

22 July 1988

His Excellency Sir David Ford, K.B.E., L.V.O., J.P.,
Acting Governor of Hong Kong.

Your Excellency,

Creation of a New Rank of Senior Postman
in the Postman Grade

We were recently invited by the Administration to advise, under Item I(b) of our Terms of Reference, whether a new rank of Senior Postman with a pay scale of Master Pay Scale 16 - 19 should be created in the Postman grade.

2. The Postman grade is a one-rank grade classified under Group II of Grades Not Requiring a Full School Certificate. Entry to the grade requires a minimum of four years' secondary education, i.e. to Form IV level. Its present structure, establishment and pay scale are as follows : -

<u>Rank</u>	<u>No. of Posts</u>	<u>Pay Scale</u>
Postman	2,848	MPS 4 - MPS 15 (\$3,075 - \$5,935)

3. Postmen are mainly deployed on sorting of mail, preparation for and actual delivery of letters, mail and parcels, collection of mail from branch post offices and street posting boxes, movement of bagged and other mail, stamping of letters and mail escort duties. They are supervised directly by the Senior Postal Officer rank of the Postal Officer grade (MPS 21 - MPS 24).

4. We were informed that consequent upon the increase in postal traffic and the rapid expansion of the speedpost and intelpost services, the postal staff felt that their pay scales were not commensurate with the increasing workload and asked the departmental management to carry out a review of their pay scales.

5. At the request of the Postmaster General, the Administration carried out a comprehensive review of the Postman and Postal Officer grades in late 1986 to establish whether the overall increase in postal traffic had affected the nature, scope and complexity of work of the two grades in any substantive way which would justify improvements to their pay scales. The findings of the Administration indicated that the nature of work of the two grades had not changed since they were last reviewed in 1978. However, the review also indicated that there might be scope to improve the structure of the Postman grade and suggested that the Postmaster General should examine further whether the jobs of Postmen and Postal Officers could be re-organised to provide a senior functional rank in the Postman grade.

6. Staff representatives were dissatisfied with the findings of the review and the Union of Hong Kong Post Office Employees declared industrial action in December 1987 which lasted until January 1988.

7. As a move to demonstrate the departmental management's sincerity in pursuing the Administration's separate recommendation to examine whether there was justification for re-organising the jobs of Postman and Postal Officers to provide a senior functional rank in the Postman grade, the Postmaster General carried out a study which was completed in March 1988.

8. In his study, the Postmaster General has identified a number of areas in the existing organisational structure of the Postman grade which require changes. At present, in work units where Postmen are deployed in team work, they are supervised by Senior Postal Officers who take charge of between eight to twenty Postmen in addition to performing their own duties. In effect, the Senior Postal Officers are fully engaged in performing their own functional duties and it is therefore very difficult for the Postmen to seek advice and direction from them. This wide span of control also makes it impossible for the Senior Postal Officers to exercise close supervision over Postmen, nor does it allow them time to teach and train new Postmen. In many instances, the more experienced and senior Postmen are assigned as leaders on an ad hoc and informal basis and this situation is considered unsatisfactory.

9. In the 'one-man' branch offices, they are manned by one Senior Postal Officer as Postmaster and one Postman to perform general indoor Postman duties. The Postman is not authorised to assist in counter transactions resulting in long queues in times of busy periods of the day. This situation is considered not satisfactory as far as provision

of service to the public is concerned. Moreover, since the Senior Postal Officer is the only man in the post office who is solely responsible for all cash transactions and safe custody of stamp stock, it is considered undesirable from the office security point of view.

10. In order to establish a first line supervision of Postmen in work situations requiring team work, to tighten internal security control and improve the quality of service provided to the public in 'one-man' branch offices, the Postmaster General considered that there is a need to create a new rank of Senior Postman in the Postman grade. The Senior Postman will assume the role of the leader of the team, setting the pace of work, distributing duties, monitoring performance and output, guiding and teaching new team-mates, and maintaining discipline within the team. In 'one-man' branch offices, the Senior Postman will act as assistant to the Senior Postal Officer in charge, in order to achieve better control of office security and to improve the quality of service to the public. The Postmaster General proposed that the structure and pay scale of the Postman grade upon creation of the Senior Postman rank should be as follows : -

<u>Rank</u>	<u>Existing Pay Scale</u>	<u>Proposed Pay Scale</u>
Postman (existing rank)	MPS 4 - MPS 15 (\$3,075 - \$5,935)	no change
Senior Postman (proposed rank)	-	MPS 16 - MPS 19 (\$6,280 - \$7,365)

11. Having examined the Postmaster General's proposal, the Administration considers that the additional duties as team leaders in certain work units and as assistants in counter transactions in 'one-man' branch offices are outside the normal scope of duties of Postmen and that by creating a senior rank in the Postman grade, it would obviate the need to create a large number of additional Senior Postal Officer posts in order to strengthen the span of supervision and to improve the quality of service to the public. The Administration also considers that it would be more economical and effective to create a senior rank in the Postman grade since this would improve the structure of the grade as well as enhance its sense of belonging to the department. Accordingly, the Administration supports the creation of a Senior Postman rank in the Postman grade with a pay scale of MPS 16 - MPS 19.

12. We have examined the Administration's proposal and we endorse it. We are satisfied that the creation of a senior rank in the Postman grade on functional grounds is justified. By so doing, it will provide a first line supervision of Postmen in work situations requiring team work and this is in line with our recommendation in Report No. 1 that "grades supervised by other grades should be reviewed to see whether first line supervision could be performed by a senior rank in the lower grade". We also see the functional need of entrusting Postmen working in 'one-man' branch offices with additional responsibilities of assisting the Senior Postal Officers in counter work. We are satisfied that the proposed pay scale (MPS 16 - MPS 19) for Senior Postman is in line with the norm for corresponding ranks in the same education Group.

13. If our recommendation is accepted, we propose that it should be implemented from a current date.

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

(S.Y. Chung)
Chairman

Kim Y.S. Cham

Therese H.C. Chan

Stanley G. Elliott

Vincent H.C. Ko

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Tang Kwai-nang

APPENDIX IX (2)

23 July 1988

His Excellency Sir David Ford, K.B.E., L.V.O., J.P.,
Acting Governor of Hong Kong.

Your Excellency,

Creation of Two New Ranks in the Pilot Grade
of the Royal Hong Kong Auxiliary Air Force

We were recently invited by the Administration to advise, under Item I(b) of our terms of reference, whether two new ranks of Cadet Pilot and Pilot II should be created for the Royal Hong Kong Auxiliary Air Force (RHKAAF).

2. The Pilot grade belongs to Group I of the Professional, Degree and Related Grades. This Group comprises grades normally requiring membership of a professional institution and grades requiring qualifications traditionally accepted as comparable. The present structure, establishment and pay scale of the Pilot grade are as follows : -

<u>Rank</u>	<u>No. of Posts</u>	<u>Pay Scale</u>
Pilot	2	MPS 38 - MPS 47 (\$17,830 - \$26,810)
Senior Pilot	6	MPS 48 - MPS 51 (\$28,070 - \$31,865)

3. For entry to the Pilot rank, candidates must hold a Commercial Pilot's Licence valid for fixed-wing aircraft, or have equivalent military or other flying experience. Senior Pilot is a promotion rank for Pilots who are in possession of an Instructor's Licence valid for fixed-wing aircraft or helicopters.

4. Pilots are mainly deployed as captains on piloting duties which involve operations such as daytime search and rescue operations, both locally and offshore, casualty evacuation, operation of the flying doctor service, surveillance of illegal immigrants and refugees arriving in Hong Kong and aerial surveys. Pilots also provide specialised flying services for the Royal Hong Kong Police Force and other Government departments. Senior Pilots also perform operational flying duties on tasks such as rescue missions which require a high degree of skill, but they are mainly deployed on instructional and supervisory duties such as flying instruction, supervising less experienced Pilots, examining Pilots as to their competence, monitoring the performance and progress of staff, and general administrative duties in support of training and rostering.

5. On 29 April 1986, the Executive Council directed that the RHKAAF should become capable of conducting search and rescue missions at night. Because this is technically a far more complex task than daytime missions, the RHKAAF require three specialised aircraft for the purpose. On 22 July 1986 the Executive Council also ordered that the RHKAAF should take over the tasks currently undertaken by the Royal Air Force (RAF) when the RAF eventually withdraws from Hong Kong. A phased expansion programme for the RHKAAF including a proposal to introduce Cadet Pilots into the Force for the purpose of localising the service was subsequently endorsed by the Executive Council.

6. In view of the above, the Commanding Officer of the RHKAAF has proposed the creation of a new rank of Cadet Pilot for training local officers as Pilots to meet all the requirements of the Force in the late 1990's, and the creation of a new rank of Pilot II as a promotion rank for Cadet Pilots who have obtained the required flying qualifications.

7. The Administration agrees that there is a need to create a new training rank of Cadet Pilot to implement the decision of the Executive Council to introduce more local Pilots into the Government Service, and that there is also a need to create a new rank of Pilot II to cater for those less experienced Pilots. The Administration has also considered the pay scales for the proposed new ranks and has, after consulting with the Secretary for Security and the Commanding Officer of the RHKAAF, submitted the following proposals : -

<u>Rank</u>	<u>Existing</u>	<u>Proposed</u>
Cadet Pilot (new rank)	-	TPS 15 - TPS 16 (\$5,830 - \$6,365)
Pilot II (new rank)	-	MPS 29 - MPS 37 (\$11,790 - \$17,010)
Pilot I (retitling of existing Pilot rank)	MPS 38 - MPS 47 (\$17,830 - \$26,810)	no change
Senior Pilot (existing rank)	MPS 48 - MPS 51 (\$28,070 - \$31,865)	no change

8. For entry to the rank of Cadet Pilot, candidates are required to be a matriculant, have good physique and eyesight in accordance with the International Civil Aviation Organisation standards, and be able to pass a strict medical examination and a flying aptitude test. A Cadet Pilot will undergo full-time training and be required to obtain a Category C or Category D flying qualification in two years before being considered for promotion to Pilot II.

9. Pilot II is proposed as a promotion rank for Cadet Pilots who have been awarded a Category C or Category D flying qualification. In addition to undergoing further training to obtain a Category B flying qualification (required for promotion to Pilot I), a Pilot II would also be responsible for carrying out the duties of a Co-Pilot on flights requiring two Pilots, and performing as captain of flying and search and rescue tasks under supervision.

10. We have examined the Administration's proposals and we endorse them. We are satisfied that there is a need to create a new training rank of Cadet Pilot in order to implement the decision of the Executive Council to increase the scope of duties of the RHKAAF and to introduce more local Pilots into the Government Service. We note that at present, out of the seven permanent flying staff (excluding one vacant post), only one Pilot is a local officer.

11. Whilst the proposed pay scale (TPS 15 - 16) for Cadet Pilots appears high when the benchmark entry point for other training grades requiring similar qualifications is TPS 12, we are aware of the concern of the Secretary for Security and the Commanding Officer of the RHKAAF that the pay scale for the new rank should be sufficiently high to attract candidates of the right quality and we accept that a slightly higher pay scale is therefore justified.

12. With regard to the proposed Pilot II rank, we have been informed that although there is a strong element of further training in the job description of a Pilot II, members of that rank will be required to undertake functional tasks. Given this assurance, we have no objection to the creation of the new rank. We also consider that the proposed pay scale for this rank (MPS 29 - 37) is appropriate, having regard to their level of responsibility and to the fact that this is also the pay scale of an Air Traffic Control Officer III which is the promotion rank for matriculants who have undergone two years' training.

13. We note the proposal that the Pilot grade should remain in Group I of the Professional, Degree and Related Grades. We are aware that all other grades in this Group use the term "Assistant" to denote a separation between two ranks within a grade (e.g. Assistant Engineer). We also feel that this established terminology makes it easier to distinguish the junior rank from the senior one and we were originally of the view that the Pilot grade should, for the sake of consistency and clarity, follow suit. However, we have been assured by the Administration that use of the term "Assistant Pilot" would be contrary to the practice of the aviation industry as a whole, and that the adoption of numerical distinctions would therefore be more acceptable in this profession. Given this assurance, we do not object to the Administration's proposal to use the terms "Pilot I" and "Pilot II".

14. If our recommendations are accepted, we propose that they should be implemented from a current date.

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

(S.Y. Chung)
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APPENDIX IX (3)

27 October 1988

His Excellency Sir David Wilson, K.C.M.G.,
Governor of Hong Kong.

Your Excellency,

Proposed New Grade of Law Translation Officer
in the Legal Department

We were recently invited by the Administration to advise, under Item I(b) of our terms of reference, whether a new grade of Law Translation Officer in the Legal Department should be created.

2. In the past, the law required that all legislation should be drafted and enacted in English. In July 1985, the Executive Council approved proposals for the enactment of future legislation in both English and Chinese and for the production of authentic Chinese translations of all existing legislation. The Executive Council has also set a target of completing the translation of existing legislation by 1992. The Official Languages (Amendment) Ordinance 1987 and the Interpretation and General Clauses (Amendment) Ordinance 1987 were enacted in March 1987. These Ordinances, which contain the necessary enabling provisions, will be put into effect after the completion of necessary preliminary arrangements including staffing. When they are brought into force, all new bills (and, in due course, amending bills) will be introduced in bilingual form.

3. The Law Drafting Division of the Legal Department is responsible for drafting all of Hong Kong's legislation. Following the decision of the Executive Council in 1985, the Law Drafting Division set up an initial team of five "sinophone" (i.e. Chinese speaking and writing) lawyers at the rank of Crown Counsel (MPS 35 - 47) to undertake the drafting of new bilingual legislation and to take part in the translation of existing legislation into Chinese. Nine Senior Chinese Language Officer posts (MPS 38 - 47) were also established to work with the sinophone lawyers in the latter task. These posts were filled by officers selected from the Chinese Language Officer grade who had to complete a five-month training course on legal studies and language