighted average of the private sector pay indicators from different job families at the same job level in accordance with the civil service establishment sizes of the respective job families. Alternatively, we may calculate a simple average of the private sector pay indicators from the relevant job families at the same job level. We have **recommended** the simple average approach for the reasons set out in paragraph 7.16 in the report.

Table 19. Illustration of calculations of overall indicators for a particular job level under the job family-based average method
(All figures are made up for illustration only)

	<i>Job Family 2 (Internal Support Family)</i>	<i>Job Family 4 (Works-related Family)</i>	Overall Indicator for Job Level 3 [by averaging the statistics for Job Family 2, i.e. (a) and the statistics for Job Family 4, i.e. (b)]
	<i>(a)</i>	<i>(b)</i>	<i>(c)</i>
Upper Quartile	\$41 500	\$46 000	\$43 750
Median	\$32 500	\$36 000	\$34 250
Lower Quartile	\$30 170	\$25 000	\$27 585
Average	\$34 570	\$40 500	\$37 535

15. **Table 19** above illustrates the work steps involved in the job family-based average method. In the above example, we have calculated the range of indicators of base salary (the upper quartile, the median, the lower quartile and the average) for two (i.e. Internal Support Family and Works-related Family) of the three relevant job families (i.e. Internal Support Family, Works-related Family and the Public Services Family) at Job Level 3 using the typical organisation practice method described in paragraph 8 above. The pay level indicators for the Internal Support Family and the Works-related Family are averaged to produce an overall range of indicators for Job Level 3. For instance, accordingly, the indicator at the upper quartile level for the Internal Support Family (\$41,500) and that for the Works-related Family (\$46,000) are averaged to produce an overall indicator for Job Level 3 (\$43,750) at the upper quartile level. Following the same averaging method, the indicators for Job Level 3 at the levels of the median, the lower quartile and the average are also calculated, as shown in **Table 19**.

16. Under the organisation-based average method, the pay data of all job-holders of private sector benchmark jobs at a job level is averaged to determine one value per organisation for that job level across all relevant job families. The organisation-based indicators for each job level are then combined to give one overall analysis of all jobs at each job level. Using the same example used in this annex, the pay data of individual

jobs across all relevant job families for Job Level 3 (i.e. Internal Support Family, Works-related Family and Public Services Family) will all be combined at various levels (the upper quartile, the median, the lower quartile and the average) to produce the overall indicators for Job Level 3 using the same method shown in **Table 17**.

17. For the reasons set out in paragraph 7.15 of the report, we **recommend** the job family-based average method. As shown in **Table 19**, while providing a consolidated indicator for each job level (i.e. the values of the consolidated indicators set out in column (c)), the job family-based average method, unlike the organisation-based average method, reflects for reference the differences, if any, in the pay levels among job families in the private sector (i.e. the values of the job-family indicators shown in columns (a) and (b)).

18. After calculating the aggregated private sector pay indicators (in terms of the upper quartile, the median, the average and the lower quartile) at a particular job level, as set out in paragraph 7.10 in this report, we **recommend** comparing them to the range of civil service pay points that has been defined for that job level. As illustrated in **Table 20**, we may compare the values (lower quartile, median, upper quartile and average) of the private sector pay indicators at Job Level 3 (i.e. column (c) in **Table 19**) to the dollar value of the lower end (MPS 24 or \$30,053), the mid-point (MPS 29 or \$37,773) and the upper-end (MPS 33 or \$45,375) of the relevant range of pay points on the civil service pay scales. As mentioned in paragraphs 7.1-7.2 of this report, the comparison can be made on the basis of the annual base salary and the annual total cash compensation. In addition to comparing base salary in the two sectors, we **recommend** to also compare the private sector total cash compensation with the value of the relevant civil service pay point plus the value of the actual cost of the major types of civil service cash allowances.

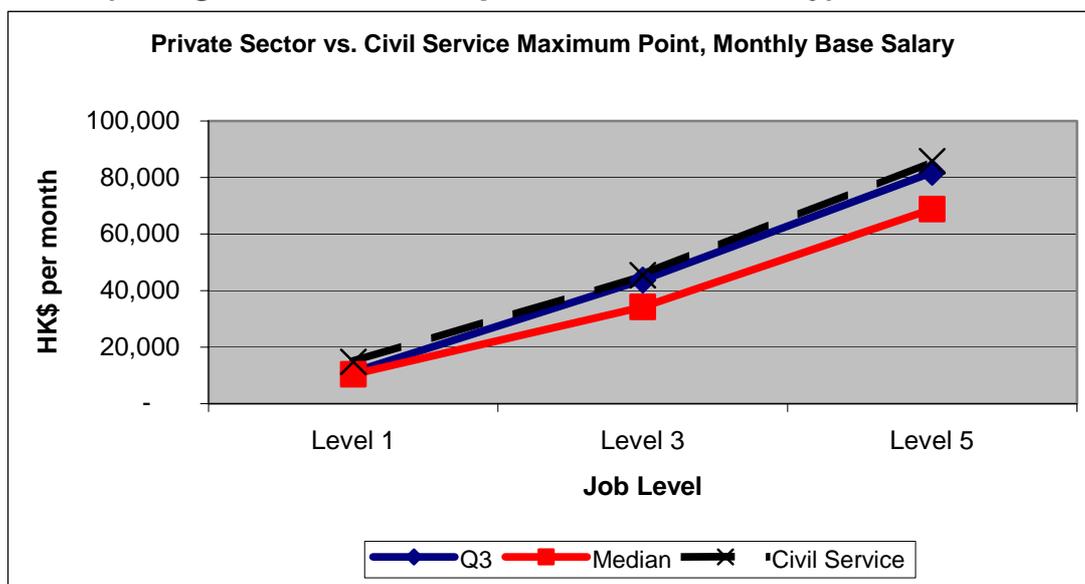
Table 20. Illustration of comparison of the private sector pay practice with the relevant range of pay points on the civil service pay scales for Job Level 3
(All figures are made up for illustration only)

Dollar Value of Civil Service Pay Range for Job Level 3	Dollar value of MPS 33: \$45,375	Dollar value of MPS 29: \$37,773	Dollar value of MPS 24: \$30,053
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Market Upper Quartile (Q3) of Base Salary: \$43 750	Market Median of Base Salary: \$34,250	Market Lower Quartile (Q1) of Base Salary: \$27,585	Market Average of Base Salary: \$37,535
Market Upper Quartile (Q3) of Total Cash Compensation: \$46 140	Market Median of Total Cash Compensation: \$38,640	Market Lower Quartile (Q1) of Total Cash Compensation: \$34,150	Market Average of Total Cash Compensation: \$40,350

19. Based on the statistical data for individual job family/organisation, we can plot lines and graphics to indicate how the ranges of pay data between the two sectors are compared. Using the above made-up figures of the private sector pay levels, an example of possible lines and graphics is shown in Chart A below:

Chart A: Comparison of the private sector upper quartile pay level with the upper end of the relevant range of pay points on the civil service pay scales (All figures are made up for illustration only)



20. We can also focus on certain benchmark indicators to provide specific guidance to the comparison results. Some possible benchmark indicators are set out in **Table 13** of this report. The method of calculating the benchmark indicators of comparison of base salary is shown in **Table 21** below using the same set of made-up figures used in this annex for illustration purpose.

Table 21: Illustration of some possible benchmark indicators using Job Level 3 as an example
(All figures are made up for illustration only)

Comparison	Relevant Civil Service Pay Point	Market Statistics	Civil Service Pay vs. Market Indicator
To compare the median of private sector annual base salary to the mid-point of the relevant civil service pay scale	MPS 29 : \$37,773	\$34,250	-9.3%
To compare the upper quartile of private sector annual base salary to the upper end of the relevant civil service pay scale	MPS 33: \$45,375	\$43,750	-3.6%
To compare the median of private sector annual total cash compensation to the mid-point of the relevant civil service pay scale plus the major types of civil service cash allowances	MPS 29: \$37,773 <i>(Note 1)</i>	\$38,640	2.3% <i>(Note 1)</i>
To compare the upper quartile of private sector annual total cash compensation to the upper end of the relevant civil service pay scale plus the major types of civil service cash allowances	MPS 33: \$45,375 <i>(Note 1)</i>	\$46,140	1.7% <i>(Note 1)</i>

Note 1 : The figures have not taken into account the average actual annual cost of provision of the major types of civil service cash allowances for comparison with the private sector total cash compensation.