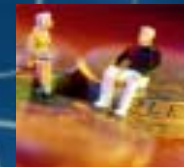


# Pay Level Survey for the Civil Service

## Proposed Approach to the Job Inspection of Civil Service Benchmark Jobs

28 and 29 September 2005



[WWW.WATSONWYATT.COM](http://WWW.WATSONWYATT.COM)



# Scope of Work of Phase 2 Consultancy

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## **Purpose:**

- To conduct a pay level survey for the civil service using the methodology as recommended by the Phase 1 Consultant and adopted by the Government





## Scope of Work of Phase 2 Consultancy (Cont'd)

### **Immediate Task:**

- To conduct job inspection of civil service benchmark jobs with the participation of grade/departmental management, staff bodies (including civil service staff unions/associations) and post-holder representatives

### **Subsequent tasks:**

- To collect pay data and other information from private sector organisations
- To consolidate and analyse the collected data according to the adopted survey methodology

(The subsequent tasks will be carried out after the completion of the job inspection process. We will draw up proposals for these tasks at a later stage.)





# Work Plan

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| <b>Key stages</b>   | <b>Estimated time required</b> |
|---|--------------------------------|
| Job inspection of civil service benchmark jobs<br>➤ Groundwork<br>➤ Job interviews<br>➤ Documentation | Four months                    |
| Collection of pay data from private sector organisations  | Two months                     |
| Consolidation of pay data collected   | One month                      |

- The above timeframe is an estimation only. The actual time required for each work stage will depend on the work progress. We would not compromise the principle of conducting the survey in a professional manner for meeting deadlines.





## Proposed Approach to Job Inspection

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- We have set out our proposed approach for conducting job inspection of civil service benchmark jobs in the following slides
- At this stage, we are gathering the views of the Consultative Group, Departmental Consultative Committees (DCCs) and staff unions/associations on our proposed approach
- We will continue to involve staff representatives closely in various stages of the job inspection process





## Proposed Approach to Job Inspection

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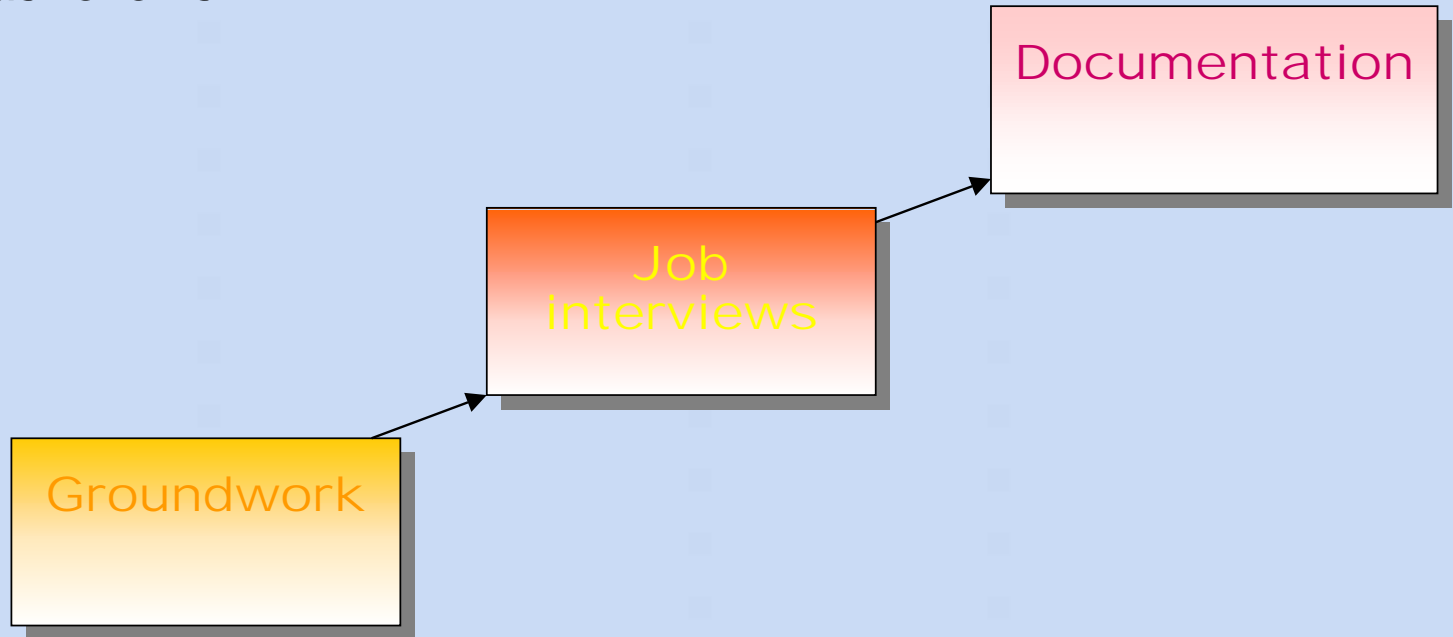
- Under our proposed approach, staff bodies (including DCCs and staff unions/associations) and post-holder representatives will participate at various stages of the job inspection process
- Staff bodies will be invited by management to provide input on job characteristics of the civil service benchmark jobs to facilitate the preparation of job briefs for the benchmark jobs
- To supplement the above process, job interviews with post-holder representatives will be arranged



# Proposed Approach to Job Inspection

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The job inspection process comprises three main tasks as follows:





## Job Inspection Process – Groundwork

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### **Review provisional list of benchmark jobs**

- To review provisional list of civil service benchmark jobs in Phase 1 Consultancy Report (202 ranks in 63 grades) in the light of –
  - the views on suggested changes to the provisional list of benchmark jobs received during the consultation exercise held between November 2004 and January 2005
  - the views being collected from the briefing sessions for Consultative Group, DCCs and staff unions/associations (parties concerned would be most welcome to let us have your comments on the provisional list of benchmark jobs)







## Job Inspection Process – Groundwork

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### **Review provisional list of benchmark jobs (Cont'd)**

- Phase One Consultant has recommended that civil service jobs in the education, medical & health care and social welfare fields should not be included as benchmark jobs because the pay levels of their private sector counterparts are heavily influenced by the civil service pay practice
- We have further conducted a sample survey of the pay practice of the above 3 fields. The findings indicate that in a majority of NGOs, the salary of their professional staff follows a pay scale similar to the civil service, or the NGOs concerned do not meet the criteria for participating in the survey. Our initial recommendation is that jobs in these 3 fields should not be included as benchmark jobs





## Job Inspection Process – Groundwork

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### **Draw up selection criteria of representative posts**

#### **Principle:**

- The representative posts should be typical and reasonably representative of the benchmark jobs in terms of various job-related characteristics (e.g. job content, work nature, level of responsibility, etc)



## Job Inspection Process – Groundwork

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### Draw up selection criteria of representative posts (Cont'd)

#### General Guidelines:

- The no. of representative posts for each benchmark job should have regard to the establishment size of the benchmark job
- The representative posts should come from the most common job functions/streams/specialisations of the benchmark job concerned
- The no. of representative posts from each job function/stream/specialisation should have regard to its establishment size





## Job Inspection Process – Groundwork

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### Draw up selection criteria of representative posts (Cont'd)

#### General Guidelines (Cont'd):

- The representative post from each job function/stream/specialisation should as far as possible come from different departments or divisions/units within a department, where applicable
- For common grades under the management of individual departments, the selected posts should be drawn from departments/management with the largest establishment of the benchmark job and whose combined establishment is no less than 50% of the total of the benchmark job
- In general, benchmark jobs may involve 2 to 4 most common job functions/streams/specialisations. According to the above guidelines, around 1 to 3 representative posts would be selected for small ranks while up to over 10 posts for ranks with a large establishment





## Job Inspection Process – Groundwork

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### **Draw up nomination criteria of post-holder representatives**

- **Post-holder representatives**

- should have at least 2 years of service in the current rank and post
- should be able to provide up-to-date characteristics of the relevant civil service benchmark job
- should be incumbent holders of the representative posts





## Job Inspection Process – Groundwork

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### Map out interview arrangements and run-down

- **Number of interviewees**

- To ensure effective communication, an interview will in general have 6 to 8 post-holder representatives, and in most cases have less than 10 post-holder representatives

- **Run down of an interview**

- Debrief :
  - the Consultants to debrief post-holder representatives with the presence of grade/departmental management, staff union/association and CSB representatives
- Interview (thereafter) :
  - the Consultants and the post-holder representatives will stay and proceed with the interview to assist the Consultants in getting an in-depth understanding of the benchmark jobs as described in the draft job briefs





## Job Inspection Process – Groundwork

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- To conduct briefing sessions for grade/departmental management, Consultative Group, DCCs and staff unions/associations on the proposed approach (Note).
- To refine the approach in the light of the feedback received during the briefing sessions

Note: This is where we stand now.





## Job Inspection Process – Groundwork

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**Seek input from management on basic factual information of benchmark jobs for preparing draft job briefs (DCCs and staff unions/associations will be consulted by management in the process)**

- Typical requirement on qualifications and experience
- Level of responsibility
- 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







# Job Inspection Process – Job Interviews

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## **Selection of Representative Posts**

- Grade/departmental management to select representative posts of benchmark jobs according to selection criteria and in consultation with DCCs and relevant grade/departmental staff unions/associations

## **Nomination of Post-holder Representatives**

- Staff unions/associations to nominate post-holder representatives
- Grade/departmental management to draw up the list of post-holder representatives having regard to
  - the nominations from staff unions/associations
  - whether the nominations match with the selected representative posts
  - the nomination criteria





## Job Inspection Process – Job Interviews

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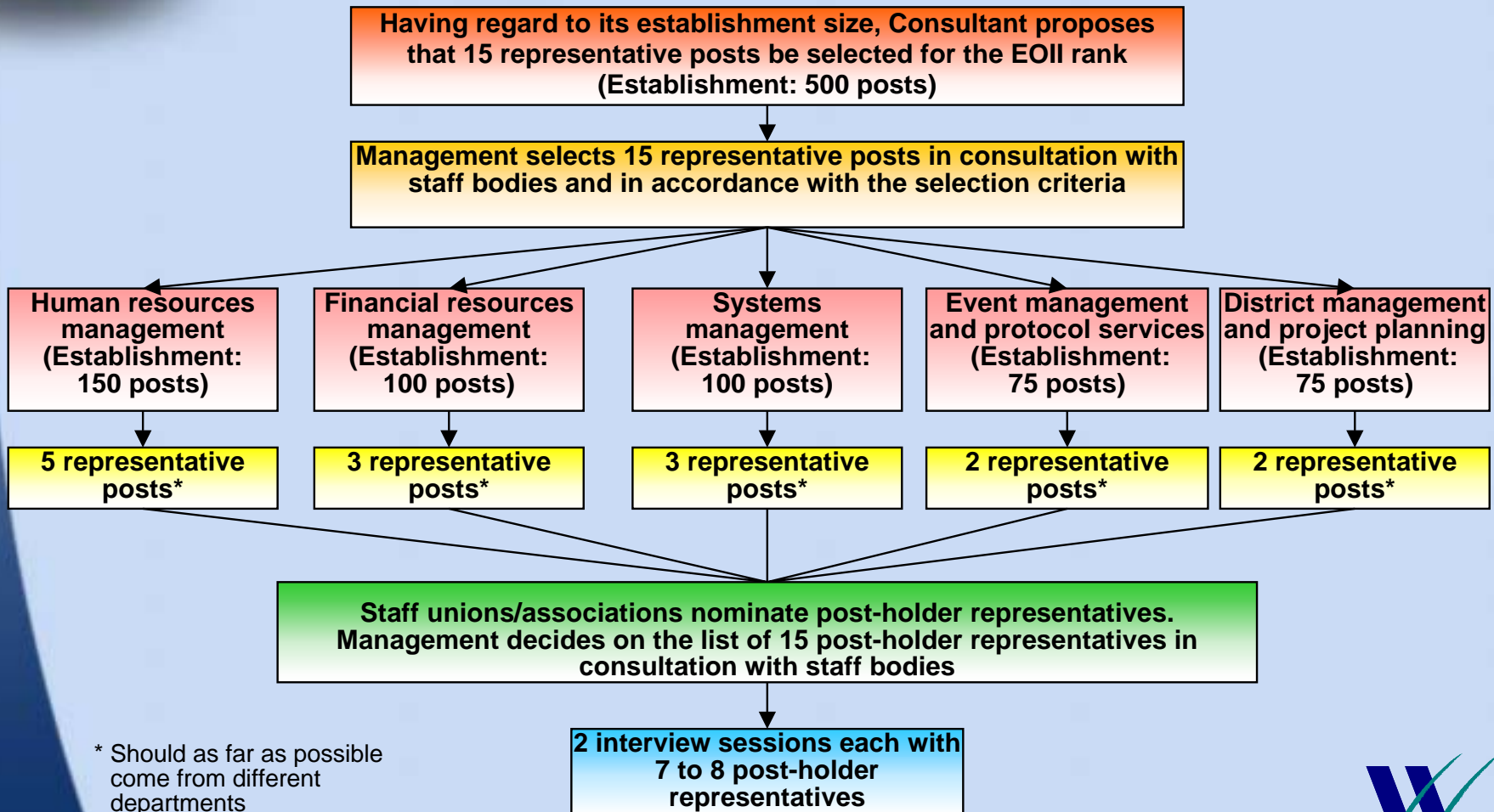
### **Final list of post-holder representatives**

- Grade/departmental management to decide on the list of post-holder representatives after consultation with the DCC



# Illustration of the selection of post-holder representatives (figures used are made up for illustration purpose)

## Example: Executive Officer II (EOII)



\* Should as far as possible come from different departments





## Job Inspection Process – Job Interviews

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- Draft job briefs on the basis of inputs from management, DCCs and staff unions/associations and provide them to post-holder representatives before interview
- Interview post-holder representatives
- Refine job briefs, where necessary, in the light of the information gathered from the job interviews





## Job Inspection Process – Documentation

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- In consultation with DCCs, staff bodies and post-holder representatives, finalise -
  - list of benchmark jobs and categorisation
  - job briefs
  - job descriptions for the identification of private sector benchmark jobs





## Job Inspection Process – Documentation

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- We will make known and explain the outcome of the job inspection process (including the final job briefs, final list of civil service benchmark jobs, finalised job categorisation, job descriptions, etc) to Consultative Group, grade/departmental management and staff unions/associations concerned so that interested parties will be fully informed of how job matching will be carried out



## Summary of the Involvement of DCCs and staff unions/associations in the job inspection process

| <b>Key tasks</b>      | <b>Involvement</b>  |
|-----------------------|---|
| <b>Groundwork</b>     | <ul style="list-style-type: none"><li>• To attend briefing sessions presented by the Consultant and provide comments on the proposed approach to job inspections</li><li>• Management to consult DCCs and staff unions/associations before providing input to the Consultant on basic factual information of civil service benchmark jobs</li></ul> |
| <b>Job interviews</b> | <ul style="list-style-type: none"><li>• Management to consult DCCs and staff unions/associations before selecting representative posts of benchmark jobs</li><li>• To nominate post-holder representatives for job inspection interviews</li><li>• To attend debriefing of job inspection interviews</li></ul>                                      |
| <b>Documentation</b>  | <ul style="list-style-type: none"><li>• Consultant to revise job briefs, list of civil service benchmark jobs and job categorisation after job inspection interviews, and consult DCCs and staff unions/associations before finalisation</li></ul>  |





## Next steps

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- The proposed approach for conducting the job inspection process remains our recommendation at this stage
- Parties concerned, including the Consultative Group, the DCCs and staff unions/associations, are welcome to let us have your comments at today's briefing session, or send them to us preferably within two weeks
- Taking account of the views received, we will set out the finalised approach in an interim report







**Thank You**

