

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

The Present Role of Job-related Allowances
in the Civil Service

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| (1) | There is a need for some form of job-related allowance system for the civil service. The present system should be improved by the establishment of a set of clearly defined general principles governing the payment of allowances and eligibility for them. There is also a need for regular reviews of the various schedules of allowances in accordance with these principles. | 2.5 - 2.6 |
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General Principles

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| (2) | Eligibility for job-related allowances should be determined by reference to a cut-off point at MPS 37. Members of the administrative and professional grades should not be eligible for job-related allowances. | 3.5 |
| (3) | Job-related allowances should not be paid to officers unless extra or unusual duties take up a substantial part of their time. | 3.7 |
| (4) | Job-related allowances should not be paid for inherent duties unless the pay structure of the grades concerned is such that these duties cannot be reflected in the pay scale. | 3.11 |
| (5) | Job-related allowances should not be paid for changes in duties resulting from the introduction of new technology or improvements in operational methods. | 3.13 |
| (6) | Job-related allowances should not be paid simply for the acquisition or possession of a skill or qualification. Where an officer is called upon to make use of an extra skill or qualification in the course of his work, consideration should be given to the payment of an allowance only if this happens reasonably often. | 3.16 |

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| (7) | Where officers are regularly required to spend more than 50% of their time on extra duties for which allowances are paid, the posts concerned should be reviewed to determine whether it would be appropriate and practicable to regrade them, to revise the job descriptions of the posts to include the extra duties, to schedule staff to fill these posts in rotation or to continue to pay allowances. | 3.17 - 3.18 |
| (8) | Where job-related allowances are justified they may be paid to officers on a continuing basis if the adjustment of their pay scales is not cost-effective and the regrading of posts or the rotation of staff to fill the posts is not practicable. | 3.22 |
| (9) | Multiple allowances should not be paid unless each of the individual allowances can be independently justified as being in accordance with the principles and criteria applicable to that allowance. | 3.26 |

Rates for Allowances

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| (10) | The same allowance should be paid for the same extra duties irrespective of the rank and basic salary of the officer concerned. | 4.4 |
| (11) | The rates for standard allowances should continue to be set having regard to Point 1 of the Master Pay Scale. | 4.7 |
| (12) | The rates for standard allowances should continue to be broadbanded. | 4.7 |
| (13) | The rates for non-standard allowances should, wherever practicable, be set having regard to Point 1 of the Master Pay Scale. It may be necessary to continue to express the rates for some non-standard allowances in the form of a fixed amount but the practice of expressing them in any other form should cease. | 4.9 |

Review of Categories of Allowances

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| (14) | No formal definition of "Extraneous Duties" should be laid down. However, Heads of Department should update the job descriptions of posts regularly. | 5.4 |
| (15) | Level 1 of the Extraneous Duties Allowance (Supplementary Duties) should be abolished. | 5.7 |
| (16) | The Administration should review individual items at Level 2 of the Extraneous Duties Allowance (Supplementary Duties) and advise the Commission whether it would be possible to split this level into two. | 5.9 |
| (17) | The Administration should carry out a critical review of the individual allowances paid for driving duties in order to ensure that driving is not part of the inherent duties of the grade concerned and that allowances are only paid if the officers concerned are required to drive on duty reasonably often and in so doing, take on significant additional responsibility. | 5.11 |
| (18) | The payment of Extraneous Duties Allowances to the disciplined services should not be abolished at present. However, it should be critically re-examined when the Disciplined Services Pay Scales are next reviewed. | 5.12 |
| (19) | The two non-standard Extraneous Duties Allowances and a few Extraneous Duties Allowances (Supplementary Duties) which do not follow the standard rate should be transferred to a new category of "Non-standard Allowances". | 5.15 |

Paragraph

- (20) In the case of Hardship Allowances, no formal definition of "hardship" should be laid down. Although, in principle, a definition was desirable, in practice it would be extremely difficult to specify precisely what was meant by this term. 5.17
- (21) The Administration should review all payments of Hardship Allowances in order to establish whether or not the duties which are supposed to constitute hardship are inherent in the work of a grade and whether such duties were taken into account when the pay scale of the grade was determined. 5.19
- (22) While no formal definition of obnoxious duties should be laid down for the payment of Obnoxious Duties Allowances, the classification of duties as obnoxious or otherwise should be made with reference to the general duties of each grade and the nature of its work taking into account recent changes in operational procedures. 5.20
- (23) While it would be impracticable to lay down a definition of dangerous duties, the Administration should review individual payments of Dangerous Duties Allowances with particular reference to the principle that job-related allowances should not be paid to officers unless extra or unusual duties take up a substantial part of their time. 5.21
- (24) Hardship Allowances (Management Considerations) should be re-classified as Non-standard Allowances. 5.22
- (25) All the existing non-standard allowances, which are currently included in several different categories of allowances, should be critically examined by the Administration to confirm that their retention is justified and that their rates are appropriate. They should then be incorporated into a single new category called "Non-standard Allowances". 5.24

Paragraph

- (26) To discourage a proliferation of Non-standard Allowances, the creation of any new types of Non-standard Allowances should be subject to the advice and recommendation of the Standing Commission. 5.25

Administration of the System of Job-related Allowances

- (27) The Secretary for the Civil Service should continue to be responsible for the interpretation of the criteria governing the payment of job-related allowances and eligibility for them and for the administration of the allowance system as a whole. 6.5
- (28) Heads of Department should ensure that the payment of allowances is adequately controlled and confined to eligible staff and that applications for allowances are only put forward where there is sufficient justification. 6.6
- (29) The payment of job-related allowances should not be backdated. 6.8
- (30) All job-related allowances should be reviewed regularly not just to confirm that their rates are appropriate but also to ensure that their retention is justified. 6.9
- (31) Reviews of the general principles governing the payment of job-related allowances and eligibility for them should be carried out by the Standing Commission as and when the need arises. 6.10(a)
- (32) All cases where the payment of standard allowances has been approved should be reviewed by Heads of Department at least once every two years. To ensure that reviews are not overlooked, approvals for the payment of standard allowances on a continuing basis should be given for a period of not more than two years. 6.10(b)

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| (33) | The approval of payments of non-standard allowances should be reviewed by the Civil Service Branch, in consultation with Heads of Department, at least once every two years. | 6.10(c) |
| (34) | The Administration should be asked to pay particular attention to the need for regular reviews of the duties required of a rank arising from new operational requirements. | 6.13 |