

13 May 1981.

His Excellency Sir Murray MacLehose, G.B.E., K.C.M.G., K.C.V.O.,  
Governor of Hong Kong.

Your Excellency,

The Locomotive Driver Grade

In 1978 the Government approved proposals for the modernisation and electrification of passenger services on the Kowloon-Canton Railway. This will result in changes in the type of locomotive units used, the manning requirements and the responsibilities of certain of the staff in the Locomotive Driver Grade. With the first stage of electrification due to be commissioned in April 1982 we have been asked to consider the extent to which these changes should be taken into account in the pay scales of the grade.

At present all KCR trains are hauled by Diesel Locomotives which are manned by a Locomotive Driver and an Assistant Locomotive Driver. With electrification and double tracking, passenger services will be operated by electrical multiple units (EMUs) manned by a Locomotive Driver only. Moreover, with the introduction of EMUs, the frequency of service, the mileage covered, the time spent on driving and the speed of trains will all be substantially increased. We are satisfied that the work of Locomotive Drivers operating EMUs will be more demanding and involve a higher level of responsibility. In the circumstances some adjustment to their pay scale will be warranted.

The Locomotive Driver grade is composed of two ranks :

Assistant Locomotive Driver	MPS 9 - 13
Locomotive Driver	MPS 14- 17

No change is contemplated in the existing duties and responsibilities of Assistant Locomotive Drivers and no evidence has been presented to us to suggest that their pay scale is inappropriate. The additional duties and responsibilities arising from electrification are confined to the Locomotive Driver rank and in particular to those Locomotive Drivers who may be required to operate EMUs. We have therefore considered what adjustments should be made to the pay scale of the Locomotive Driver rank to reflect these additional duties and responsibilities.

One option which we examined was to provide for two ranks of Locomotive Driver; Locomotive Driver I for those engaged in operating EMUs and Locomotive Driver II for those engaged in operating Diesel Locomotives. However, it was pointed out to us that it was the intention that in time all Locomotive Drivers would become fully qualified for EMU operation, that the great majority of Locomotive Drivers would be employed on driving EMUs and that a two-rank structure could restrict management's flexibility in rotating staff to take account of operational requirements.

Having considered various alternatives we recommend that there should continue to be a single scale for Locomotive Drivers but that this should be improved from the present MPS 14 - 17 to MPS 14 - 20. We do not propose any adjustment to the minimum of the scale since we have been given to understand that on promotion Assistant Locomotive Drivers will first be employed on driving Diesel Locomotives. At the same time to recognise the changes resulting from electrification of the KCR, we recommend two further arrangements. First we consider that Locomotive Drivers should receive an additional increment on passing the examination qualifying them to operate EMUs. At this point they may be required to drive EMUs at any time. Secondly we consider that Locomotive Drivers should not advance beyond point 17 in the scale unless and until they are qualified and willing to operate EMUs.

We therefore recommend that the pay scales of the Locomotive Driver grade be revised as follows :

	<u>Existing</u>	<u>Proposed</u>
Assistant Locomotive Driver	MPS 9 - 13	MPS 9 - 13
Locomotive Driver	MPS 14 - 17	MPS 14 - 20*

\* With provision for the grant of an additional increment and the insertion of a qualification bar between points MPS 17 and MPS 18 as proposed in the preceding paragraph.

If our proposals are accepted we recommend that they be introduced when the first stage of electrification of the KCR is commissioned. We would however see merit in advising the staff of the new arrangements as soon as possible, in order that they may be made aware that the additional responsibilities involved in the operation of EMUs will be recognised and appropriately compensated.

We have the honour to be,  
Your Excellency's obedient servants,

(S. Y. Chung)  
Chairman

26 May 1981.

His Excellency Sir Murray MacLehose, G.B.E., K.C.M.G., K.C.V.O.,  
Governor of Hong Kong.

Your Excellency,

The Transport Assistant Grade

During our first review of individual grades, our attention was drawn to difficulties being experienced in recruiting and retaining Transport Assistants. In our First Report on Civil Service Pay (Report No. 2) we therefore recommended some improvement to the pay scales of the grade. We have since been advised that despite these improvements recruitment and retention difficulties persist and, at the request of management, we agreed to conduct a further review of the grade.

The Transport Assistant grade is composed of two ranks : Transport Assistant II and Transport Assistant I. Staff of the grade are employed in the Tunnel and Parking Management Division of the Transport Department where they are mainly engaged in the following duties :

(a) Transport Assistants II

- (i) on the control of entry to and exit from carparks and conducting patrols to ensure proper parking, cleanliness and security ;
- (ii) on the collection of revenue from and the on-street maintenance of parking meters.

(b) Transport Assistants I

- (i) in charge of a multi-storey carpark;
- (ii) on the supervision of revenue collection teams and parking meter maintenance teams and the installation and removal of meters;

- (iii) on the collection of tolls, the control of traffic and the operation of emergency service vehicles at tunnels. Supervision is provided by the Transport Controller grade.

The basic qualification for entry to the grade is completion of a Form IV education. Until recently, candidates were also required to possess a valid driving licence. Due to difficulties in recruitment and because only a limited number of Transport Assistants II were employed on driving duties, this latter requirement was dropped in May 1981. However, provision is made for staff to receive driving training after appointment, not only to meet operational needs, but also to enhance their promotion prospects to Transport Assistant I which requires the possession of a driving licence.

A recent survey has shown that since the requirement that candidates for appointment possess a valid driving licence was dropped, recruitment has improved but that the vacancy position remains unsatisfactory. The survey has also revealed that wastage of staff from the grade is above average, especially in the early years of their career. With the opening of the Aberdeen and Airport Tunnels later this year and the continuing programme for the installation and operation of parking meters, more staff will be required. It is considered that this requirement will not be met unless the pay scales of the grade are improved.

In the light of the survey results, we have carefully examined the existing duties and responsibilities of the Transport Assistant grade. We note that staff in the grade are required to work shifts and that shroff duties at carparks are to be assigned to Transport Assistants II. Having regard to these factors and the retention problems associated with the grade, we consider that an improvement in the pay scales is warranted. We therefore recommend that the pay scales should be revised as follows :

	<u>Existing</u>	<u>Proposed</u>
Transport Assistant II	MPS 2 - 13	MPS 4 - 14
Transport Assistant I	MPS 14 - 18	MPS 15 - 18

If our proposed pay scales are accepted, we recommend that they be implemented from a current date.

We have the honour to be,  
Your Excellency's obedient servants,

(S. Y. Chung)  
Chairman

2 June 1981.

His Excellency Sir Murray MacLehose, G.B.E., K.C.M.G., K.C.V.O.,  
Governor of Hong Kong.

Your Excellency,

The Receptionist and Hospital Receptionist Grades

In our First Report on Principles and Practices Governing Civil Service Pay (Report No. 1), in discussing career prospects, we recommended that an examination should be conducted of grades with no or limited promotion opportunities to see to what extent they might be merged into more general grades. We have recently received the results of such an examination of the Receptionist and Hospital Receptionist grades which indicate that a merger of these grades with the clerical grades would be both practicable and desirable.

Receptionists are employed at reception counters in 16 government departments. Their duties involve receiving visitors, directing them to appropriate offices, answering enquiries both from visitors and telephone callers, and performing related tasks. Hospital Receptionists are employed on similar duties in the Medical and Health Department, but are required in addition to conduct visitors around the hospitals, to maintain an index of patients, to enter births in a register, to arrange transport for the transfer of patients to other hospitals after normal office hours, and to answer telephone enquiries about patients. Both Receptionist (42 posts) and Hospital Receptionist (11 posts) are one-rank grades in the "Grades requiring less than a full school certificate" group and their existing pay scales are as follows :

Receptionist	MPS 6 - 16 (\$1485 - \$2905)
Hospital Receptionist	MPS 7 - 17 (\$1570 - \$3080)

The recent study of the Receptionist and Hospital Receptionist grades suggests that there is a case for merging these grades with the clerical grades for a number of reasons. First, reception duties already form part of the duties of clerical staff and staff of the Receptionist and Hospital Receptionist grades may also be called upon to perform tasks of a clerical nature. To some extent, therefore, the duties of Receptionist and Hospital Receptionist and those of the clerical grades overlap. Secondly, a merger of the Receptionist

and clerical grades could be advantageous to management in that it would permit flexibility in the deployment of staff on a wider range of duties. Finally, the suggested merger would provide staff of the Receptionist and Hospital Receptionist grades with the same advancement opportunities as staff in the clerical grades.

Having regard to the advantages to both staff and management revealed by the study, we recommend that steps be taken to merge Receptionist and Hospital Receptionist grades with appropriate ranks of the clerical grades as soon as practicable. We consider that the appropriate ranks in the clerical grades are those of Clerical Assistant (MPS 2 - 13) or Clerical Officer II (MPS 5 - 18) and that the grading of Receptionists and Hospital Receptionists within these ranks should be determined following an examination of the duties and responsibilities of individual Receptionist and Hospital Receptionist posts. Any Receptionists or Hospital Receptionists whose posts are regraded at Clerical Assistant level should, of course, be given the right to retain their existing pay scale.

If our recommendation for merging the Receptionist and Hospital Receptionist grades with the clerical grades is accepted, the date of implementation should be the date on which the merger takes effect.

We have the honour to be,  
Your Excellency's obedient servants,

(S. Y. Chung)  
Chairman



18 June 1981.

His Excellency Sir Murray MacLehose, G.B.E., K.C.M.G., K.C.V.O.,  
Governor of Hong Kong.

Your Excellency,

The Lighthouse Mechanic and  
Navigational Aids Attendant Grades

Among a number of Model Scale 1 grades identified in our Second Report on Civil Service Pay (Report No. 5) as requiring further review were the grades of Lighthouse Mechanic and Navigational Aids Attendant. We have now completed our review of these grades and our findings are contained in this letter.

Lighthouse Mechanics and Navigational Aids Attendants are employed in the Marine Department. Lighthouse Mechanic is a one-rank grade the staff of which are mainly deployed on servicing, maintaining and repairing aids to navigation and in installing such aids at light stations. The Navigational Aids Attendant grade is composed of two ranks, Navigational Aids Attendant II and Navigational Aids Attendant I, and staff are largely engaged in assisting Lighthouse Mechanics, either in a workshop or at a light station, with the repair and maintenance of light equipment. The existing pay scales and structures of the two grades are as follows :

<u>Lighthouse Mechanic Grade</u>	<u>7 Posts</u>
Lighthouse Mechanic	MOD 13 - 17
<u>Navigational Aids Attendant Grade</u>	<u>28 Posts</u>
Navigational Aids Attendant II	MOD 5 - 10
Navigational Aids Attendant I	MOD 11 - 15

A recent job survey of the Lighthouse Mechanic and Navigational Aids Attendant grades has shown that there is no functional difference between the ranks of Navigational Aids Attendant I and II, nor is there any supervisory relationship between the two ranks. We therefore recommend that the two ranks be merged and having regard to the duties and responsibilities of the grade, in particular the level of skill required in the field of electrical and mechanical repairs, we consider an appropriate pay scale for the combined rank to be MOD 11 - 17. The job survey has also shown that posts in the supervisory grade of Lighthouse Mechanic are normally filled by the appointment of suitably qualified Navigational Aids Attendants, and thus that Lighthouse Mechanic is effectively a promotion rank for the Navigational Aids Attendant grade. We feel this situation should be formally recognised and therefore further recommend that the grades of Lighthouse Mechanic and Navigational Aids Attendant should be merged, with the former becoming the senior rank of the new combined grade. We consider the appropriate pay scale for this senior rank to be MOD 18 - 20.

In the course of our review, we were informed that the title Navigational Aids Attendant is a misnomer. The term "navigational aids", we are advised, refers to equipment used on board vessels and the correct term for aids provided by shore authorities external to a vessel is "aids to navigation". The Director of Marine has therefore proposed that the title of Navigational Aids Attendant should be changed to Aids to Navigation Attendant. Since we understand that the Administration is in agreement with the change of title, we have taken this into account in our proposals and suggest that the combined grade which we have recommended should be titled Aids to Navigation Attendant. This title should also apply to the entry rank of the new grade and the Lighthouse Mechanic rank should be retitled Aids to Navigation Mechanic.

Taking account of our proposals for restructuring the Lighthouse Mechanic and Navigational Aids Attendant grades, our recommendations for revised pay scales and the suggested changes in title, the position would be as follows :

<u>Existing</u>	<u>Proposed</u>
<u>Navigational Aids Attendant</u> <u>Grade</u>	<u>Aids to Navigation Attendant</u> <u>Grade</u>
Navigational Aids    MOD 5-10) Attendant II                    )	
	Aids to Navigation    MOD 11-17 Attendant
Navigational Aids    MOD 11-15) Attendant I                    )	

Existing

Proposed

Lighthouse Mechanic Grade

Lighthouse Mechanic	MOD 13-17	Aids to Navigation Mechanic	MOD 18-20
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The grades of Lighthouse Mechanic and Navigational Aids Attendant are grades outstanding from our earlier reviews and if our recommendations are accepted, the revised pay scales should be implemented with effect from 1 October 1979, i.e. the date of implementation of the recommendations for individual Model Scale 1 grades dealt with in our Report No. 5.

We have the honour to be,  
Your Excellency's obedient servants,

(S.Y. Chung)  
Chairman