

CHAPTER I

APPOINTMENT AND PROCEDURE

Terms of Reference

WE were appointed by His Excellency the Governor as a Standing Committee to keep constantly under review the grading of departments and the salaries of senior civil servants receiving more than \$4,300 p.m.

2. Our detailed terms of reference, conveyed to us on 1st October, 1963, are as follows:

The Standing Committee will keep constantly under review the grading of departments and superscale/upperscale salaries, and will make recommendations to the Governor from time to time.

The Committee should accept the existing structure of departments, but may propose minor structural adjustments or salary adjustments within the departmental structure.

The Committee will not consider the creation of new superscale or upperscale posts outside of the present structure (e.g. the inclusion of a new post of Deputy), but may consider the regrading of posts between the upperscale and superscale provided that the main structure is not distorted.

If recommendations are received from departments which fall outside these terms of reference, or if the Committee in the course of its investigations discovers anomalies in structure, the Committee will refer such matters to the Colonial Secretary, together with its comments if it so wishes.

3. The term 'upperscale' at present applies to salaries of \$4,500 p.m. The term 'superscale' applies to salaries ranging from \$4,700 to \$7,000 p.m. Between them, these two terms include all the senior directing staff of all Government departments in addition to a number of specialist posts on equivalent salaries.

4. In answer to our inquiry, the Colonial Secretary informed us that the Registry of Trade Unions and the Public Enquiry Service, which are departments not attracting superscale/upperscale salaries, and the various Defence units and Civil Aid Services, should not be considered to fall within our terms of reference.

The Collection of Information

5. Our first task was to obtain information and opinions.

6. In response to a Colonial Secretariat Circular (No. 'L' 24 of 4th September, 1963), Heads of Department supplied to us:

- (a) a post by post description of the work undertaken by all superscale/upperscale officers from the head of department down;
- (b) a skeleton organization chart;
- (c) a justification for any changes recommended.

7. We also obtained memoranda on:

- (a) the number of officers employed by each department;
- (b) particulars of departmental revenue and expenditure;
- (c) pensions;
- (d) entertainment allowance;
- (e) the salaries and pensions of the Higher Civil Service, the Judiciary, and the grading of departments in the United Kingdom;
- (f) a number of other subjects.

8. We also obtained information on the general level of senior salaries in the commercial world in Hong Kong; and our Chairman discussed with Lord Franks, the Chairman of the Advisory Committee on the Pay of the Higher Civil Service in the United Kingdom, the procedure adopted in the United Kingdom.

9. We supplemented this information by individual visits or joint visits to a number of departments, by inviting some heads of department to appear before us, and by calling for additional information where necessary.

10. We held 44 meetings.