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協會檔號 OUR REF: (41) IN SF (10) IN SS/C 1/12 PT.4

來件編號 YOUR REF:

23<sup>rd</sup> January 2009

Miss C. Y. Yue, Denise, GBS, JP  
Secretary for the Civil Service,  
10/F, West Wing, Central Government Offices,  
11 Ice House Street, Central  
Hong Kong.

Dear Miss Yue,

**Grade Structure Review**  
**Concerns of the PFC SS**

Further to our letter dated 12<sup>th</sup> January 2009, to which a reply is still outstanding.

The Police Force Council Staff Side was pleased to meet with you on 12th January 2009, but is frankly disappointed with your approach in that meeting and in your statements to LegCo on 19th January. You have so far been reluctant and unable to enter into a proper dialogue on the issues in the GSR report or state in any way your position or the possible approaches that could be taken. We ask that you commence a proper dialogue with us.

At the meeting on 12th January we discussed the shortcomings and our concerns with the GSR Report - Police, dated 27th November 2008. Our comments at this time on the GSR Report are submitted in PFC Staff Side GSR Paper 1 and 2 / PPS, which we have also forwarded to the Commissioner of Police, Secretary for Security and LegCo Panel on Public Service, Chairman of the SCDS.

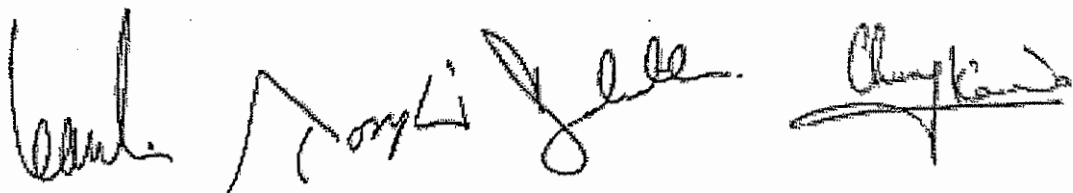
We would ask that you now actively pursue our concerns in a proper consultation with us, the Commissioner of Police and the Chairman of the SCDS. We observe that the Police Force is now at a critical point facing concerns for possible rises in 2009 of quick cash crime, domestic violence, youth crime and drug problems as well as an expected increase in social problems and general strain in the our community. This is a time when Hong Kong needs a well motivated police service properly supported by a proper incremental career structure that can last the next six years and not a police service demoralised by the Administration's handling of this matter.

SUPERINTENDENTS' ASSOCIATION 警司協會	HONG KONG POLICE INSPECTORS' ASSOCIATION 香港警務督察協會	OVERSEAS INSPECTORS' ASSOCIATION 海外督察協會	JUNIOR POLICE OFFICERS' ASSOCIATION 警察員佐級協會
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The current GSR package does not provide what is needed. We would ask for a concerted effort with all parties to amend the GSR report to get things right and do this in an expeditious manner. We are committed to consultation process, which will be to the end of February 2009, before we escalate our action further.

We would now ask for your early arrangement of a further meeting with us in early February 2008.

Yours faithfully,



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Wong Chi-hung  
Chairman  
SPA

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Liu Kit-ming  
Chairman  
HKPIA

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David Williams  
Chairman  
OLA

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Chung Kam-wa  
Chairman  
JPOA

Police Force Council  
Staff Side

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c.c. w/e

Chairman, LegCo Panel on Public Service  
Secretary for Security  
Chairman, SCDS  
Commissioner of Police

**LEGISLATIVE COUNCIL  
PANEL ON PUBLIC SERVICE**

**Grade Structure Review – Police**

**PURPOSE**

This paper by the Police Force Council Staff Side seeks to draw Members attention to the sentiment and views of the Police Force Council Staff Side and seeks views and comments on the reports submitted by SCDS to the Administration.

2. The Police Force Council Staff Side, represents the majority of the serving 27,000 men and women of the Hong Kong Police from Constable to Chief Superintendent rank, has carefully reviewed the Reports on the Grade Structure Review (GSR), dated 27<sup>th</sup> November 2008. We continue to actively consult with our members on their views ahead of further action.

**BACKGROUND**

3. The Pay Level Survey (PLS) (2006) for general civil service grades and job survey comparisons to the private sector in that survey could not be applied to the unique role and responsibilities of the Hong Kong Police Grades. In 2003 the Administration committed to complete the Grade Structure Review–Police on conclusion of the PLS. The review commenced with an invitation to SCDS in October 2007.

4. Police officers have been waiting for a proper structure review for over twenty years (since the Rennie Review in 1988). We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and excelled to meet efficiency targets and savings these past years. The police are an organisation that continually evolves with ever-complex roles and responsibilities. We now need a Grade Structure that will provide the incremental scales to fit and support our modern force and the proper management of the 27,000 men and women of the Hong Kong Police in

the years ahead. We have been patient through delays in the commencement of this Review, since its was first promised to us in 2003 and throughout the last year of study by the SCDS.

### **GSR Process and Report**

5. The Review started in financial year 2007/8 and needs to be completed within the current year 2008/9. Force Management met SCDS on three occasions, made two submissions and provided 27 information papers. The Commissioner of Police, in a letter to SCDS dated 13<sup>th</sup> October 2008, summarized the key issues that need to be addressed in this GSR. The Police Staff Side has made its submission in six papers and supplementary letters to SCDS and also provided a detailed incremental structure proposal. The Staff Side met SCDS on six occasions but there was limited dialogue in the consultation process. The SCDS members have declined to outline their rationale or thinking in the determination of a new Police Grade Structure. Following the standing aside of the current Chairman SCDS Mr. Henry FAN, the acting Chairman SCDS Mr. Barry Cheung was approached with the suggestion of separate presentations and meetings with both the Police Commissioner and Police Staff Side. Mr. Cheung declined to meet with representatives ahead of issuing the GSR Report. A letter campaign in was launched in October 2008 with 19,220 signatures that expresses the depth of feeling and support within Police ranks for a fair and reasonable outcome.

6. Both Management and Staff have put a great deal of experience and thorough research effort into the detail of various submissions that were made in good faith to the SCDS members. The Committee has not included these. SCDS has not fully addressed the summary of issues that need to be resolved in this GSR as outlined in the Commissioner of Police's letter to the Chairman of SCDS, dated 13<sup>th</sup> October 2008. The Police Staff Side Grade Structure proposals deserve proper analysis and discussion.

7. Police Force Council Staff Side is now actively consulting with our members on both the GSR Report – Police and the GSR Directorate reports issued on 27<sup>th</sup> November 2008. These views will be considered ahead of further action.

8. We are seeking an early meeting with the Secretary for the Civil Service during the three-month consultation process commencing 27<sup>th</sup> November 2008 to: -

- Seek clarification on the report where the recommendations or lack of them, in particular for Sergeant and then again IP to SSP and Directorate ranks simply do not work to fit the existing career progression and fail to recognize the changes and increase in special factors in policing.
- Seek clarification in some disparities and disadvantages that the GSR Report introduces and now need to be resolved. (For example, the disparity in approach within JPO ranks, lack of special factor recognition SIP to SSP, increment arrangement for CSP and above suggested to change to 0,2,4,6 years but we would suggest be no more than five years for Police namely increments in 0,1,3,5 years)
- Explore in more depth the state of morale and in the force and the submissions on this by Staff Side and also the Staff Opinion Surveys in 2004 and 2007.
- Explore the impact on the morale of Police Force whilst waiting for completion of the GSR in 2008/9 and the risks of downgrading the Force with the **'suitable calibre with sufficient remuneration'** one solution fits all approach.
- Seek clarification on the implementation and conversion arrangements a revised police incremental structure (PPS).
- Clarify the conditions of the Administrations deferral proposal to wait for a 'steady state' in the local economy against the existing background of fundamental stability as Government resources and spending continues on new infrastructure, buildings, new directorate civilian posts and the long delay since the last review (Rennie Review in 1988).

### Sentiment of Police Officers

9. Hong Kong Police officers consider that this long-awaited Grade Structure-Police needs to offer a workable and sustainable package for the years ahead. It must provide the leadership and guidance to resolve the current low morale and resolve the dispute we continue to have with the Administration on the deficiencies in incremental structure of the Police ranks.

10. We are sorely disappointed and very angry about the gap between the SCDS recommendations and the Force Management and Staff submissions. We are seeking a fair and reasonable outcome. The Report content and recommendations have failed to outline a package of measures that can support the effectiveness of the Police for the coming years, say 3 to 6 years.

11. The Report does not live up to its claims to be pragmatic, providing best judgment for having considered all relevant factors. The Report is in some areas superficial and unclear and does not provide sufficient relief to the current deficiencies in the incremental structure of the Police compared to our complex role and responsibilities, both job factors and our special job factors. It fails to provide sufficient logic and rationale for the adjustments or the SCDS findings on the Police Grade Structure. It fails to appreciate the requirement for best calibre of staff within our organisation as is already required by Force management and the high demands being placed on staff and distinguish the Police within the civil service. It prefers to recommend pursuit of a damaging course towards mediocrity recommending a Police service staffed by **only suitable calibre staff on sufficient remuneration.**

12. The Report if acted upon in its present form would be a retrograde step for professionalism in our organisation.

13. We therefore find the GSR Report on the Police in its present form to be unacceptable. The Report publication only serves to exacerbate the depth of negative feeling within our ranks at this time.

14. We have been waiting for a proper review for over twenty years. We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and excelled to meet efficiency targets and savings these past years.

15. The GSR report has been completed on 27<sup>th</sup> November 2008 and following clarifications and revisions should be implemented in financial year 2008/9. Should there be any deferral to some future date when there is a 'steady state' in the local economy it would be fair and reasonable to implement retrospectively to the Report date. We believe the Administration has the fundamental fiscal stability to implement the GSR for the Police and make a proper investment in PEOPLE as well as infrastructure and other programmes.

16. The Report recommendations have raised serious concerns with us about the context of the deliberations by the members of the Standing Committee on Disciplined Services Salaries and Conditions of Service (SCDS). It appears the SCDS has taken the macro environment of current financial upheavals, as they see it, to limit their thinking and approach in this GSR. The Report quality has been impacted and as it

stands can offer no more than a one-year approach. This does not meet the requirement of a properly conducted GSR acceptable to the Administration, Staff and the people of Hong Kong. The Report will, if pursued without necessary clarifications, result in inequities and cause all the issues and deficiencies to require being revisited once again in less than 12 months time. It will also be divisive and cause ill-feeling between certain ranks. Uncertainty and low morale in the Police will continue and officers may seek to escalate action.

#### **Advice sought**

17. We are prepared to meet with panel members to discuss the GSR Report and present our views on the Grade Structure – Police. We seek member's views and comments.

*Police Force Council Staff Side*  
*December 2008*

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## 立法會

### 公務員及資助機構員工事務委員會

#### 職系架構檢討 — 香港警隊

#### 目的

本文件由警察評議會職方擬備，旨在請各委員注意警察評議會職方的觀點和意見，並就紀律人員薪俸及服務條件常務委員會(紀常會)向政府提交的報告，徵詢各委員的意見。

2. 香港警隊擁有 27 000 名現職男女警務人員。代表大多數警隊成員(由警員至總警司級人員)的警察評議會職方現已仔細審閱 2008 年 11 月 27 日的《職系架構檢討報告書》。我們會繼續積極徵詢各成員的意見，以便採取進一步行動。

#### 背景

3. 2006 年進行的一般公務員職系薪酬趨勢調查和當中所包括的私營機構職位比較調查，並不適用於工作和職責獨特的香港警隊職系。2003 年，政府承諾在完成薪酬趨勢調查後，便會進行香港警隊的職系架構檢討。當局遂於 2007 年 10 月邀請紀常會展開有關檢討。

4. 繼 1988 年的凌衛理檢討報告之後，二十多年來，警務人員一直期待着一個適當的職系架構檢討。我們一直忍耐着，期望得到一個有效職系架構的支持，以肯定我們的工作，並提供晉升機會和足夠的價值。我們曾經接受無數的行動任命挑戰，過去數年亦能完成各項提高效率 and 節省資源的目標，而且成效卓著。香港警隊是一個不斷發展的組織，並須擔任日益複雜的工作和職責。我們現在需要一個能提供按年遞增薪級的職系架構，以便在未來數年配合和支持現代化的香港警隊和妥善管理警隊上下 27 000 名男女警務人員。自從政府於 2003 年初次作出承諾以來，是次檢討遲遲未有展開，直到紀常會於去年進行研究期間，我們也一直忍耐着。

## 職系架構檢討的過程和報告書

5. 職系架構檢討於 2007/08 財政年度展開，並須於 2008/09 年度完成。警隊管理層曾三度與紀常會會面，並提交了 2 份意見書和 27 份資料文件。2008 年 10 月 13 日，警務處處長曾致函紀常會，概述是次職系架構檢討須處理的要項。另一方面，警隊職方亦曾向紀常會提交 6 份文件和 1 封補充信件，以及提供詳細的薪點遞增結構建議。職方曾六度與紀常會會面，但在諮詢的過程中卻只會進行有限的對話。紀常會成員曾拒絕概述他們在決定新警隊職系架構時的依據或想法。繼現任紀常會主席范鴻齡先生停止履行主席一職後，警務處處長和警隊職方曾與署理紀常會主席張震遠先生聯絡，建議進行獨立的簡介會和舉行會議。不過，張先生拒絕在發表職系架構檢討報告之前與有關代表會面。職方曾於 2008 年 10 月發起“一人一信運動”，共收集到 19 220 封簽名信件，表達警隊各級人員對爭取公平和合理結果的強烈感受和支持。

6. 管理層和職方曾經根據本身的豐富經驗和經過深入研究，多次向紀常會提交意見書和表達對該會成員的信任。然而，委員會並無包括這些內容。紀常會亦沒有完全處理警務處處長於 2008 年 10 月 13 日發給紀常會主席信中提到是次職系架構檢討必須解決的多個問題。警隊職方的職系架構檢討建議書值得當局深入的分析和討論。

7. 警察評議會職方現正積極就 2008 年 11 月 27 日發表的職系架構檢討報告書——香港警隊和職系架構檢討首長級人員報告書，諮詢各警隊成員的意見。我們會在考慮有關意見後才採取進一步行動。

8. 我們正尋求在由 2008 年 11 月 27 日起展開為期三個月的諮詢過程中，預早與公務員事務局局長會面，以便：

- 尋求釐清報告書中有關警長、督察至高級警司和首長職級的建議，或沒就這些職級作出建議的原因，因為該些建議並未能配合現行的事業發展情況，亦無認同警政工作的特殊因素有所改變和增加。
- 尋求釐清職系架構檢討報告提出而現時須予解決的一些差異及不利情況。(例如對屬初級警務人員職級的人員有不同的處理安排；欠缺用以肯定高級督察至高級警司職級的特殊因素；報告建議把總督察及以上職級的增薪點安排改為在服務滿第 0、2、4 及 6 年時發放，但我們建議時間不應超過 5 年，即應在服務滿第 0、1、3 及 5 年獲得增薪。)
- 更深入探討警隊士氣的狀況、職方就此問題提交的意見書，以及 2004 年和 2007 年的員工意見調查結果。
- 在 2008/09 年等待職系架構檢討完成之際，研究有關建議對警隊士氣的影響，以及採用「以足夠薪酬福利聘用合適才幹的人士」這「一刀切」的方法可能會存在貶低警隊的風險。
- 尋求釐清實行及轉換至修訂後的警察增薪架構的安排。
- 釐清有關政府提出把建議暫緩至香港經濟「回復平穩發展」時才執行的情況，因為政府現時正繼續就新基建項目、建築工程、新設的首長級文職職位提供資源及經費，目前財政狀況基本上屬穩定，鑑於這背景和上次檢討(1988 年的凌衛理檢討)至今已延遲多時，故請求就暫緩執行建議一事予以釐清。

## 警務人員的觀點

9. 香港警務人員認為這個期待已久的警務人員職系架構檢討需為未來數年提供一個可行及可持續的方案。該檢討必須帶頭並指導如何解決現時士氣低落的情況，以及化解我們與政府之間持續因警隊職級增薪架構的不足之處而存在的爭議。

10. 對於紀常會的建議與警隊管理層及職方所提交的建議書之間存在分歧，我們感到極度失望和憤怒。我們正尋求一個公平合理的結果。報告書的內容及建議未能提供一套可在未來數年(假設 3 至 6 年)支持警隊發揮效率的措施。

11. 報告書並非如其所說的務實，在考慮所有相關因素後提供最佳的判斷。該報告書在某些方面流於表面及含糊，未能提供足夠的緩解方法解決現時警隊增薪架構的不足之處，以反映我們的複雜角色與職責(包括工作因素與特殊因素)。它沒有就建議提出的調整或紀常會對警隊職系架構的研究結果提供足夠的邏輯理據，亦未能顧及警隊須吸納最優秀人才的需要(如警隊管理層所要求)、人員所面對的高要求，以及警隊有別於其他公務員隊伍等情況。報告書寧願建議實施損害性的平庸做法，建議以足夠薪酬聘用才幹僅屬適合的人員提供警察服務。

12. 如果政府落實報告書現時的建議，對警隊的專業精神來說，是一種倒退的舉步。

13. 因此，對於警務人員職系架構檢討報告書現時所提出的建議，我們認為不可接納。在這時期，該報告只會加深警隊上下的負面情緒。

14. 二十多年來，我們一直期待着一個適當的職系架構檢討。我們一直忍耐着，期望得到一個有效職系架構的支持，以肯定我們的工作，並提供晉升機會和足夠的價值。我們曾經接受無數的行動任命挑戰，過去數年亦能完成各項提高效率和節省資源的目標，而且成效卓著。

15. 職系架構檢討報告已於 2008 年 11 月 27 日完成，在處理釐清事項及作出修訂後，應於 2008/09 財政年度實行。如把建議暫緩至日後本港經濟「回復穩定發展」才予執行，便應在實行時把生效日期追溯至報告書發表日期，才屬公平合理。我們相信政府的財政狀況基本上穩健，可實行職系架構檢討就警務人員所作的建議，更可在投資基建項目及其他計劃的同時，對人也作出適當的投資。

16. 報告書的建議令我們非常關注紀律人員薪俸及服務條件常務委員會(紀常會)的討論，因為紀常會看來把現時金融動盪的宏觀環境

納入考慮，以致局限了他們對這次職系架構檢討所持的想法及方針。報告書的質素亦受到影響，因為它提供的方案只可帶來不超過一年的成效，這並不符合妥善地進行一個受到政府、員工及全港市民接納的職系架構檢討的要求。該報告如不作出所需的澄清，結果只會造成不公平情況，致使所有問題及不足之處在不出 12 個月內便須再次進行研究。該報告亦會造成某些職級之間分化及產生不滿情緒。警隊的不明朗情況及低落的士氣將會持續不散，甚或會使人員尋求把行動升級。

## 意見諮詢

17. 我們已作好準備與委員會委員討論職系架構檢討報告書，以及向委員講解我們對警務人員職系架構檢討的意見。我們請委員提出意見和評論。

警察評議會職方

2008 年 12 月



## **Grade Structure Review – Police**

### **Background**

The Police Force Council Staff Side, represents the majority of the serving 27,000 men and women of the Hong Kong Police from Constable to Chief Superintendent ranks. We have carefully reviewed the Reports on the Grade Structure Review (GSR), dated 27<sup>th</sup> November 2008, and actively consulted with our members. The Administration (SCS) has indicated that she maintains an 'open mind' on any of the Recommendations and she has now taken the GSR process forward with a three-month consultation period until the end of February 2008.

2. The PFC SS wrote to both SCS and LegCo Panel of Public Service on 12th December outlining our overall disappointment and dissatisfaction with the GSR Report. We are concerned about SCS comments on deferment and then the conversion and implementation arrangements for this GSR. On 12<sup>th</sup> January 2008 the Staff Side met with the Secretary of the Civil Service and outlined to her in more detail the views and sentiment of serving Police officers.

3. We are now seeking action by SCS for clarification and changes to SCDS recommendations in the GSR report.

### **Sentiment of Police Officers**

4. The Hong Kong Police needs to be supported by a workable and sustainable package from the Grade Structure-Police that can be a strategy for the next six years, until the next review in 2013. It must resolve the current low morale and resolve the dispute we continue to have with the Administration on the deficiencies in incremental structure of the Police ranks. It is vital that Honourable Members appreciate that this is not a "pay rise" It is supposed to be a structural review of the Police Pay Scale, the first such review in 20 years.

5. We find the GSR Report on the Police in its present form to be unacceptable. The Report publication only serves to exacerbate the depth of

negative feeling within our ranks at this time. We have been waiting for a proper review for over twenty years. We have been patient in anticipation of the support of an effective grade structure to provide recognition, career progression and sufficient value for the job we do. We have risen to numerous operational challenges and excelled to met efficiency targets and savings these past years.

6. Our Staff Side position is that there is no simple answer for acceptance or rejection of the GSR report recommendations. The GSR report is not an effective package, being too superficial and lacking of clarity as to what Standing Committee on Disciplined Services Salaries and Conditions of Service SCDS was thinking and how the GSR can implement a proper incremental career structure for the HKP in the coming years.

7. The Report does not live up to its claims to be pragmatic, providing best judgment for having considered all relevant factors. The Report does not provide sufficient relief to the current deficiencies in the incremental structure of the Police compared to our complex role and responsibilities, both job factors and our special job factors. It fails to provide sufficient logic and rationale for the adjustments or the SCDS findings on the Police Grade Structure. It fails to appreciate the requirement for best calibre of staff within our organisation as is already required by Force management and the high demands being placed on staff and distinguish the Police within the civil service. It prefers to recommend pursuit of a damaging course towards mediocrity recommending a Police service staffed by **only suitable calibre staff on sufficient remuneration**. The Report if acted upon in its present form would be a retrograde step for professionalism in the Hong Kong Police.

8. Police Officers are sorely disappointed and understandably very angry about the gap between the SCDS recommendations and the advice and comments made by both Force Management and Staff Side submissions to the SCDS on a proper career structure in the Hong Kong Police. The staff side submissions in the GSR process, since November 2007, are summarised in Annex 'A'. We have provided this bundle of documents to the SCS for her careful review of the issues. We also understand that the Commissioner of Police will provide to SCS the force management submission to SCDS, including a summary letter of the issues raised in a letter from the Commissioner of Police to SCDS Chairman on 13th October 2008.



9. The Report recommendations have raised serious concerns with us about the context of the deliberations by the members of the Standing Committee on Disciplined Services Salaries and Conditions of Service (SCDS). It appears the SCDS has taken the macro environment of current financial upheavals, as they see it, to limit their thinking and approach in this GSR. The GSR Report quality has been adversely impacted and as it stands the Report can offer not more than a one-year approach. The SCDS is fully aware that staff have now waited for 20 years for this GSR and the long gap has heightened expectations on the GSR. SCDS has failed to meet satisfactorily meet those expectations to provide a way forward for the six year gap they recommend before carrying out the next review (**Recommendation 3.15**). The Report will, if pursued without necessary clarifications and adjustment, result in inequities and cause all the issues and deficiencies to require being revisited once again in less than 12 months time. It will also be divisive and cause ill feeling between certain ranks.

10. The recommendations have failed to outline a package of measures that can support the effectiveness of the Police in the coming years, say 3 to 6 years. We are still seeking a fair and reasonable outcome.

#### **GSR Report – Way Forward for the Career Structure**

11. There are things in the report that are in the right direction, things that do not go far enough if the recommendations are really going to operate for the next 6 years and then there are things that are simply not properly addressed. Overall the GSR report falls short of what is needed in a number of areas and this now needs a concerted effort by SCS, Force Management and Staff Side to get things right. We seek clarifications and improvements to career structure and the recommendations by SCDS in a number of areas:

#### **Regular Grade Structure Reviews**

12. SCDS has recommended a regular Grade Structure Review in future. (**Recommendation 3.15**). As the CE in Council has endorsed an improved civil service pay adjustment mechanism including the conduct of annual pay trend surveys (PTS) and a Pay level Survey (PLS) every six years for the civilian grades, it is appropriate to adjust this mechanism to formalise arrangement for a GSR for the Police in place of the PLS. It is therefore agreed by staff that it is reasonable to conduct a GSR as a regular review of career structure every six years, next in 2013 and adjust Police Pay in line

with market indicators and the economy with reference to appropriate PTI in the Annual Pay trend Survey Report. The recommendations for Police in this GSR therefore need to stand the test of being able to support an effective career structure for the next six years.

### **Motivational Increments - PC/SPC**

13. The SCDS have agreed with both Management and Staff Side that there is a need for improvements to career motivation to underpin the experience and morale of mid-career rank and file frontline Police Officers (**Recommendation 8.3**). The mid-career runs from the 12<sup>th</sup> to 25<sup>th</sup> year of service. The introduction of both an early advancement to SPC and service increments (LSI) are supported. For constable the 30<sup>th</sup> year increment recommended by SCDS does not provide any real benefit to career structure and the staff side recommends SCDS recommendation need to be adjusted as follows;

- ◆ LSIs be granted at four yearly intervals from the completion of 12<sup>th</sup> year of service. (i.e. 12<sup>th</sup>, 16<sup>th</sup>, 20<sup>th</sup> and 24<sup>th</sup>)
- ◆ LSIs be granted based on service criteria, subject to existing performance and conduct criteria.
- ◆ Passing of SGT Promotion Examination with credit/great credit could be used for early advancement to SPC on same increment as the 12<sup>th</sup> year LSI. Normal advancement to SPC remains after 18<sup>th</sup> year of service.

### **Increments and broad comparability**

14. SCDS (**Recommendation 8.4**) has failed to meet expectations in properly defining the basis for the police incremental scale. Frontline police officers need to understand the basis and value of their incremental scale and reference themselves with broad comparability to the civil service general grade with consideration for the special factors in policing, working shifts, hardships and longer working hours. (48-hour working week compared to 44 hours in the civilian grades). The civil service general grades incremental scales were effectively examined in the PLS in 2006 against the Hong Kong market and confirmed by CE in Council. This GSR disappoints as it fails to properly address the comparability and special factors for police officers. The Staff Side considers SCDS recommendations in this GSR need to be clarified with;

- ◆ PC having broad comparability to ACO: \$24,729 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance after adjustment. Increment disadvantage in relation to civilian grades be rectified with PC maximum increment be raised by one further increment.
- ◆ Sgt having broad comparability to CO: \$32,447 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance). Increment disadvantage in relation to civilian grades be rectified with Sgt maximum increment be raised by two further increments.
- ◆ SSGT having broad comparability to SCO \$42,080 – this includes adjustment taking account of 44 hour week needs to be adjusted to a comparable 48 hours with hardship allowance and shift allowance. Increment disadvantage in relation to civilian grades be rectified with SSGT maximum increment be raised by one further increment point.

#### **Provide sufficient recognition for experience at SGT rank**

15. The SGT rank is integral to the supervision and mentorship to assure the quality of policing in the frontline. The career (LOS and Age profile) of SGT means that some 70% will not progress further to SSGT rank in their police careers. The GSR report falls short when it comes to looking at the SGT incremental scale. There is a need to maintain sufficient differential between maximum increment of PC, SSGT and SSGT. Put simply it seems that SCDS has not provided sufficient examination of the increment range for career SGT, possibly as they may have misunderstood that SGT rank is a throughscale rank between PC and SSGT, which it is not. The organisational factors of career progression means a police officers career is limited by retirement aged 55 and limited vacancies at SSGT. It is necessary to recognize and motivate the Sgt rank and the maximum increment should be extended by two increments to around \$32,000 (i.e. midpoint between the maximum increment of SSGT (PPS 31: \$40,900) and PC (PPS 15: \$23,805), to be set at PPS 26 (\$32,255).

- ◆ If SSGT's increment can be enhanced to PPS 32 as proposed in para 14, SGT's increment should be enhanced to PPS 27 (\$33,720) with SSGT minimum increment be increased to PPS 25 (\$31,285)]

### **Incremental Scale – address disadvantages and redundant PPS**

16. SCDS has simply not addressed the inequities and poor management of the career structure by allowing the uneven increment scale at various ranks to persist. The increment steps are less than those existing in the Master pay scales MPS where increments of 4% and 5% are provided. This situation of uneven increments is divisive between ranks in the police force. The Staff Side recognizes that annual pay adjustments over twenty years have led to distortions and a lack of rationale on the incremental steps in the PPS. It is timely with each GSR (every six years) to rationalize police increments at a standardized % as follows:

- ◆ Increment size should be standardised to 4% PC to SSP

17. The SCDS recommendations (**Recommendation 8.1 and 8.2**) do recognize there are redundant increments and a need to set the minimum entry requirement for PC to five passes in HKCEE. Staff Side considers the current PPS can be simply rectified by renumbering;

- ◆ PPS 1, 1a and PPS 2 be removed.
- ◆ PPS 3 – 54a as recommended by SCDS be re-numbered as PPS 1 - 53

### **Officer Cadre (IP to SSP)**

18. SCDS (**Recommendation 8.6**) has taken an over simplistic approach to the roles and responsibilities to ranks in the various disciplined services. The 'averaging approach', which is acceptable for the various posts and responsibilities within a rank of a single department is not a valid approach for SCDS to take for jobs in the various disciplined services or to increments in the MPS. The officer cadre of the Police Force should not be directly comparable to these ranks and we strongly oppose the limited thinking of the view expressed by the SCDS (**Paragraph 1.18 (b)**). The command role and special factors of policing need to be given due recognition as was outlined in police staff side submission to SCDS. The Special factors in policing involve:

- Position and role of HKP in Hong Kong (agency of first and last resort)
- Professional knowledge for policing and law enforcement
- Risk and hardships faced

- Discipline and accountability
- Restrictions on personal life and disruption by irregular work schedules and call out
- Organisational factors (secondary duties, incident command, readiness and contingency planning)

19. In providing a way forward for this GSR (over the next 6 years) to recognize the uniquely applicable factors form command responsibility in the Police Force it would be acceptable to set the maximum increment in each rank IP to SSP so that

- ♦ Police ranks have at least one additional increment over the equivalent named rank in the general disciplined services.

#### **Inspector – IP and SIP**

20. SCDS has sought to arbitrarily raise a proposal in this GSR to change the existing arrangement for a through-scale for increments at IP-SIP rank (**Recommendation 8.5**). The proposal although intended only to apply to new recruits would require an IP to qualify by professional examination rather than by service and experience to attain the top incremental points with pay equivalent to SIP. This proposal would cut the four incremental points from the IP scale for those unable to attain professional qualification for advancement to SIP. For a very long time IP and SIP have been considered one combined establishment where both IP and SIP do interchangeable posts and the same work, duties and responsibility. This proposal by SCDS, understood to provide greater professionalism and motivation for IP to SIP needs to be better understood to assure effective incremental systems both at IP and SIP. The proposal needs further refinement to and could be pursued on the basis of:

- IP and SIP remains a combined establishment
- Implementation of requirement for examination to progress to SIP is applied to new recruits through a grandfathering principle
- SIP scale is improved to provide sufficient increments to fit the service profiles, experience of staff in that level extending the incremental scale by two points.

## **Directorate – Increments**

21. Policing is a career where the Directorate police officers are career professionals who reach these ranks at the later part of their career. The ability to earn increments is limited by retirement from service at age 55 or 57 (SACP and above). Directorate officer increments, with a scale of increments at 0,2,4,6 years, means many Directorate (Police) will not attain the increments in their rank before retirement. The suggestion by SCDS for the introduction of the maximum increment at 6 years is a disadvantage over the current maximum increment, which is achieved in year 5. By contrast the career structure is a better fit for the Directorate (Administrative Grade) who as early career personnel can progress through DI to D3 with increments over 5 or 6 years in each rank. There is not a one fits all solution. Incremental steps should be adjusted to remove inequities and recognize the different career structures as follows:

- ◆ Maintain the status quo for maximum increment at year 5 for all grades with increments be granted every two years ie 0,1,3,5 and
- ◆ Increments be granted on annual basis for police officers CSP – SACP

## **Directorate Increment and comparability to civilian grades**

22. SCDS views for the Directorate ranks (Chapter 11.6) simply do not work to fit the existing career progression and fail to recognize the changes and increase in special factors in policing. The Directorate ranks in the police senior command may have broadly comparable policy and management responsibilities either equivalent to or more complex than their civilian and disciplined service colleagues in other departments and bureau. These responsibilities are then augmented by special factors applying to Police officers and their role as commanders, which must be met by an incremental scale where there is clearly defined increment lead or advantage. What is unique to Police commanders is their additional major incident and operational command responsibilities. To maintain the efficiency of the police command ranks it is necessary to assure some increment advantage over other Directorate posts in the civil service as follows:

- ◆ Consideration given to special factors in policing and command as well as management function similar to other grades / ranks in the Civil Service – providing increment advantage.

- ◆ SACP and ACP need to lead others by 3% of increment.
- ◆ The increment lead for CSP needs to be increased from 3% to 5%

## **Morale**

23. SCDS has failed to put sufficient emphasis and explore in sufficient depth the poor state of morale in the police force towards the administration as an employer, whilst force members patiently and conscientiously continue to function with pride and a good sense of duty and care towards the community. The Staff Side continues to act in good faith in anticipation of a fair and reasonable outcome, however staff are feeling their efforts are being simply being taken for granted.

24. On December 6<sup>th</sup> the 2008 Fight Crime Conference sought to make Hong Kong a safe and harmonious home with a focus on law and issues including youth crime and youth drug abuse, domestic violence, quick cash crime, fraud, burglary, home security and commercial crime. Hong Kong needs a disciplined and well motivated, professional Police Service where staff are not continually worrying about their remuneration and incremental scale in their career.

25. Submissions have been made on the poor state of morale by Staff Side (Police Staff Side Paper 4 on 2008-03-03 and supplementary letter dated 2008-08-26) and are supported by the Staff Opinion Surveys in 2004 and 2007 where low morale was indicated by overall low rates of satisfaction by less than 40% of the Police Force. This needs careful consideration. SCS needs to consider the immediate need for a positive impact to raise the morale of Police Force and provide an effective career structure for the Police Force that can last until 2013. The completion of the GSR in 2008/9 needs to address openly and take action on the reservations highlighted in this paper by the Staff Side. The downgrading the Force with the 'suitable calibre with sufficient remuneration' and a one solution fits all approach in this GSR by SCDS risks a further deterioration in morale and consequently the effectiveness of the Hong Kong Police.

## **Hours of work**

26. SCDS has not properly addressed the issues relating to hours of work and should not arbitrarily impose a set of conditions on the Police for any future consideration of a reduction of working hours. Police work is recognized as being stressful and the Commissioner of Police needs to balance operational effectiveness, work-life balance in police careers. As deployments, tactics and police operations change there may be a case to allow a reduction in working hours without a reduction in service. Between 1998 and 2001, the Police trialed a reduction in working hours from 51 to 48 hours. This GSR and SCDS should not impose any restriction on the Commissioner of Police from considering and embarking on any trial that can reduce working hours below 48 hours. Police work is most stressful and physically demanding. Conditioned hours should be further reduced to 44 hours per week (CSD: 49, C&E: 51, FSD: 54, IMM: 44).

## **Medical Services – supporting the frontline**

27. SCDS did make a good observation on the lack of proper medical support, particularly to our officers who are injured on duty as an issue that needs the immediate action of SCS. The issue is how to provide effective and better treatment and support to our colleagues. (Some 1200 are injured on duty each year of which 700 are injured in arrest or similar action.) This issue has been dragging on far too long and needs SCS's action to resolve as a matter of priority.

## **Conversion and Implementation**

28. Clarifications are needed on conversion and implementation dates. This is a matter of concern to all staff and particularly staff on maximum increment for some years and those retirees in 2008/9. The GSR report has been completed on 27<sup>th</sup> November 2008 and following clarifications and revisions should be implemented in financial year 2008/9. Should there be any deferral to some future date when there is a 'steady state' in the local economy it would be fair and reasonable to implement retrospectively to the Report issue date.

29. The conversion arrangements for a revised police incremental structure (PPS) must recognize the SCDS objective of their recommendations impacting on the careers of over 80% of staff on the



implementation date. Staff would move to the new PPS on the implementation date and then progress to further increments on their next or future increment dates.

### **Financial Implications**

30. We believe the Administration has the fundamental fiscal stability to implement the GSR for the Police and make a proper investment in PEOPLE as well as infrastructure and other programmes. Government resources and spending continues on new infrastructure, buildings, new directorate civilian posts. The infrastructure of police careers is equally important to the security and stability of Hong Kong. There has been a long delay since the last review (Rennie Review in 1988) and the cycle of review and implementation of more appropriate career structures should be allowed to progress. The Administration (SCS) can work closely with the Commissioner of Police to determine the extent and source of funding required in this GSR in the current climate.

31. On 27<sup>th</sup> November 2008 SCS indicated that she would propose to initially defer implementation of recommendations with financial implications until the local economy achieves a 'steady state'. This is regrettable as SCS made this unilateral decision before the GSR report was published and before genuine consultation with Staff. We fully understand the concerns in the local economy and can appreciate background for caution. We seek the implementation of the GSR as soon as is practicable.

Police Force Council Staff Side  
January 2008

**Annex 'A'****PFC Staff Side – Summary  
(GSR – Police from Nov 2007 – Jan 2009)**

<b>Date of submission</b>	<b>From</b>	<b>To</b>	<b>Details</b>
2007 Nov			<ul style="list-style-type: none"> <li>LegCo Panel on Public Service – Grade Structure Reviews LC Paper No. CB(1)206/07-08(03)</li> </ul>
2007-11-19	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Letter to SS, invite SSs to attend kick-start briefing on 2007-11-23</li> </ul>
2007-12-05	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman, welcoming the kicking off of GSR</li> </ul>
2007-12-14	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Letter to SS, giving membership of SCDS 2008</li> </ul>
2007-12-21	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Reply letter and invite SS's views on GSR</li> </ul>
2008-02-01	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Letter to SS, stating that the SCDS would consider proposals relating to entry qualifications</li> </ul>
2008-03-03	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS with summary on PFC SS recommendations (Chi &amp; Eng)</li> <li>PFC SS Submission for GSR Paper 1 (Chi &amp; Eng)</li> <li>PFC SS Submission for GSR Paper 2 (Chi &amp; Eng)</li> <li>PFC SS Submission for GSR Paper 3 (Chi &amp; Eng)</li> <li>PFC SS Submission for GSR Paper 4 (Chi &amp; Eng)</li> </ul>
2008-03-18	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to the Chairman SCDS, stating the SS's expectations on the GSR</li> </ul>
2008-06-30	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS with supplementary on Paper 1 (Chi &amp; Eng)</li> </ul>
2008-07-09	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Letter giving deadline for submission set as 2008-07-18</li> </ul>
2008-07-11	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Invite PFC SS to attend informal meeting on 2008-08-26</li> </ul>
2008-07-17	PFC SS  PFC SS (SPA)	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS on submission of Paper 5 (Chi &amp; Eng)</li> <li>PFC SS Submission for GSR Paper 5 (Chi &amp; Eng)</li> <li>Letter to Chairman SCDS on submission of Paper 6 (Chi &amp; Eng)</li> <li>PFC SS Submission for GSR Paper 6 (Chi &amp; Eng)</li> </ul>
2008-07-24	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, asking for more consultation sessions (Chi &amp; Eng)</li> </ul>
2008-07-29	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Reply letter decline further meeting before 2008-08-26 (Chi &amp; Eng)</li> </ul>
2008-08-14	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, reiterate the need for more consultation sessions (Eng)</li> </ul>
2008-08-21	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Reply letter decline further consultation meeting (Eng)</li> </ul>

2008-08-25	PFC SS	CP	<ul style="list-style-type: none"> <li>Letter to CP, giving views from PFC SS giving SS's disappointment on SCDS (Eng)</li> </ul>
2008-08-26	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS with supplementary on Paper 2 &amp; 3 (Eng)</li> <li>Letter to Chairman SCDS with supplementary on Paper 4 (Morale) (Eng)</li> </ul>
2008-08-27	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, propose details of further consultation sessions</li> </ul>
2008-09-02	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Reply letter, giving details of further consultation sessions</li> </ul>
2008-09-03	CP	PFC SS	<ul style="list-style-type: none"> <li>CP's reply letter, giving support to PFC SS on GSR issues</li> </ul>
2008-09-03	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, giving disappointment from the SS on insufficient consultation hours</li> </ul>
2008-09-08	PFC SS	CP	<ul style="list-style-type: none"> <li>Letter to CP giving SS's views on GSR consultation</li> </ul>
2008-09-08	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS on consultation matters</li> </ul>
2008-09-09	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, giving summary of meeting held on 2008-09-06 am</li> </ul>
2008-09-10	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Reply on PFC SS's letter on 2008-09-08</li> </ul>
2008-09-12	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman, supplementary to Paper 2 &amp; 3, plus Pay Claim up to SSP</li> </ul>
2008-09-16	PFC SS (SPA)	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman on Directorate Pay Claim</li> </ul>
2008-09-24	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, giving clarifications on the Pay Chart (proposed)</li> </ul>
2008-09-24	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman, giving supplementary information on Pay Claim</li> </ul>
2008-09-24	PFC SS	CP	<ul style="list-style-type: none"> <li>Letter to CP on GSR issues</li> </ul>
2008-10-03	CP	PFC SS	<ul style="list-style-type: none"> <li>Reply to SS, support on SS's Pay Claim</li> </ul>
2008-10-06	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Reply on letters dated 2008-09-24, invite SS to attend another meeting on 2008-10-15</li> </ul>
2008-10-09	PFC SS (SPA)	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, giving supplementary information &amp; further clarification on proposed Pay claim for Senior Police officers and Directorate</li> </ul>
	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, agree to meet on 2008-10-15 and giving summaries of meetings held on 2008-09-09 &amp; 2008-09-18</li> </ul>
2008-10-09	PFC SS	CP	<ul style="list-style-type: none"> <li>Asking CP about his stand on Police SS's Pay Claim</li> </ul>
2008-10-24	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Chairman SCDS, giving disappointment on the consultation process of GSR</li> </ul>
2008-10-24	PFC SS	SCS	<ul style="list-style-type: none"> <li>Letter to Ms Denise YUE, giving SS's disappointment on Henry FAN's performance in the GSR</li> </ul>
2008-10-24	PFC SS	Henry FAN	<ul style="list-style-type: none"> <li>Letter to Henry FAN, giving disappointment from the SS on his performance and asked him to step aside</li> </ul>

2008-10-24	PFC SS	CP	<ul style="list-style-type: none"> <li>Thanks CP for his support, asked for a copy of his letter to SCDS issued on 2008-10-13</li> </ul>
2008-10-29	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to the Acting Chairman SCDS, asked him to review the whole process due to the failure in consultations.</li> </ul>
2008-10-31	CP	PFC SS	<ul style="list-style-type: none"> <li>Reply &amp; gives copy of his letter to SCDS on 2008-10-13</li> </ul> <p>( PFC SS has approached CP on 8th January 2009 to release copy of letter to SCS)</p>
2008-11-03	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Atg Chairman SCDS, asking him to receive the letters collected from police officers on their comment on GSR on 2008-11-06</li> </ul>
2008-11-06	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Atg Chairman SCDS, handing over of 19,220 letters collected in the letter campaign of the Force</li> </ul>
	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letters (collected in the letter campaign) to SCDS Chairman, giving stands of police officers on GSR</li> </ul>
2008-11-06	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Reply to SS's letters (2008-10-24,29 &amp; 2008-11-03) decline to re-visit SS's points of concern in GSR, but could arrange courtesy visit to Atg Chairman</li> </ul>
2008-11-07	SCS	PFC SS	<ul style="list-style-type: none"> <li>SCS claimed that SS's concern is noted</li> </ul>
2008-11-13	PFC SS	SCDS	<ul style="list-style-type: none"> <li>Letter to Atg Chairman, agree to attend courtesy visit</li> </ul>
2008-11-25	SCDS	PFC SS	<ul style="list-style-type: none"> <li>Letter to invite SS to a reception on 2008-11-27 pm</li> </ul>
2008-11-27			<ul style="list-style-type: none"> <li>Denise YUE, SCS met SSs of DSCC &amp; PFC (am session), telling the SSs that SCDS would submit the GSR reports to the Mgt and she decided to announce deferment in implementation of recommendations which required additional financial input.</li> <li>Barry CHEUNG, Atg Chairman SCDS, met SSs of DSCC, ICAC &amp; PFC (pm session) briefed and distributed the GSR reports</li> </ul>
2008-12-12	PFC SS	SCS	<ul style="list-style-type: none"> <li>Letter to SCS, giving SS's disappointment on the GSR Report and ask for meeting with SCS on GSR concerns</li> </ul>
2008-12-12	PFC SS	LegCo	<ul style="list-style-type: none"> <li>PFC SS submitted paper to the LegCo Panel on Public Service for their information in the meeting scheduled on 2008-12-15</li> </ul>
2008-12-15			<ul style="list-style-type: none"> <li>LegCo Panel on Public Service meeting discussed the Reports on GSR</li> </ul>
2008-12-15	SCS	PFC SS	<ul style="list-style-type: none"> <li>Informed PFC SS on the new membership of SCDS</li> </ul>
2008-12-18	SCS	PFC SS	<ul style="list-style-type: none"> <li>Interim reply from SCS in response to PFC SS's letter of 2008-12-12</li> </ul>
2009-01-12			<ul style="list-style-type: none"> <li>SCS met PFC SS in response to PFC SS's letter of 2008-12-12</li> </ul>

## 警職系架構檢討 — 香港警隊

### 背景

香港警隊有 27 000 名現職男女警務人員。警察評議會職方(警評會職方)為大多數警隊成員(由警員至總警司級)的代表。我們已仔細審閱 2008 年 11 月 27 日發表的《職系架構檢討報告書》(檢討報告書)，並已就報告書積極徵詢警隊成員的意見。政府已表示會對任何建議繼續持「開放態度」，並就職系架構檢討展開為期 3 個月的諮詢，諮詢期將於 2009 年 2 月底結束。

2. 警評會職方在 12 月 12 日曾去信公務員事務局局長和立法會公務員及資助機構員工事務委員會，闡釋我們對檢討報告書的全面失望和不滿。我們關注公務員事務局局長提出有關暫緩執行建議的意見，以及職級轉換辦法和落實職系架構檢討建議的安排。職方在 2009 年 1 月 12 日曾與公務員事務局局長會面，較詳盡地向她解釋現職警務人員的意見和觀點。

3. 我們現促請公務員事務局局長就紀律人員薪俸及服務條件常務委員會(紀常會)在檢討報告書中提出的建議作出澄清及修訂。

### 警務人員的觀點

4. 香港警隊需要「職系架構檢討—香港警隊」提供一個可行及可持續的方案，以支持其工作，而有關政策須適用於未來 6 年(即直至下次 2013 年的檢討)。該方案必須解決現時士氣低落的情況，以及排解我們與政府之間持續因警隊職級增薪架構的不足之處而存在的爭議。尊貴的議員必須明白一點，職系架構檢討並不等於“加薪”，這一點至為重要。是次職系架構檢討的原意是從結構方面檢討警務人員薪級表，這是廿年來首次進行的同類檢討。

5. 對於檢討報告書現時就警務人員所提出的建議，我們認為不可接納。在這時期，該報告只會加深警隊上下的負面情緒。二十多年來，我們一直期待着一個適當的檢討。我們一直忍耐着，期望得到一個有效職系架構的支持，以肯定我們的工作，並提供晉升機會和足夠的價值。我們曾經接受無數的行動任命挑戰，過去數年亦能完成各項提高效率和節省資源的目標，而且成效卓著。

6. 警隊職方的立場是不會純粹接納或否決紀常會在檢討報告書中提出的建議。檢討報告書的建議並非有效的方案，有關建議太過流於表面，且未能清楚交待紀常會的想法，以及職系架構檢討如何能在未來數年為警隊提供一個適當的遞增薪點職制。

7. 報告書並非如其所說般務實，在考慮所有相關因素後提供最佳的判斷。該報告書未能提供足夠的緩解方法解決現時警隊增薪架構的不足之處，以反映我們的複雜角色與職責(包括工作因素與特殊因素)。它沒有就建議提出的調整或紀常會對警隊職系架構的研究結果提供足夠的邏輯理據，亦未能顧及警隊須吸納最優秀人才的需要(如警隊管理層所要求)、人員所面對的高要求，以及警隊有別於其他公務員隊伍等情況。報告書寧願建議實施損害性的平庸做法，建議以足夠薪酬聘用才幹僅屬適合的人員提供警察服務。如果政府落實報告書現時的建議，對香港警隊的專業精神來說，是一種倒退的舉步。

8. 警隊管理層及職方曾就制定適當的香港警隊職制向紀常會提交多份意見書，提出多項建議及意見。對於紀常會的建議與警隊管理層及職方所提的建議及意見之間存在分歧，警務人員感到極度失望，而且非常憤怒。職方自職系架構檢討過程在 2007 年 11 月展開以來所提交的多份意見書，摘錄於附錄「A」。我們已把該些文件一併送交公務員事務局局長，以便其重新仔細考慮有關事宜。我們知道警務處處長亦會提供警隊管理層提交紀常會的意見書，包括處長在 2008 年 10 月 13 日就曾提出的問題發給紀常會主席的摘要信函。

9. 報告書的建議令我們非常關注紀常會的討論，因為紀常會看來把現時金融動盪的宏觀環境納入考慮，以致局限了他們對這

次職系架構檢討所持的想法及方針。檢討報告書的質素亦受到影響，因為它提供的方案只可帶來不超過一年的成效。紀常會十分明白員工等待這次職系架構檢討至今已有 20 年，而兩次檢討相隔這麼長的時間，也提高了員工對是次檢討的期望。紀常會未能符合期望，為下次檢討之前的 6 年間提供未來路向(建議 3.15)。該報告書如不作出所需的澄清及修訂便付諸實行，結果只會造成不公平情況，致使所有問題及不足之處在不出 12 個月內便須再次進行研究，並且會造成某些職級之間出現分化及不滿情緒。

10. 檢討報告書的建議未能提供一套可在未來數年(假設 3 至 6 年)支持警隊發揮效率的措施。我們仍在尋求一個公平合理的結果。

#### 職系架構檢討報告書－職制的未來路向

11. 報告書的部分內容方向正確，但假如有關建議將於未來 6 年內推行，則有部分內容仍有不足之處。此外，尚有多個問題仍未獲適當處理。整體而言，檢討報告書在多個範疇上遠遜於預期所需。因此，公務員事務局局長、警隊管理層和職方現需共同努力，以解決有關問題。有關紀常會提出的職制及建議，我們促請當局就其中多個範疇作出澄清及改善：

#### 定期進行職系架構檢討

12. 紀常會建議日後定期進行職系架構檢討(建議 3.15)。由於行政長官會同行政會議已通過制定一套更完備的公務員薪酬調整機制，包括每年進行薪酬趨勢調查及每 6 年為文職職系進行一次薪酬水平調查，故調整這個機制以正式落實以警務人員職系架構檢討取代薪酬水平調查的安排，實屬恰當。因此，每 6 年進行一次職系架構檢討(下次為 2013 年)以定期檢討職制，以及參考每年薪酬趨勢調查報告的適當薪酬趨勢指標，把警務人員薪酬調整至與市場指標及經濟情況相稱的水平，員工同意這是合理的做法。所以，這次職系架構檢討就警務人員提出的建議需能經得起考驗，即能在未來 6 年支持推行一個有效的職制。

## 鼓勵性的增薪－警員／高級警員

13. 管理層及職方認為有需要提升工作動力，以加強處於事業發展中期的員佐級前線警務人員的經驗和士氣，紀常會對此亦表同意(建議 8.3)。事業發展的中期為服務期的第 12 年至第 25 年。我們支持引入提早晉升至高級警員和提早發放長期服務增薪點的措施。對警員而言，紀常會提出在警員服務的第 30 年發放增薪點的建議，對職制並無帶來任何實際的好處。職方提議把紀常會的建議調整如下：

- ◆ 服務滿 12 年的警員可獲第一個長期服務增薪點，並於其後每隔 4 年(分別為第 12、16、20、24 年)再獲加一個長期服務增薪點。
- ◆ 根據服務年期條件發放長期服務增薪點，但有關人員須符合現行的工作表現和操守準則。
- ◆ 以良好／優良成績通過警長晉升考試，可獲提早升至高級警員服務滿 12 年的長期服務增薪點。正常晉升至高級警員的時間繼續維持在服務滿 18 年的時間。

## 遞增薪點及大致相若的對比指標

14. 紀常會(建議 8.4)的建議未能符合期望，適當界定警務人員遞增薪級的基準。前線警務人員有需要了解其遞增薪級的基準及價值，以便在計及警務工作的特殊因素、輪班工作、辛勞及較長工作時數(警務人員每星期工作 48 小時，而文職職系則為 44 小時)等情況後，可把本身的薪酬與一般職系公務員作大致相若的對比。當局在 2006 年的薪酬水平調查中把一般職系公務員的遞增薪級與香港市場情況作出對比，進行了有效的研究，有關結果並獲得行政長官會同行政會議確認。這次職系架構檢討令人失望，是因為它未能適當地處理對比指標與警務人員的特殊因素。職方認為紀常會在這次檢討提出的建議需作出澄清：

- ◆ 警員與助理文書主任職系大致相若：24,729 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。與文職職系比較時的增薪不



利情況應予修正，而警員的頂薪點應再增一個薪點。

- ◆ 警長與文書主任職系大致相若：32,447 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。與文職職系比較時的增薪不利情況應予修正，而警長的頂薪點應再增兩個薪點。
- ◆ 警署警長與高級文書主任大致相若：42,080 元－進行比較時已把該職系每星期 44 小時工作時數調整至警隊每星期工作 48 小時，並加入辛勞津貼和輪班津貼。與文職職系比較時的增薪不利情況應予修正，而警署警長的頂薪點應再增一個薪點。

#### 充分肯定警長職級的經驗

15. 警長職級十分着重監督和指導工作，以確保前線警務工作的質素。警長的職業概況(服務年期及年齡)顯示大約 70%的警長不會進一步晉升至警署警長級。檢討報告書在研究警長的遞增薪級時有所不足。警員、警長及警署警長的頂薪點有需要保持足夠的差距。簡而言之，紀常會似乎沒有充分研究警長職級的遞增薪幅，這可能是因為該會誤以為警長職級是警員與警署警長之間一個直通薪級的職級，但事實卻不然。就職業晉升機會的因素而言，警務人員的職業發展受到 55 歲退休及警署警長空缺有限這兩方面所局限。警長職級人員有必要獲得肯定及鼓勵，其頂薪點應提高兩個薪點至大約 32,000 元〔即根據警署警長頂薪點(警務人員薪級表第 31 點：40,900 元)與警員頂薪點(警務人員薪級表第 15 點：23,805 元)之間的中間點，釐定為警務人員薪級表第 26 點(32,255 元)。〕

- ◆ 假如警署警長的頂薪點能如上文第 14 段所建議的提高至警務人員薪級表第 32 點，則警長的頂薪點應提高至警務人員薪級表第 27 點(33,720 元)，而警署警長的起薪點亦應提高至警務人員薪級表第 25 點(31,285 元)。

#### 遞增薪級－處理不利情況及冗贅的警務人員薪級表

16. 紀常會只繼續容許各職級內存在遞增薪級不公平的情況，而沒有處理職制中不公平及管理不善之處。警務人員薪級表的遞

增薪點較現時總薪級表的為少，總薪級表的遞增薪點間提供 4%至 5%的增幅。警務人員薪級表遞增薪點不平均的情況對警隊各職級之間造成分化。職方承認過去 20 年的每年薪酬調整使警務人員薪級表的遞增薪點偏離根本和欠缺支持論據。因此，是時候透過每次職系架構(每 6 年一次)以下列的標準百分比來合理調整警務人員的遞增薪點：

- ◆ 警員至高級警司級的遞增薪點間的增幅應劃一為 4%

17. 紀常會的建議(建議 8.1 及 8.2)承認警務人員薪級表存在冗贅遞增薪點，以及有需要把最低入職學歷要求設定為中學會考五科及格。職方認為現時的警務人員薪級表可純粹透過把增薪點重新編號來修正：

- ◆ 刪除警務人員薪級表第 1、1a 及第 2 點
- ◆ 警務人員薪級表第 3 至 54a 點則按紀常會的建議，把薪點重新編號為警務人員薪級表第 1 至 53 點

#### 主任級職級(督察至高級警司級)

18. 紀常會(建議 8.6)以過於簡單的方式看待各紀律部隊職級的角色及職責。就單一部門一個職級內的不同職位及職責應用「平均計算方法」，是可以接受的，但紀常會將之應用於各紀律部隊的職位或總薪級表的遞增薪點，則並非合理的方法。警隊的主任級職級不應直接與這些職級比較，我們強烈反對紀常會表達的那些思想局限的觀點(第 1.18(b)段)。正如警隊職方在提交給紀常會的意見書中表示，警務人員的指揮角色及警務工作的特殊因素需要獲得適當的肯定。警務工作的特殊因素包括：

- 香港警隊在香港的地位及角色(作為最先和最後的倚傍力量)
- 執行警務工作和執法的專業知識
- 所面對的危險和辛勞
- 紀律和責任承擔
- 個人生活受到的限制和不定時工作及出勤對生活的干擾

- 組織架構因素(兼任職務、事故的行動指揮工作、隨時候命，以及策劃緊急應變計劃)

19. 為使這次職系架構檢討提供的未來路向(涵蓋未來 6 年)能對特別適用於警隊的指揮職責因素予以肯定，調整督察至高級警司的頂薪點是可接受的方法，以使

- ◆ 警隊職級較一般紀律部隊名稱等同的職級最少高一個薪點

#### 督察職級—督察至高級督察

20. 紀常會試圖獨斷地在這次職系架構檢討提出建議，以改變督察—高級督察職級直通薪級的現行安排(建議 8.5)。雖然有關建議只擬應用於新招聘的人員，但會要求督察須通過專業考試，而非透過服務表現及經驗，才可達至相等於高級督察薪酬的頂薪點。這建議會使未能考取專業資格以晉升為高級督察的督察級人員被削減 4 個督察薪級的薪點。長久以來，督察及高級督察一直被視為合併編制，即督察及高級督察會互相交替職位和執行同一工作、職務及職責。紀常會的這項建議雖可提升督察至高級督察職級的专业精神及推動力，但它必須能確保督察及高級督察職級的增薪制度行之有效。該建議需要作進一步的改善，這可根據下列各點達至：

- 督察及高級督察職級繼續為合併編制
- 透過現職人員可獲豁免的原則，對新入職人員實施必須通過檢定考試才可獲晉升至高級督察的規定。
- 透過把增薪薪級提高兩個薪點來改善高級督察薪級，從而提供足夠的增薪點反映處於該層級人員的服務年資及經驗。

#### 首長級警務人員—增薪點

21. 首長級警務人員是警政工作的專家，他們在事業發展的較後期晉升至這些職級。由於須在 55 或 57 歲(警務處高級助理處長及以上職級)退休，其可獲發放的增薪點有限。首長級警務人員在其職級服務滿第 0、2、4、6 年時，可獲發放增薪點，這表示許多

首長級警務人員在退休前不會獲發放其職級的各個增薪點。紀常會提出把頂薪點設在服務滿第 6 年的建議，較現時頂薪點設在服務滿第 5 年的規定更為不利。對比之下，有關職制較適合政務職系首長級人員，因他們較早有職業晉升機會，故從首長級薪級第 1 點擢升至首長級薪級第 3 點時，可在每一職級的 5 或 6 年服務期內獲得增薪點。無一方案可適合所有的情況。爲了消除不公平的情況及承認各職制有所不同，增薪點應調整如下：

- ◆ 維持現狀，各職系的首長級人員在服務滿第 5 年時可獲發放頂薪點，即在第 0、1、3 及 5 年每兩年獲發放一個增薪點；以及
- ◆ 總警司至警務處高級助理處長職級的人員每年可獲發增薪點

#### 首長級職級的增薪點及與文職職系的對比指標

22. 紀常會就首長級職級所提出的建議(第 11.6 條)並不符合現時的職業晉升情況，亦沒有反映警務工作的特殊因素改變和增加的情況。警隊高層指揮中首長級職級的政策及管理職責，可能與其他部門及政策局的文職和紀律部隊首長級職級大致相若或更為複雜。但除了這些職責外，首長級警務人員還須加上適用於警務人員的特殊因素及指揮官角色，這明確的增薪優勢必須透過增薪薪級作出反映。警隊指揮官的獨特工作，是須就大型事故及行動額外肩負指揮職責。要維持警隊指揮職級的效率，便必須確保首長級警務人員較其他公務員隊伍的首長級職位具有下列增薪優勢：

- ◆ 考慮到警務工作和指揮職責的特殊因素，以及與其他公務員職系／職級相類似的管理職能—提供增薪優勢
- ◆ 警務處高級助理處長和助理處長的增薪應較其他職系高出 3%
- ◆ 總警司的增薪優勢應由 3%增至 5%

## 士氣問題

23. 紀常會未有適當地注意和深入研究警隊士氣低落的問題，警隊上下對於政府這位僱主的信心程度已經減弱。不過，警隊成員一直忍耐着，並以認真盡責、敬業樂業的態度繼續執行職務，關心社會各界。職方繼續本着真誠，期望取得一個公平和合理的結果，可惜人員逐漸發覺他們的努力純粹被當作是理所當然的東西。

24. 2008 年 12 月 6 日舉行的撲滅罪行委員會聯席會議旨在尋求方法，使香港成為一個安全、和諧的家，並特別着眼於法律方面，以及青少年罪案和青少年濫用藥物、家庭暴力、「搵快錢」罪案、詐騙、爆竊、家居保安和商業罪案等問題。香港需要紀律良好、士氣高昂和專業的警察服務，而提供服務的警隊成員無須再為其工作的薪酬和按年遞增薪級而擔憂。

25. 早前，職方已就人員士氣低落的問題提交意見書(分別為 2008 年 3 月 3 日的職方文件第 4 號和 2008 年 8 月 26 日的補充信件)，意見書的內容與 2004 年和 2007 年的職員意見調查相符。調查的結果顯示人員的士氣低落，只有少於四成的警隊成員感到滿意，整體的數字很低。這個情況值得審慎考慮。公務員事務局局長須考慮即時以正面方法，提升警隊的士氣，以及為警隊提供有效及能夠持續至 2013 年的職制。職系架構檢討於 2008/09 年度完成時必須公開地處理職方在本文件提及其有所保留事項，並採取行動。紀常會在是次職系架構檢討中採用「以足夠薪酬福利聘用合適才幹的人士」，以及一個適用於各個紀律部隊的通用方案來貶低警隊，這可能會帶來令士氣更加低落，從而影響香港警隊效率的風險。

## 工作時數

26. 紀常會並無適當地處理有關工作時數的問題，亦不應任意向警隊施加一套有關於日後考慮減少工作時數的規定。警察工作一向被視為壓力沉重，而警務處處長必須平衡行動效率和警務人員的生活與工作。當部署、策略和警隊行動有所改變時，將有可能在不影響服務的同時容許減少工作時數。在 1998 年至 2001 年期

間，警隊嘗試把工作時數由 51 小時減至 48 小時。是次職系架構檢討和紀常會不應向警務處處長施加任何限制，以影響其考慮和着手推行把工作時數減至低於 48 小時的試驗計劃。警務工作的壓力最爲沉重和需要體力勞動。因此，規定工作時數應進一步減至每周 44 小時(懲教署：49、香港海關：51、消防處：54、入境事務處：44)。

## 醫療

27. 紀常會觀察到當局未能提供適當的醫療支援，特別是因公受傷警務人員的醫療問題亟需公務員事務局局長即時處理。有關問題是如何爲我們的同僚提供有效和更佳的治疗和支援。(每年因公受傷的同僚達 1 200 人左右，其中約 700 人是在執行拘捕或類似行動時受傷的。)這個問題已拖延了很久，因此公務員事務局局長必須採取行動，優先予以解決。

## 轉制和實施

28. 當局必須釐清轉制和實施的日期。這是各人員關心的事項，特別是到達頂薪點已有多年，以及於 2008/09 年度退休的人員。檢討報告書已於 2008 年 11 月 27 日完成，在處理釐清事項及作出修訂後，應於 2008/09 財政年度實行。如把建議暫緩至日後本港經濟「回復穩定發展」才予執行，便應在實行時把生效日期追溯至報告書發表日期，才屬公平合理。

29. 有關修訂警務人員增薪架構的轉制安排必須肯定紀常會的建議目標，即是在執行當日，會爲超過八成人員的事業帶來影響。人員將於執行日期轉往新的警務人員增薪架構，然後在下一個或將來的增薪日期跳升到更高的支薪點。

## 財政影響

30. 我們相信政府的財政狀況基本上穩健，可實行職系架構檢討就警務人員所作的建議，更可在投資基建項目及其他計劃的同時，對人也作出適當的投資。政府現時正繼續就新基建項目、建築工程、新設的首長級文職職位提供資源及經費。警務人員事業

的基礎建設與香港的保安和穩定同樣重要。鑑於上次檢討(1988 年的凌衛理檢討)至今已延遲多時，因此當局必須展開檢討周期，並實施更合適的職制。當局(公務員事務局局長)可與警務處處長緊密合作，共同在現時環境決定職系架構檢討所需的撥款額和來源。

31. 2008 年 11 月 27 日，公務員事務局局長表示她會提出初步“暫緩執行”任何牽涉額外財政開支的建議，直至香港的經濟回復平穩發展。她在檢討報告書公開之前，以及在向人員進行真正的諮詢前，單方面作出這項決定，實在令人感到遺憾。我們完全明白社會對本港經濟的關注，也可以理解作出有關預警的背景。我們尋求盡快落實職系架構檢討。

警察評議會職方

2009年1月

附錄「A」

警評會職方 – 摘要  
(香港警隊職系架構檢討 – 2007 年 11 月至 2009 年 1 月)

提交日期	發件人	收件人	詳情
2007 年 11 月			<ul style="list-style-type: none"> <li>立法會公務員及資助機構員工事務委員會-職系架構檢討(立法會 CB(1)206/07-08(03)號文件)</li> </ul>
2007-11-19	紀常會	警評會職方	<ul style="list-style-type: none"> <li>致函職方，邀請職方出席 2007 年 11 月 23 日有關展開職系架構檢討的簡介會</li> </ul>
2007-12-05	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函主席，表示歡迎展開職系架構檢討</li> </ul>
2007-12-14	紀常會	警評會職方	<ul style="list-style-type: none"> <li>致函職方，提供紀常會 2008 年的委員名單</li> </ul>
2007-12-21	紀常會	警評會職方	<ul style="list-style-type: none"> <li>回信及邀請職方就職系架構檢討提出意見</li> </ul>
2008-02-01	紀常會	警評會職方	<ul style="list-style-type: none"> <li>致函職方，表示紀常會會考慮有關入職資格的建議</li> </ul>
2008-03-03	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，並附上警評會職方所提建議的摘要(中英文本)</li> <li>警評會職方文件第 1 號職系架構檢討意見書(中英文本)</li> <li>警評會職方文件第 2 號職系架構檢討意見書(中英文本)</li> <li>警評會職方文件第 3 號職系架構檢討意見書(中英文本)</li> <li>警評會職方文件第 4 號職系架構檢討意見書(中英文本)</li> </ul>
2008-03-18	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，說明職方對職系架構檢討的期望</li> </ul>
2008-06-30	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，附上第 1 號文件的補充資料(中英文本)</li> </ul>
2008-07-09	紀常會	警評會職方	<ul style="list-style-type: none"> <li>來信表示提交意見書的限期設定為 2008 年 7 月 18 日</li> </ul>
2008-07-11	紀常會	警評會職方	<ul style="list-style-type: none"> <li>邀請警評會職方出席 2008 年 8 月 26 日的非正式會議</li> </ul>
2008-07-17	警評會職方 警評會職方 (警司協會)	紀常會 紀常會	<ul style="list-style-type: none"> <li>就提交第 5 號文件去信紀常會主席(中英文本)</li> <li>警評會職方提交文件第 5 號職系架構檢討意見書(中英文本)</li> <li>就提交第 6 號文件去信紀常會主席(中英文本)</li> <li>警評會職方提交文件第 6 號職系架構檢討意見書(中英文本)</li> </ul>



2008-07-24	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，要求舉行更多諮詢會議(中英文本)</li> </ul>
2008-07-29	紀常會	警評會職方	<ul style="list-style-type: none"> <li>覆函拒絕在 2008 年 8 月 26 日之前進一步舉行會議(中英文本)</li> </ul>
2008-08-14	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席重申有需要舉行更多諮詢會議(英文本)</li> </ul>
2008-08-21	紀常會	警評會職方	<ul style="list-style-type: none"> <li>覆函拒絕舉行進一步的諮詢會議(英文本)</li> </ul>
2008-08-25	警評會職方	警務處處長	<ul style="list-style-type: none"> <li>致函警務處處長，表達警評會職方的意見及職方對紀常會的失望(英文本)</li> </ul>
2008-08-26	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，附上第 2 及 3 號文件的補充資料(英文本)</li> <li>致函紀常會主席，附上第 4 號文件(內容有關士氣)的補充資料(英文本)</li> </ul>
2008-08-27	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席提議進一步舉行諮詢會議的詳情</li> </ul>
2008-09-02	紀常會	警評會職方	<ul style="list-style-type: none"> <li>覆函提供進一步諮詢會議的詳情</li> </ul>
2008-09-03	警務處處長	警評會職方	<ul style="list-style-type: none"> <li>警務處處長在覆函中表示在職系架構檢討事宜上支持警評會職方</li> </ul>
2008-09-03	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，表達職方對諮詢時間不足感到失望</li> </ul>
2008-09-08	警評會職方	警務處處長	<ul style="list-style-type: none"> <li>致函警務處處長，表達職方對職系架構檢討諮詢的意見</li> </ul>
2008-09-08	警評會職方	紀常會	<ul style="list-style-type: none"> <li>就諮詢事宜去信紀常會主席</li> </ul>
2008-09-09	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，提供 2008 年 9 月 6 日上午舉行的會議的摘要</li> </ul>
2008-09-10	紀常會	警評會職方	<ul style="list-style-type: none"> <li>回覆警評會職方 2008 年 9 月 8 日的信件</li> </ul>
2008-09-12	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函主席，提供第 2 及 3 號文件的補充資料，並附上直至高級警司級的薪酬調整要求</li> </ul>
2008-09-16	警評會職方 (警司協會)	紀常會	<ul style="list-style-type: none"> <li>就首長級警務人員的薪酬調整要求去信主席</li> </ul>
2008-09-24	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，就(擬議的)薪酬表作出澄清</li> </ul>
2008-09-24	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函主席，就薪酬調整要求提供補充資料</li> </ul>
2008-09-24	警評會職方	警務處處長	<ul style="list-style-type: none"> <li>就職系架構檢討事宜去信警務處處長</li> </ul>
2008-10-03	警務處處長	警評會職方	<ul style="list-style-type: none"> <li>回覆職方，支持職方提出的薪酬調整要求</li> </ul>
2008-10-06	紀常會	警評會職方	<ul style="list-style-type: none"> <li>回覆職方 2008 年 9 月 24 日的信件，邀請職方出席 2008 年 10 月 15 日的另一會議</li> </ul>

2008-10-09	警評會職方 (警司協會)	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，就高級警務人員及首長級警務人員的擬議薪酬調整要求提供補充資料及作進一步的澄清</li> </ul>
	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，同意在 2008 年 10 月 15 日會面，並提供 2008 年 9 月 9 日及 2008 年 9 月 18 日會議的摘要</li> </ul>
2008-10-09	警評會職方	警務處處長	<ul style="list-style-type: none"> <li>請警務處處長就職方提出的警務人員薪酬調整要求表明其立場</li> </ul>
2008-10-24	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會主席，表達對職系架構檢討的諮詢過程感到失望</li> </ul>
2008-10-24	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函俞宗怡女士，表達職方對范鴻齡處理職系架構檢討的表現感到失望</li> </ul>
2008-10-24	警評會職方	范鴻齡	<ul style="list-style-type: none"> <li>致函范鴻齡，表達職方對其表現感到失望及要求他退位讓賢</li> </ul>
2008-10-24	警評會職方	警務處處長	<ul style="list-style-type: none"> <li>感謝警務處處長的支持，請處長提供於 2008 年 10 月 13 日發給紀常會的信件的副本</li> </ul>
2008-10-29	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會署理主席，要求他檢討整個諮詢過程，因諮詢工作成效不彰</li> </ul>
2008-10-31	警務處處長	警評會職方	<ul style="list-style-type: none"> <li>回信並提供其在 2008 年 10 月 13 日發給紀常會的信件副本 (警評會職方在 2009 年 1 月 8 日曾就提供該信副本給公務員事務局局長而聯絡警務處處長)</li> </ul>
2008-11-03	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會署理主席，要求他在 2008 年 11 月 6 日接收從警務人員收集得的職系架構檢討意見信</li> </ul>
2008-11-06	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函紀常會署理主席，把 19,220 封在警隊「一人一信」運動中收集得的信件轉交給他</li> </ul>
	警評會職方	紀常會	<ul style="list-style-type: none"> <li>把(從「一人一信」運動收集得的)信件交給紀常會主席，申明警務人員對職系架構檢討所持的立場</li> </ul>
2008-11-06	紀常會	警評會職方	<ul style="list-style-type: none"> <li>回覆職方的信件(2008 年 10 月 24、29 日及 2008 年 11 月 3 日)，拒絕重新研究職方就職系架構檢討提出的關注事項，但表示可安排禮節性探訪署理主席。</li> </ul>
2008-11-07	公務員事務局局長	警評會職方	<ul style="list-style-type: none"> <li>公務員事務局局長表示備悉職方的關注事項</li> </ul>
2008-11-13	警評會職方	紀常會	<ul style="list-style-type: none"> <li>致函署理主席，同意出席禮節性探訪</li> </ul>
2008-11-25	紀常會	警評會職方	<ul style="list-style-type: none"> <li>致函邀請職方出席 2008 年 11 月 27 日下午舉行的招待會</li> </ul>

2008-11-27			<ul style="list-style-type: none"> <li>• 公務員事務局局長俞宗怡會見紀律部隊評議會職方及警評會職方(上午會議)，告知職方紀常會會向管理層提交職系架構檢討報告書，以及她決定公布暫緩執行需要額外財務開支的建議。</li> <li>• 紀常會署理主席張震遠與紀律部隊評議會職方、廉政公署職方及警評會職方會面(下午會議)，簡介及派發職系架構檢討報告書。</li> </ul>
2008-12-12	警評會職方	公務員事務局局長	<ul style="list-style-type: none"> <li>• 致函公務員事務局局長，表達職方對職系架構檢討報告書感到失望，並要求就對職系架構檢討的關注與公務員事務局局長會面。</li> </ul>
2008-12-12	警評會職方	立法會	<ul style="list-style-type: none"> <li>• 警評會職方就訂於 2008 年 12 月 15 日舉行的會議向立法會公務員及資助機構員工事務委員會提交資料文件</li> </ul>
2008-12-15			<ul style="list-style-type: none"> <li>• 立法會公務員及資助機構員工事務委員會討論職系架構檢討報告書</li> </ul>
2008-12-15	公務員事務局局長	警評會職方	<ul style="list-style-type: none"> <li>• 通知警評會職方紀常會的新任委員名單</li> </ul>
2008-12-18	公務員事務局局長	警評會職方	<ul style="list-style-type: none"> <li>• 公務員事務局局長就警評會職方 2008 年 12 月 12 日的信件作出初步回覆</li> </ul>
2009-01-12			<ul style="list-style-type: none"> <li>• 公務員事務局局長因應警評會職方 2008 年 12 月 12 日的信件與警評會職方會面</li> </ul>