

CHAPTER 10

THE DISCIPLINED SERVICES

10.1 Evaluations

10.1.1. The evaluation process used in determining the job scores for Disciplined Services ranks was the same as that used in evaluating all other jobs in the Survey. However unlike the majority of positions evaluated in both the public and private sector there were some special features in the Disciplined Services which had to be taken into account in determining the job scores. Such features include (amongst others):

- * the need for training in the use of specialised equipment such as in the fire services and the police,
- * the need for special training in investigative work in the police and customs services; and
- * the requirement for special skills in handling potentially difficult or dangerous situations in the Disciplined Services such as crowd control or handling dangerous criminals.

All these features increase the depth of Know-How required in the job, and some impact on the problem solving and accountability.

10.1.2. Furthermore in some ranks we found a variety of positions requiring a different ranges of skills and experience which resulted in a wide range of evaluations for some ranks such as;

- * police constable,
- * customs officer,
- * assistant principal immigration officer, and
- * superintendent CSD, Fire (equivalent) and RHKPF.

10.1.3. These wide variations made it difficult to rationalise the current slotting of some Disciplined Services ranks against the Master Pay Scale as some ranks were evaluated in a different pay band than currently assessed.

10.2. Private Sector

10.2.1. There were no positions in the private sector that truly matched positions in the Disciplined Services in respect to danger, stress, being on constant call, or restrictions to personal freedom. Unfortunately therefore we are not able to meaningfully comment on the private sector practice for rewarding staff for these job features.

10.3. Hours of Work

10.3.1. The hours of work for Disciplined Service ranks vary far more widely than for Master Pay Scale ranks. At the same level the hours of work can vary from as low as 1,743 hours per annum to 2,424 hours per annum or 28% difference, yet no account appears to have been taken of this in determining pay scales.

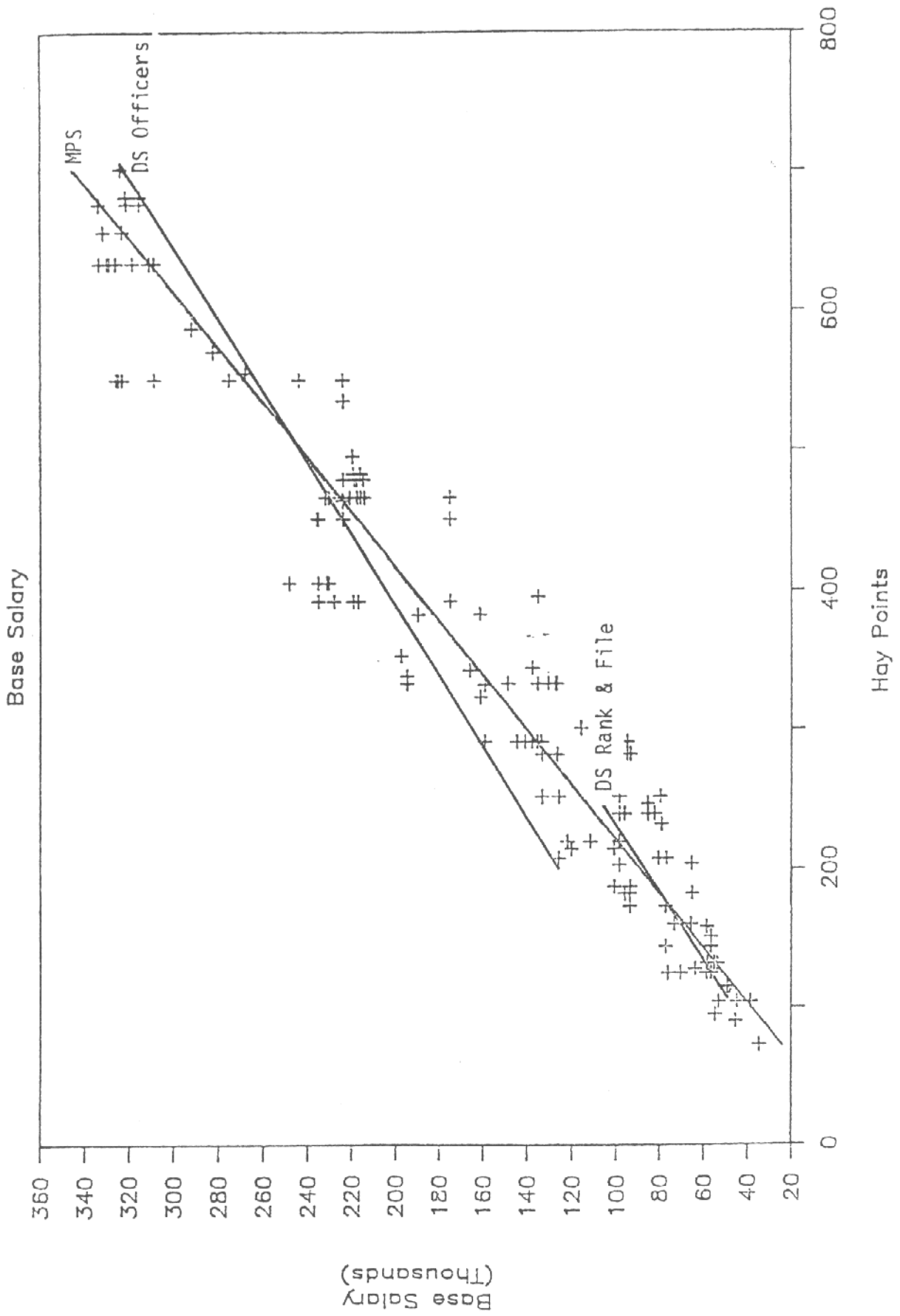
10.4 Base Salary Levels

10.4.1. The Chart 19 facing shows the scattergram and practice line for Base Salary for the total Master Pay Scale Pay Bands sample (excluding Disciplined Services ranks) and the superimposed practice lines for Base Salary for the Disciplined Services Officers in the sample and for the Disciplined Services Rank and File.

10.4.2. The results show that:

(a) at the Median job size in the Disciplined Services (Officer) sample, 323 Hay points, the Base Salary practice for the Disciplined Services (Officer) ranks at HK\$176,000, is approximately 14% above the Master Pay Scale Pay Bands practice at HK\$154,000.

(b) at the Median job size in the Disciplined Services (Rank and File) sample, 148 Hay points, the Base Salary practice for the Disciplined Services (Rank and File) ranks at HK\$68,000, is approximately 3% above the Master Pay Scale Pay Bands practice at HK\$66,000.



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10.4.3. The principal deductions that can be made from this result are as follows.

- (a) As we took into account the special features found in some Disciplined Service ranks in arriving at the evaluation scores, the differences in pay levels between the Disciplined Services and the Master Pay Scale at the same job scores, may reflect payments for other factors such as danger, stress and restraints to personal freedom.
- (b) However it must be remembered that there are significant differences in the hours worked between some staff in the Disciplined Services and the Master Pay Scale which might also have had an impact on determining the pay levels for these services in the past.